

A Short Story of ITIL

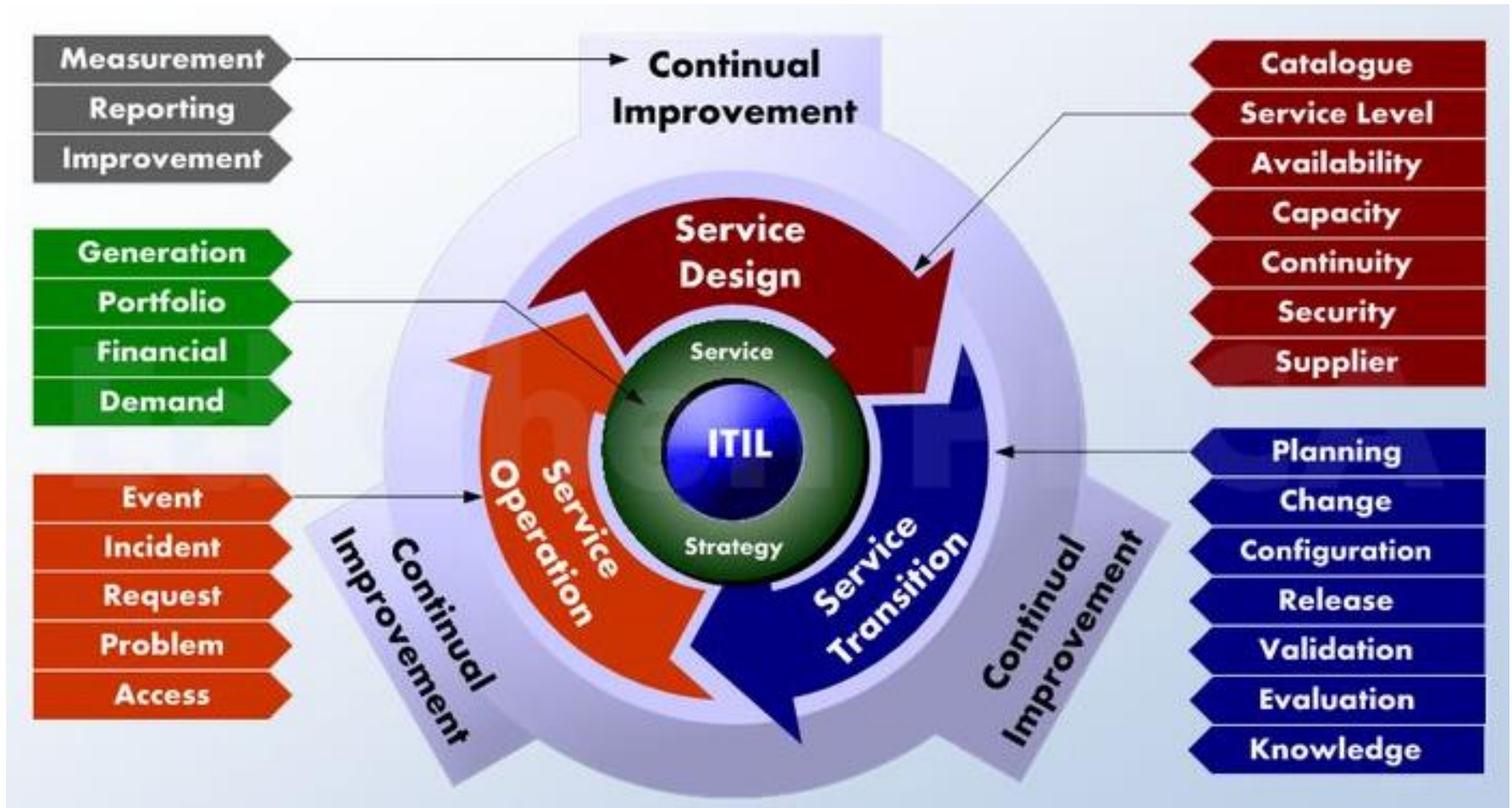
- The ITIL framework
- How ITIL is used
- Problems with ITIL

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The ITIL framework

IT Infrastructure Library is a collection of practise guidance; for IT operation and development, developed by UK Government – first published from 1989-96.



How ITIL is used

- ITIL is a collection of guidance documents; a framework - in effect a form of normative model.
- ITIL is not holistic, neither is it an enterprise model, nor a process architecture.
- ITIL is not a standard, although organisations can be certificated to ISO 20000 standard (a set of clauses derived from ITIL, but more closely related to the ISO 9001 quality standard).
- ITIL can be applied to internal organisations, or to any network of external suppliers.
- ITIL can be applied to any combination of Information and (established) Communications Technology.
- Frequently ISO certification required by MNCs and UK/US government departments, along with additional expectations relating to ITIL process content and governance.

Problems with ITIL

- The gaps in ITIL are often misunderstood, or sometimes neglected, for example bid management, sales, billing, complex service requests; at worst aspects of ITIL are 'bodged' to try and address them.
- Customers requiring ITIL of their service provider organisations frequently misinterpret ITIL requirements, or maintain approaches that apply old versions of ITIL, making it very difficult for organisations to apply a single, consistent version of ITIL guidance across shared services functions.
- ITIL has a partial overlap with other frameworks such as eTOM, applied to telecommunications or TOGAF in government services, and although it maps, there are parts of ITIL which then seem conflicting.
- ITIL doesn't seem to be adapted to developments within ICT, for example Agile development, and where its strictures seem out of step. For some in ICT, ITIL is now seen as out of date, and not capable of supporting Agile. Neither is ITIL seen as adequate in supporting services such as 'Cloud Computing'.
- There is little or no understanding in organisations about how ITIL can co-exist with Systems Thinking approaches.