

# IT Infrastructure Library (ITIL) and Project Management

## PMI Washington DC Chapter Tools Meeting

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# ITIL is HOT!!!!!!!!!!

*Implementation levels in \$1 billion-plus companies will grow from 13% today to around 40% by the end of 2006.*

Forrester – October 2005, “IT Asset Management, ITIL and the CMDB”

# Why do I Care?

- What to be the smart one at the water cooler.
- My projects may interact with ITIL process areas.
- Uh-oh, my manager just handed me an ITIL process improvement project to manage.
- What to be able to recommend Best Practices for IT Service Management

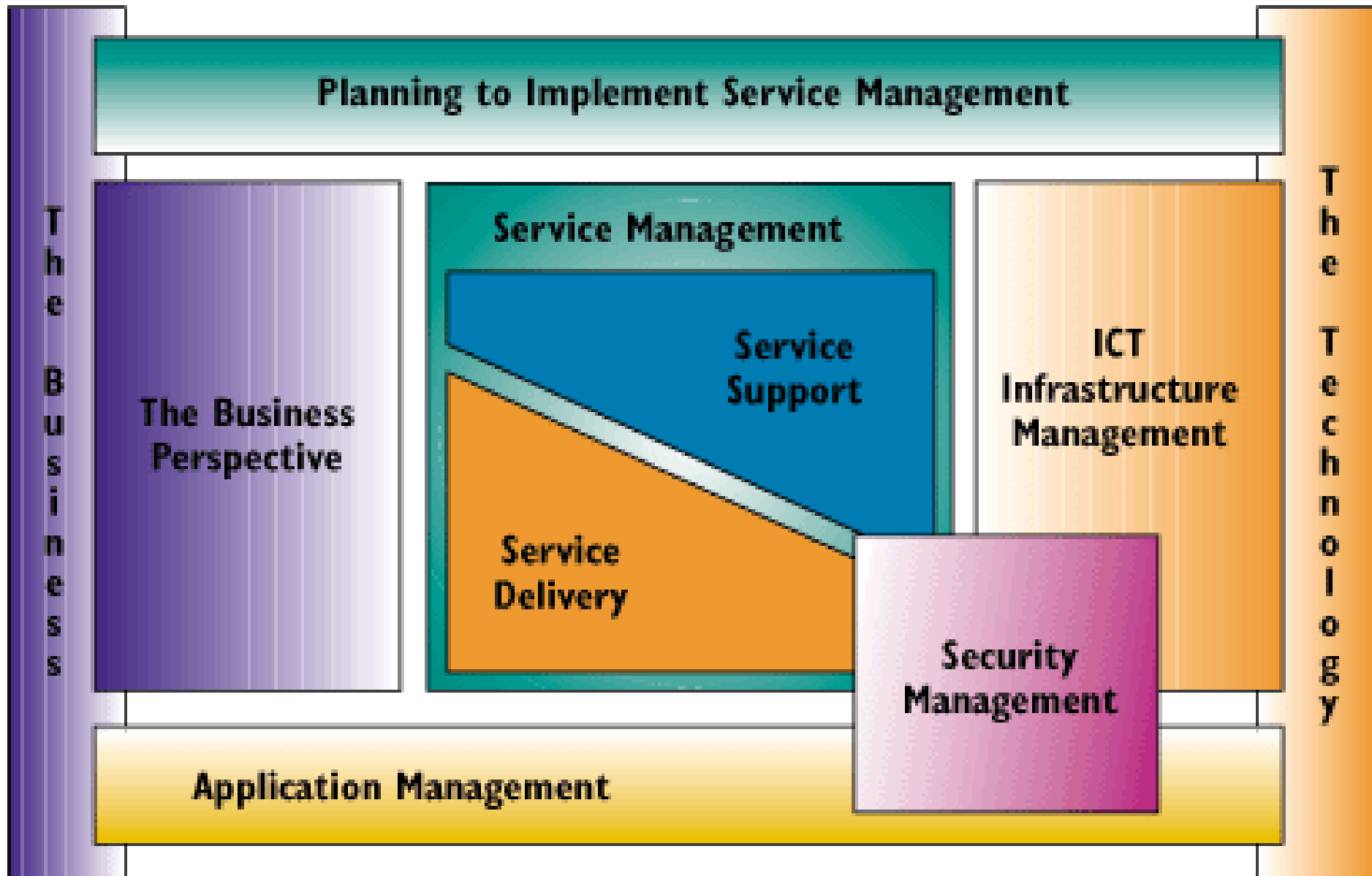
# What is ITIL – Its all about the Services to the Business

