



# **“ITIL Overview & Certification Scheme”**

**Role Based Training Options and Benefits of Certification**

# ITEMS ADDRESSED

WHAT IS ITIL

BENEFITS OF ITIL & TRAINING

ITIL V2 OR V3

SERVICE LIFECYCLE & ITIL BOOK OVERVIEW

QUOTES & TRENDS

QUALIFICATION SCHEME & COURSES

COURSE DELIVERY OPTIONS

COURSE VALUE PROPOSITION & COURSE DESIGN APPROACH

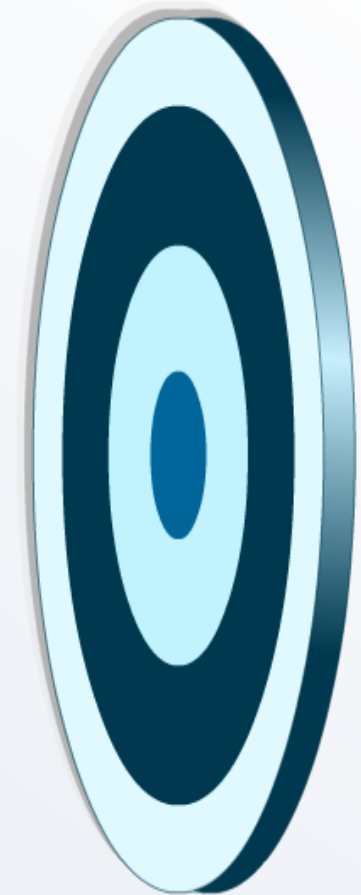
ROLE BASED CERTIFICATION SCHEME

# WHAT IS ITIL

- IT Infrastructure Library
- 5 books focusing on IT process improvement and efficiencies
- De-Facto standard for IT Service Management
- Started in late 1980's with latest revision in May 2007
- Covers Best Practice in a service lifecycle approach to identify business requirements, to design services to meet these needs, to transition new or changed services into production, to operate services to deliver to the business requirements and to continually improve services and processes
- Includes a service strategy focus for alignment and introduction of new services.

# GOAL OF IT SERVICE MANAGEMENT

- delivering and supporting IT services that are appropriate to the business requirements of the organization
- Improves efficiency and effectiveness and reduces the risks of managing IT services
- Reduces the cost of delivering IT Services to the organization



# BENEFITS OF ITIL ADOPTION

- Process improvement to increase the efficiency & effectiveness of an organization,
- Leading to reduction of cost & increased end-user satisfaction
- Provides the basis for a shift from functional to process and lifecycle based management within an IT organization
- Provides guidance on processes, activities, and roles within a service lifecycle framework to manage & deliver IT services
- Can be applied in support of IT regulatory and compliance initiatives
- Is complementary to other IT guidance and best practices, such as CobiT, ISO27001, ISO/IEC20000

Is a best practices framework that increases efficiencies in an organization to **reduce costs and increase Customer Satisfaction!!**

# BENEFITS OF ITIL ADOPTION

- Provides a common language common language for individuals in the IT department, the business, and external providers
- Enhanced alignment between IT and the business
- Quality management information for better business decisions
- Continuous improvement approach
- Clearly defines roles and responsibilities
- Reduce inefficiencies in service delivery through clear roles, responsibilities and identification of overlap
- Leads to improved availability - stable IT environment
- Increased focus on the end user customer
- Shift from a reactive to proactive approach in delivering and supporting an IT Service
- Enables capabilities for 'smart' sourcing decisions
- Better management information to make strategic decisions, especially valuable in tough economic time

