ITIL 4®, DevOps and agile, it's a brave new world!

Stéphane JORET • BCS CMSG Conference • London, 15th May 2019
1. Overview of ITIL 4
2. DevOps, agile and ITSM together
3. Asset and CI separated for the better
4. Next steps
Flexible, practical and a strong focus on common sense

A modular architecture
- Easy to use and improve, adapted to the rapidly changing IT world
- The Foundation book provides an overview and key concepts
- Additional publications contain details

Value and continual improvement
- Develops concepts of results, costs and risks for the value of the service
- Emphasizes the importance of co-creation with stakeholders, transparency and automation
- Greater emphasis on continual improvement, progressive implementation and agility
End-to-end value co-creation with IT-enabled services

- The ITIL Service Value System (SVS) allows breaking siloes
- Its central element is an operating model: the service value chain
These principles are also reflected in many other frameworks, methods, standards, philosophies, and/or bodies of knowledge, such as Lean, Agile, DevOps, and COBIT.

No hierarchy between these principles to be applied as widely as possible without censorship.

Of course, they can make service configuration management successful.
Configuration management in multi-sourcing contexts

The service relationship model, because everything is connected.

The four dimensions, because the process is not enough.
**ITIL practices consider the 4 dimensions**

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Change control practice

“The purpose of the change control practice is to maximize the number of successful IT changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing the change schedule.”

- Scope of change control specific to each organization:
  - Infrastructure
  - Applications
  - Documentation
  - Process
  - Supplier relationships
  - Any other aspect that may impact a product or service

Not to be confused with organizational change management

- Beneficial changes that will deliver additional value
- Protect customers from the adverse effect of changes
Change authority

“The person or group who authorizes a change is known as a change authority.”

- Assigned to each type of change
- Decentralized
- Reviewed by peers
Change schedule

To manage changes

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<th>Plan</th>
<th>Communicate</th>
<th>Avoid conflicts</th>
<th>Assign resources</th>
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After changes have been deployed

| Incident management | Problem management | Improvement planning |
Release management practice

“The purpose of the release management practice is to make new and changed services and features available for use.

**Release:** A version of a service or other configuration item, or a collection of configuration items, that is made available for use.

### Configuration items
- Infrastructures
- Applications
- Documentation
- Training
- Process
- Tools....

### Realization
- Internally
- Integration of third-party projects....

### Small or large
- Release plan
- Post-implementation review (PIR)
Deployment management practice

“The purpose of the deployment management practice is to move new or changed hardware, software, documentation, processes, or any other component to live environments. It may also be involved in deploying components to other environments for testing or staging.”

- Works closely with:
  - Release management
  - Change control

- In some organizations the term ‘provisioning’ is used to describe the deployment of infrastructure, and deployment is only used to mean software deployment, but in this case the term deployment is used to mean both
Traditional/waterfall and Agile/DevOps environments

Traditional/waterfall environment

- Release plan
- New or changed infrastructure
- New or changed software
- Training and documentation
- Deploy and release
- Review

Agile/DevOps environment

- Release plan
- New or changed infrastructure
- Deploy
- New or changed software
- Deploy
- Training and documentation
- Deploy
- Release
- Review
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The purpose of the IT asset management practice is to plan and manage the full lifecycle of all IT assets.

- Maximize value
- Control costs
- Manage risks
- Support decision-making about purchase, re-use, and retirement of assets
- Meet regulatory and contractual requirements
3. Asset and CI

Scopes and types of asset management

• Typical scope
  • Software
  • Hardware
  • Client devices
  • Networking
  • Cloud services

• May also include
  • Non-IT assets such as buildings
  • Information
  • Operational technology (OT) including devices that are part of the IoT
Service configuration management practice

“The purpose of the service configuration management practice is to ensure that accurate and reliable information about the configuration of services, and the CIs that support them, is available when and where it is needed.”

- Configuration items (CI)
  - How they are configured
  - Their relationships

- Information about dependencies between services
  - High-level view often called service map or service model
  - Forms part of the service architecture
CMDB and CMS

Configuration management database (CMDB): A database used to store configuration records throughout their life cycle. The CMDB also groups the relationships between configuration records.

Configuration management system (CMS): A set of tools, data, and information that is used to support service configuration management.

• Caution: potentially sensitive data
• Access to CIs from other practice records: incidents, problems, changes...
• Choice of configuration data to be maintained according to the needs
• Many implementation options
  • Single CMDB for the whole organization or distributed across several sources
  • Federated CMDBs to provide an integrated view
  • Separate data stores for asset management data, configuration details, service catalogue information, and high-level service models
3. Asset and CI separated for the better

**IT asset:** Any financially valuable component that can contribute to the delivery of an IT product or service.

A detail that makes all the difference...

**Configuration item (CI):** Any component that needs to be managed in order to deliver an IT service.

…and frees configuration managers for many ITAM considerations such as finance, purchase, contracts, compliance…
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Upcoming ITIL 4 practice guides

• They are designed as a toolkit
  • Fully integrated with all ITIL 4 components
  • To be adopted to go fast
  • To be adapted to fit each organization’s objectives

• Each will provide implementation guidance about specific
  • Concepts, success factors, KPI’s and other general information
  • Processes, activities, contribution to service value chain…
  • Needed competences and roles, organizational solutions…
  • Information objects, tooling, automation…
  • Sourcing considerations, relationships with third parties…

• The first four draft practice guides were reviewed by the community until the 10th of May
• 34 practice guides will be progressively released
  • Until the beginning of 2020
  • To cover the full spectrum described in the Foundation book
  • And provide necessary content for the certification scheme

• Jan ØBERG (Denmark) and Stéphane JORET (France) are in charge of writing the IT Asset Management practice guide
Stéphane JORET
Senior expert consultant

- Only contributor to ITIL 4 in France
- Co-author of the upcoming ITIL 4 practice guide for ITAM

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