- ITIL is all about which processes need to be realized within the organization for management and operation of the IT infrastructure to promote optimal service provision to the customer of the services at justifiable costs
- An integrated, process based set of best practice for managing IT services
- ITIL is vendor neutral
- A common terminology
- The goals of ITIL:
  - Align IT with the Business
  - Increase Effectiveness of IT
  - Reduce the Costs of IT; increase the value to the business

# ITIL History

- Late 1980s
  - UK government project started with goal of developing a framework for efficient and financially responsible use of IT resources within the British government and the private sector.
  - CCTA (OGC) involved in development plus practitioner and consulting organizations
  - Organizations outside of government became interested
  - First books published
- Early 1990s
  - The library completed
- Late 1990s
  - Generally accepted as the de-facto standard for IT service management worldwide
  - Introduction of ITIL to North America (~1997)
- 2000s
  - 2000 worlds first ITIL aligned standard is published: BS15000
  - 2001 version 2 of ITIL released
  - 2005 BS 15000 standard becomes ISO 20000
  - 2007 (or so) version 3 of ITIL

# ITIL The Books



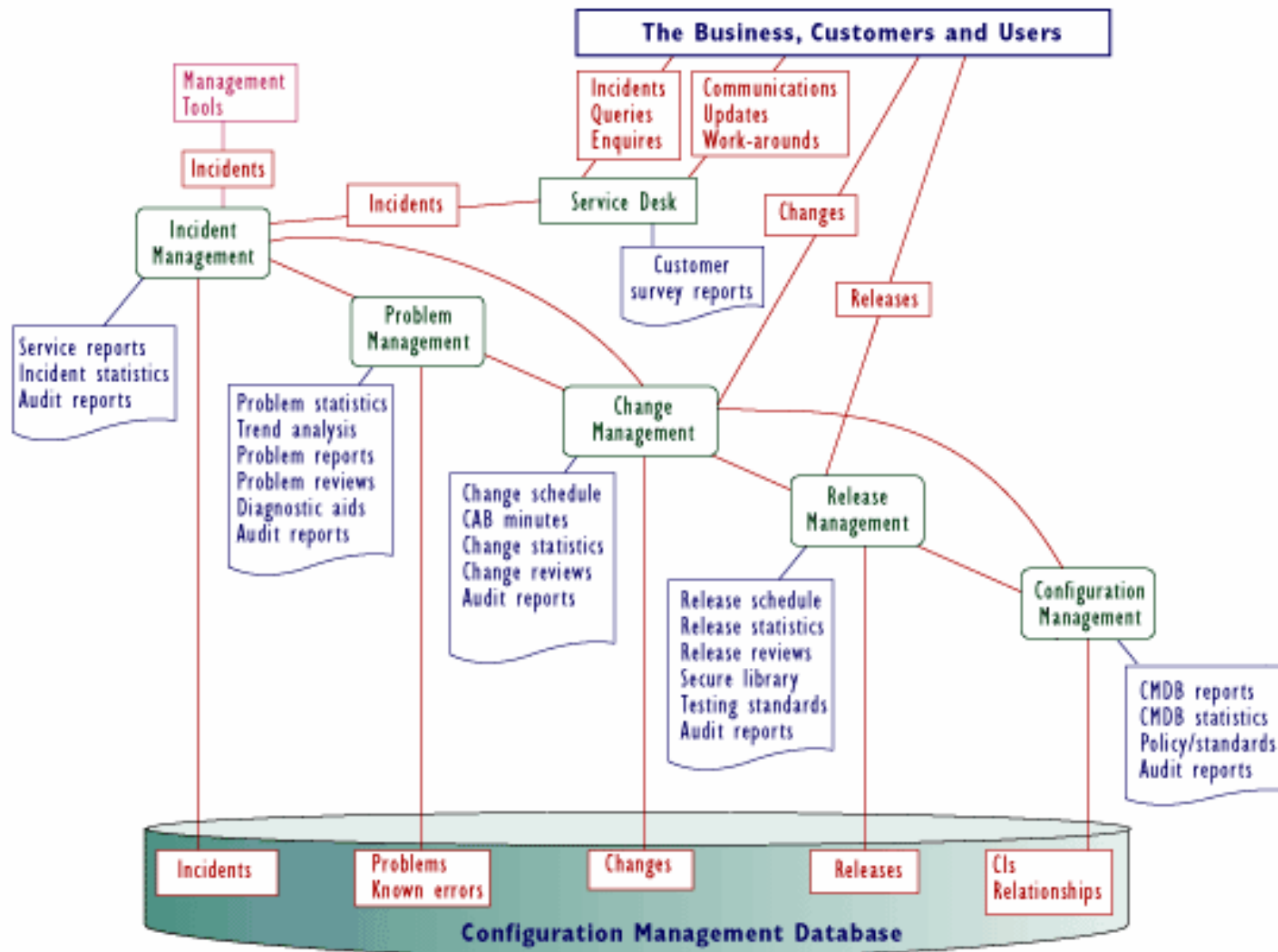
# Best Practices versus Standards Pyramid



# IT Service Management – Service Support

- Process Areas:
  - Incident Management
    - Returning to normal IT service operations ASAP.
  - Problem Management:
    - Removing structural faults from the IT Infrastructure.
  - Change Management:
    - Managing change while minimizing the impact on Service quality.
  - Release Management:
    - Plan and control releases of software and hardware.
  - Configuration Management:
    - Keeping track of configuration items.
- and one Function:
  - Service Desk:
    - Support the agreed upon IT services; acts as a single point of contact and supporting activities.