# ITSM REDUCES COSTS & IMPROVES THE QUALITY OF IT SERVICES

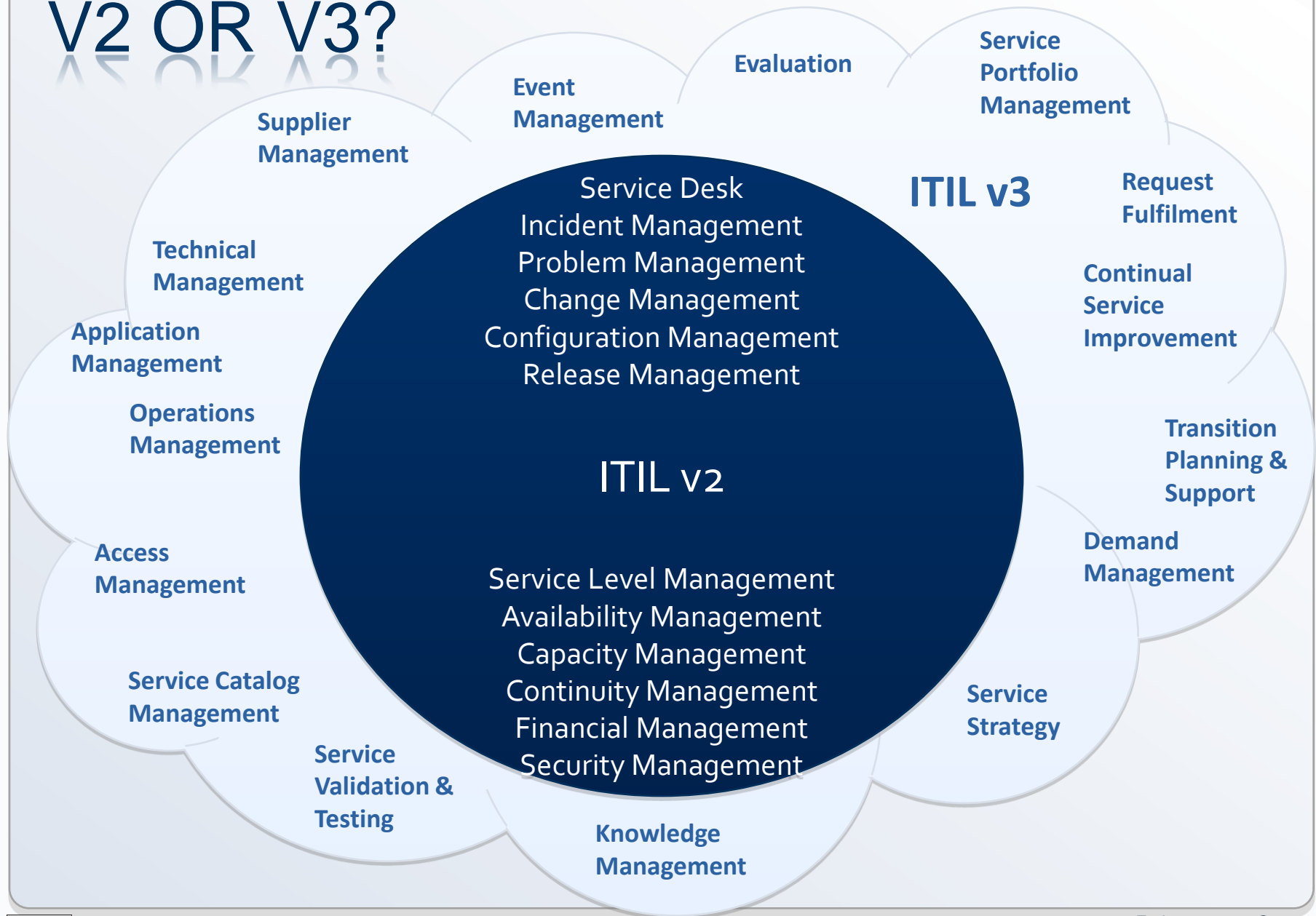
People / Partners	Process		Technology
<ul style="list-style-type: none"> <li>• Increase efficiency in resource utilization through process and process-enabling technology</li> <li>• Possible reduction of the number of operational resources</li> <li>• Focus staff on priorities and role definition</li> <li>• Allows for strategic sourcing decisions</li> </ul>	COSTS	QUALITY	<ul style="list-style-type: none"> <li>• Consolidation of technology</li> <li>• Better utilization of assets</li> <li>• Standardization of working environments</li> <li>• Introducing process-enabling technology</li> <li>• Prioritizing effort and cost to service levels</li> <li>• Standardization of working environments</li> <li>• Monitoring and reporting service quality metrics</li> <li>• Automating problem diagnosis and resolution</li> </ul>
	<ul style="list-style-type: none"> <li>• Synchronization between and consolidation of people, process, and technology</li> <li>• Improve inventory process for assets</li> <li>• Shorten incident resolution time</li> <li>• Reduce recurring incidents</li> <li>• Provide financial IT services information</li> <li>• Reduce time to implement changes</li> </ul>	<ul style="list-style-type: none"> <li>• Define business needs in terms of quality, quantity, and financially</li> <li>• Provide management information on ROI, improvements, and/or balanced scorecard</li> <li>• Define services and service levels</li> <li>• Increase speed of service</li> <li>• Introduce project approach</li> <li>• Move from reactive service provision to proactive</li> </ul>	

