

## **ITIL® Refresh Statement from OGC**

**13 December 2005**

### **Approach**

OGC and its partners in the IT Infrastructure Library® (ITIL) are working together to improve the content of the publications and qualifications. After thorough collation and correlation of findings that emerged from the various threads of the recent global consultation exercise, OGC has scoped and planned the refresh on the basis of the mandate that emerged. We have a plan and a way forward. We intend the process to be open, honest and fair, and seek to get the widest possible involvement and commitment from all stakeholders in the global ITIL Community.

### **Why update ITIL?**

ITIL was last updated in 2000. Our overwhelming driver for this refresh is to keep the guidance up-to-date such that ITIL continues to be 'fit for purpose' as the most widely accepted approach to IT service management in the world.

We want to improve the usefulness and applicability of ITIL by addressing the changing needs of users as the technology base and business requirements continue to evolve.

We want to make ITIL easier to apply and improve its applicability to small organisations. OGC's ITIL publications are only part of the story; this refresh will also embrace the close integration between the core guides and the ITIL qualifications, and other interfaces in the IT service management arena.

### **New publications structure**

#### **Core**

The work to develop the new set of publications is being split into 4 tranches. The first tranche comprises largely web-based products that will support authors of the main books. This tranche includes process maps and core ITIL definitions.

The second tranche is the new set of core books, following a lifecycle model from design to retirement through 5 books. Working titles are:

- Service Strategies
- Service Design
- Service Introduction
- Service Operation
- Continuous Service Improvement

Third and fourth tranches address specific support for the qualification scheme by introducing study aids for the Foundation and other examinations, and finally, there will be a new strategic introduction book for managers, and a brochure for the Board. Scoping of each book is being derived from a mapping of existing ITIL content, plus new material to address new requirements.

## **Complementary**

Core volumes will be supported by complementary titles. The core, which we hope will be slimmer than it is now, should consist of the real core concepts and generic best practices, which don't change rapidly (and thus it will be easier to update next time). One key finding was that the existing guidance "ain't broke" (as in the American expression "if it ain't broke, don't fix it"), so we won't be throwing much existing content away, just remapping to a new, more business-oriented framework.

Complementary publications should address application of the generic core guidance in particular market or technological contexts. A recent example is the revision of the early ITIL title "ITIL in small IT units", a consistent seller still, although it had not been updated for years. This title was recently revised against the current guidance, and will be published shortly. It will subsequently be updated to reflect any changes that affect it as the guidance is refreshed.

## **Translations**

There will be a translation strategy, with a strong push to ensure only a short delay before the new UK English ITIL is available in other key languages. Getting the core definitions right, in English, is a key requisite for effective translation, as is also the avoidance of idiom [1], which actually is quite difficult when writing in English. We will also put in place a mechanism for enthusiast translations into other languages not otherwise planned. In OGC terms such publications would be complementary, although we would retain Crown IPR on the content to avoid retranslation back to English. We will also be aware of localisation issues in various English-speaking countries.

## **Qualifications**

We want very much to make the refreshed ITIL a comprehensive and cohesive package. The Examination Institutes (EIs) will be closely involved in identifying work packages and keeping training course content, exams and the guidance in step, once the guidance has caught up with the training and exams, which because they are continually reviewed, are currently in advance of the published guidance. No existing ITIL qualifications will be invalidated by the changes to ITIL, because core principles are not changing. Any qualification changes will be clearly explained when announced. The majority of ITIL examinations taken are at the Foundation level, and it is this material that will change the least.

## **International standards**

As British Standard 15000 on IT Service Management, which is aligned to ITIL, is being adopted as an international standard, ISO/IEC 20000, future maintenance and development will be by an international working group. OGC and itSMFI will work with this and other standards bodies to maintain alignment between ISO/IEC 20000 and ITIL as both further develop, including vocabulary, functions and processes.