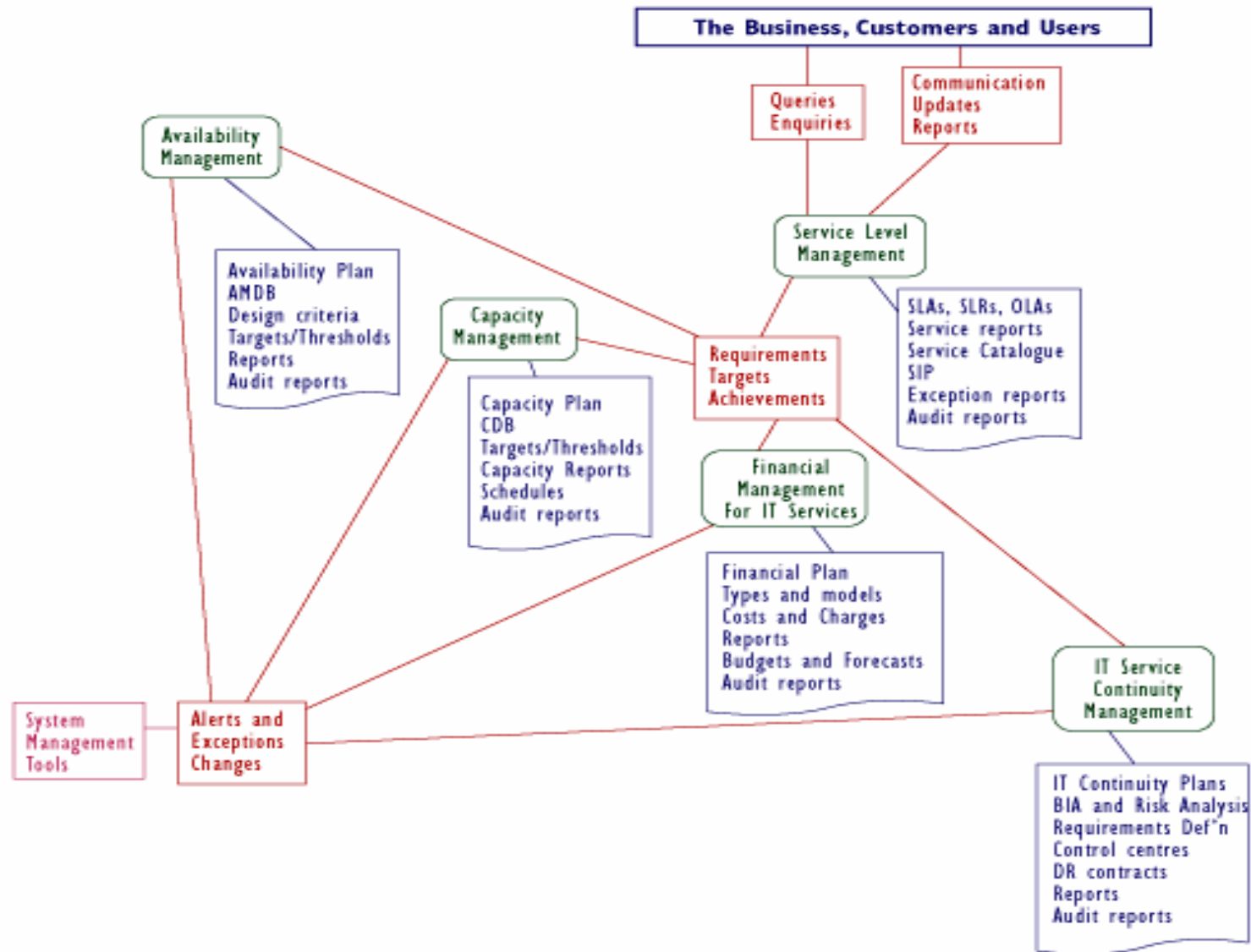
# IT Service Management – Service Support



# IT Service Management – Service Delivery

- Process Areas:
  - Service Level Management:
    - Maintain and improve IT services by agreeing to, monitoring, and reporting on services and how they meet the needs of the business.
  - Capacity Management:
    - Ensuring that the business is provided with a sufficient amount of IT resources against justified costs, at the right time and place.
  - Service Continuity Management:
    - Managing an organizations ability to continue to provide agreed to level of IT services after an interruption to the business.
  - Availability Management:
    - Delivering a cost-effective and sustained level of availability to the business.
  - Financial Management:
    - Providing a clear insight into the actual costs of IT services provided.