# BENEFITS OF ITIL TRAINING

- Foundations
  - Provides a common language & basic understanding of ITIL benefits & concepts
- Intermediate/Advanced
  - Provides in-depth knowledge into a specific ITIL focus area
  - Enables individual to best grasp concepts
  - Provides the practical core competencies & **'how-to'** training to best implement ITIL
  - Capability – Focus on the clustered processes
  - Lifecycle – Focus based on single lifecycle stages & their processes



# V2 OR V3?

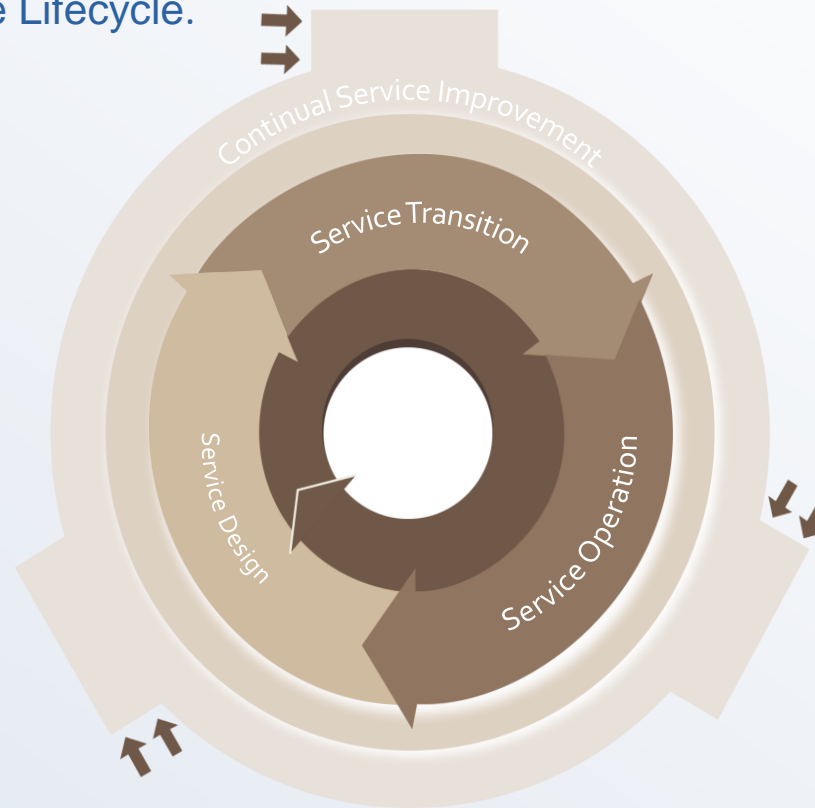


# IT'S ALL JUST ITIL!!!



# THE ITIL SERVICE LIFECYCLE

The architecture of the ITIL core is based on the Service Lifecycle. Each volume of ITIL is represented in the Service Lifecycle.



The Service Lifecycle is an approach to IT Service Management that emphasizes the importance of coordination and control across the various functions, processes, and systems necessary to manage the full Lifecycle of IT services.

Service Lifecycle © Crown Copyright 2007 Reproduced under license from OGC

# Service Strategy (SS)

- A view of ITIL that aligns business and IT so that each brings out the best in the other. It ensures that every stage of the service lifecycle stays focused on the business case and relates to all the companion process elements that follow.
- Subsequent titles will link deliverables to meeting the business goals, requirements and service management principles described in this publication.
- Concepts and guidance in this publication include:
  - Service Management strategy and value planning
  - Linking business plans and directions to IT service strategy
  - Planning and implementing service strategy.