## **Internet**

As well as the paper publications and the qualifications, OGC intends to work with partners to provide a unified package of web-based support offerings for ITIL users, both existing and aspiring. Examples of web material includes the process models and ITIL definitions, but might also include other support material like discussion papers, role definitions, case studies as well as examples of ITIL forms and meeting agendas for meetings specified in ITIL, (such as the Change Advisory Board).

## **Process**

OGC is keen to secure the people with the best expertise, experience and communications ability to write the content of the refreshed ITIL. Diverging from past practice, we will not always look for authors for entire books. What we will do is to announce a work package with a fixed scope, which will map onto a book or part of a book, but that scope will have been carefully constructed after wide consultation. We will then invite authors to express interest in work packages. We want authors to work in pairs. They can regard that as a balanced authoring approach or an author/moderator relationship. The intention is to build in early QA. In considering author submissions, selection criteria will of course include relevant expertise, but we will also expect a range of complementary experience.

Each interested author will have to provide a resumé and a brief proposal. The successful authors will then go on to propose a detailed plan of the material sought, accompanied by one or more of the chapters fleshed out in pretty close to final form. This work will be paid for. There will be a break clause at this point. If the Editorial Board and the ITIL Advisory Group deem their material suitable, then the authors will be invited to complete the assignment, again paid. Otherwise, we will help put the content right so they can continue, or if this is not possible, another author or authors will be selected to repeat the detailed proposal. At the end, we will have material to support the scope, but OGC, with support, will retain editorial control, and work the material into final form. This is thought necessary to assure consistency in content and in depth of treatment throughout the library, these being criticisms of the existing ITIL.

## **Governance**

The work up to the end of October 2005 was led by Tony Betts and Jim Clinch of OGC. The ITIL Refresh Board was established to co-ordinate the interests across all stakeholder communities with Aidan Lawes, CEO of itSMFI as the Chair. The Board includes representatives from ISEB, EXIN and TSO. The ISO international work on IT Service Management is also represented.

At the end of October, Tony Betts (who has been a long standing and influential champion for ITIL and OGC's other best practice standards) left OGC to enjoy a well-earned retirement from the world of government. Tony will continue to be available to the ITIL community and the development of this refresh as a member of the ITIL Advisory Group.

From November 2005, the detailed project work to commission authors and create revised will be led by Jim Clinch as ITIL Chief Editor working with Sharon Taylor, as ITIL Chief Architect. Sharon is also chair of the International Publications Executive Sub-committee for itSMF International. TSO are providing project support, web management and delivery project management services to Jim through their contractual arrangements with OGC. Jim and Sharon will provide the overall control of final content resulting from authors' contributions.

The project team will be co-opting resources from ITIL partners and the ITIL community as appropriate. In addition, there will be an ITIL Advisory Group (IAG), not to do detailed final QA, but to comment on and help us improve the approach and processes, the content of the work packages, and the author proposals and submissions. The IAG will also sign off the draft books as suitable for formal QA. The 30 or so members of the IAG provide a good cross section of stakeholders in the ITIL community and are supported by interactive web facilities, as it is impossible to hold many useful face-to-face meetings with a global group such as this.

By the end of March 2006, the project will have delivered the first tranche, described above, and will be well underway with the second tranche products, the core, lifecycle based process guides. OGC will be measuring progress at key points to ensure the project is on track. A further project will run from April 2006 to conclude the production of the deliverables. Final sign off of products will be through itSMFI International Publications Executive subcommittee (IPESC) after an international QA.

By keeping the process open, advertising work packages, and having a lively forum for the IAG, we hope to capture the best talent, catch problems and errors early, and additionally, feel we have everyone signed up to the final content because there will have been wider than ever opportunities to contribute and comment.

If you have any queries on the content of this paper, please contact the [OGC Service Desk](#) (tel: 0845 000 4999, +44 1603 000 4999).

## **OGC**

[1] An idiom is a phrase, the meaning of which is not clear from the ordinary meanings of the words, and thus a literal translation is unhelpful. For example in UK English, we may say something is a dog's breakfast, meaning it is a complete mess – nothing to do with dogs or breakfasts

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