# IT Service Management – Service Delivery





# I am leading an ITIL Implementation...AHH!!

- Ask the question why?
  - Marketing Tool
  - Process efficiencies
  - Beware of "...ITIL is the answer."
- Assess the situation
  - Start with an assessment; what is your organizations maturity level
  - Where am I in the organization and what ITIL process areas align
  - Where do I get the "biggest bang for my buck"
  - Plan → Do → Check → Act – Deming Cycle
- Implementation Challenges:
  - Descriptive best practices, not prescriptive guidance
  - Requires deep organizational commitment
  - Manual implementation of ITIL processes costly and ineffective
- Managing it like a project! Don't forget PMBOK principles!
- Approach ITIL implementation as part of the IT-wide strategy, and use it to guide all other strategic initiatives.
- Consider the post-ITIL organization before completing the process design.

# ITIL and Managing a Project – Think Business Service!

- My project is introducing a new Service to the business.
  - How will the business use this new service?
  - How will IT manage this new service?
  - ITIL provides a good model for what to think about
  - Start the process during the Initiation phase!
- ITIL should be include in your organizations SDLC

# PMBOK v ITIL -

- General similarities:
  - Practitioner based and professionalized (certification)
  - Set of best practices
  - Integrated
  - Practices/techniques/tools pulled from other disciplines, like Deming, SWOT, Risk Analysis (although applied differently)
  - About the same timeline for development
- General differences:
  - Project Management is based upon a temporary endeavor, where as ITIL is ongoing operations.
  - ITIL is about the Live IT environment, while Project Management (when applied to IT) is about developing new.
  - ITIL is ISO and PMBOK is ANSI

# PMBOK – ITIL Mapping

Project Management Knowledge Area	ITIL Mapping	Comment
Integration Management	Change Management	Integrated Change Control, at the project level versus the infrastructure level.
Scope Management	Service Level Management	Related to scope of Services to be provided to the business. They need to be defined upfront. Similar to a project scope, if you don't know your services and how the business uses them and needs them to be supported then you will have missed expectation and all the work is for nothing. Also WBS is similar to CMDB...think about it.
Time Management	No Really Good Match	Since ITIL is on going and operational in nature, it is not time based. That is not to say that sequencing is not important, for example in release management. Again, maybe a release should be considered a project. Then again, all of the ITIL disciplines could benefit from sequence analysis and scheduling
Cost Management	Financial Management	What is the cost of the project and how is that cost estimated, budgeted and controlled versus cost of a service. Very similar in nature, different scope.
Quality Management	Service Level Management/ITIL	Monitoring and reviewing actual service against SLA. Cause and Effect and Problem Management. Statistical analysis and reporting
Human Resource Management	Just Plain Missing	In the Planning to Implement book there is mention of general organizational impact and how to plan for implementation, there is not an in-depth focus on how to source and develop people to work the process...as far as I can tell. So add the topic to your ITIL implementation. To some degree Capacity Planning maps with People Resource planning.
Communications Management	Service Desk/ITIL	Different scope, but strong mapping on techniques and importance. PMBOK has more detailed focus on the methods.
Risk Management	Continuity Management/ITIL	ITIL is all about risks to service to the business, or risk of business processes failing due to IT service inabilities. Again different scope. PMBOK provides more details on the how to perform risk management.
Procurement Management	Service Level Management - UC	Closest mapping is to the idea of an Underpinning Contract, which is a contract with an external supplier. That being said not a really good recipe for how to plan and manage external supplier, which is in PMBOK. Important in ITIL especially in today's world of outsourcing. I would use PMBOK to provide details of how to manage

# ITIL Certification

- The international ITIL Certification Scheme currently consists of three kinds of certificates:
  - The ITIL Foundation Certificate in IT Service Management
  - The ITIL Practitioner Certificates in IT Service Management
  - The ITIL Manager's Certificate in IT Service Management

# What more information?

- Check out these sites:

- ITIL:

- <http://www.itil.co.uk/>

- <http://www.itsmf.org/>

- <http://ba.smartenterprisemag.com/articles/2007winter/bestpractices.jhtml>

- Assessments:

- <http://www3.ca.com/technologies/subsolution.aspx?id=5784>

- Education and Certification:

- <http://www.ca.com/education/certified/>

Thanks!!!