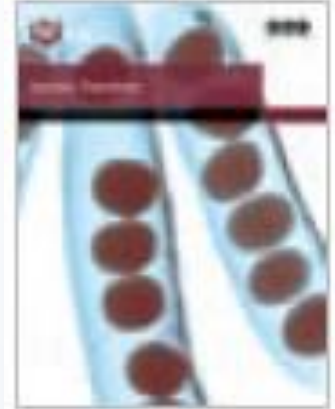
# Service Design (SD)

- In order to meet the current and future business requirements, Service Design provides guidance on the production and maintenance of IT policies, architectures, and documents for the design of appropriate and innovative IT services solutions and processes.
- Concepts and guidance in this publication include:
  - Service design objectives and elements
  - Selecting the service design model
  - Cost model
  - Benefit/risk analysis
  - Implementing service design
  - Measurement and control



# Service Transition (ST)

- Service Transition focuses on the broader, long-term change management role and release practices, so that risks, benefits, delivery mechanism and the ease of ongoing operations of service are considered.
- This publication provides guidance and process activities for the transition of services into the business environment.
- Concepts and guidance in this publication include:
  - Managing organizational and cultural change
  - Knowledge management
  - Service knowledge management system
  - Methods, practices and tools
  - Measurement and control
  - Companion best practices



# Service Operation (SO)

- By focusing on delivery and control process activities, a highly desirable, steady state of managing services can be achieved on a day-to-day basis.
- To ensure it is integrated with the rest of the ITIL library, guidance is based on a selection of familiar service support and service delivery control points.
- Concepts and guidance in this publication include:
  - Application Management
  - Change Management
  - Operations Management
  - Control processes and functions
  - Scaleable practices
  - Measurement and control





# Continual Service Improvement (CSI)

- Alongside the delivery of consistent, repeatable process activities as part of service quality, ITIL has always emphasized the importance of continual improvements.
- Focusing on the process elements involved in identifying and introducing service management improvements, this publication also deals with issues surrounding service retirement.
- Concepts and guidance in this publication include:
  - Business and technology drivers for improvement
  - Justification
  - Business, financial and organizational improvements
  - Methods, practices and tools
  - Measurement and control
  - Companion best practices





# QUOTES & TRENDS

- **Research Indicates Continued ITSM Growth in 2009** - Despite the unsteady economy, 87% of IT professionals are planning strategic, enterprise-level ITSM programs with the support of senior management. Successful CIOs will continue to advance ITSM maturity while closely watching business drivers and the corporate balance sheet. The most successful companies will push through the economic recession with IT advancements and investment, while unsuccessful organizations will adopt a more passive "business as usual" approach. – EMA - **January 7, 2009**

# QUOTES & TRENDS

So what kind of action are IT professionals taking to deal with the situation?

69% say they are working smarter in order to do more with less – and outlined different ways in which they were achieving this – among them:

- Using technology to increase automation (65%)
- Focusing more on educating their customers (51%)
- Implementing ITIL based processes to save costs (38%), ahead of outsourcing which only 28% selected as an effective method of saving costs.

– Best Management Practice – May 2009

# QUOTES & TRENDS

- Shirley Lacy, Director of ConnectSphere, "In a recession you either cut costs or transform your business. To do both without damaging your activity requires a good understanding of your portfolio. ITIL provides the tools to look at what you do in a standard way and prioritize objectives."
- Stuart Rance has a stark warning for companies failing to recognize the importance of service management, "Come the end of the recession, many IT companies will have gone out of business, as many as three quarters who perform poorly in terms of service management don't see the need to improve."

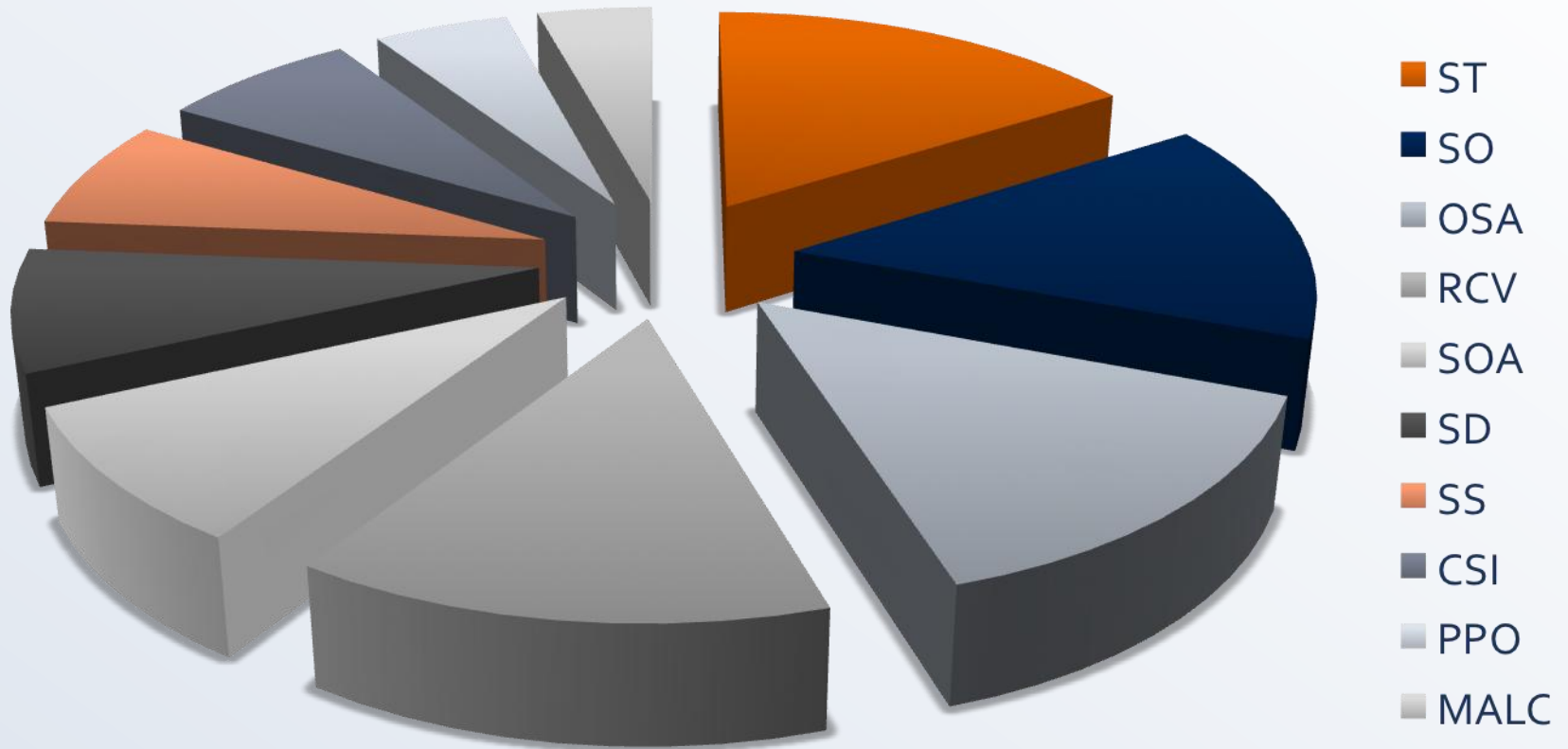
# QUOTES & TRENDS

- Malcolm Fry, Independent IT Service Management Consultant, believes that simple, well-established ITIL principles can offer huge cost savings: "I worked with a company that wanted to outsource its helpdesk which fielded thousands of calls. With ITIL's route call analysis, I discovered we could reduce the volume of calls by up to sixty per cent. Outsourcing was no longer an attractive or necessary option."
- Megan Pendelbury, Head of Service Management for the itSMF, agrees that it is easy to see the effectiveness of ITIL in this context, "If people know what their role is and can see how they are contributing to the business, they are more comfortable, therefore your staff attrition is lower". Staff turnover, training and recruitment are hugely expensive to a business. ITIL saves costs through encouraging a more transparent, listening, and positive culture.

# QUOTES & TRENDS

- Government initiatives over the next 18 months are likely to lead to massive IT investment focused on economic recovery and improving financial market stability and transparency. IT firms with ITIL know-how and IT consultants and firms with ITIL accreditation can help make sure that the government invests wisely in IT by ensuring that services are modeled around business outcome and valued desire. Industry experts agree that ITIL provides a hugely powerful tool for creating economical IT services and also enabling service providers to define the direct profit that a service creates. Businesses able to utilize this are well on the way to becoming recession-proof. ITIL offers a blueprint for building a strategy for IT Service Providers and their customers to combat the recession and emerge as more competitive and efficient businesses. – May 2009

# INTERMEDIATE COURSE CERTIFICATION TRENDS



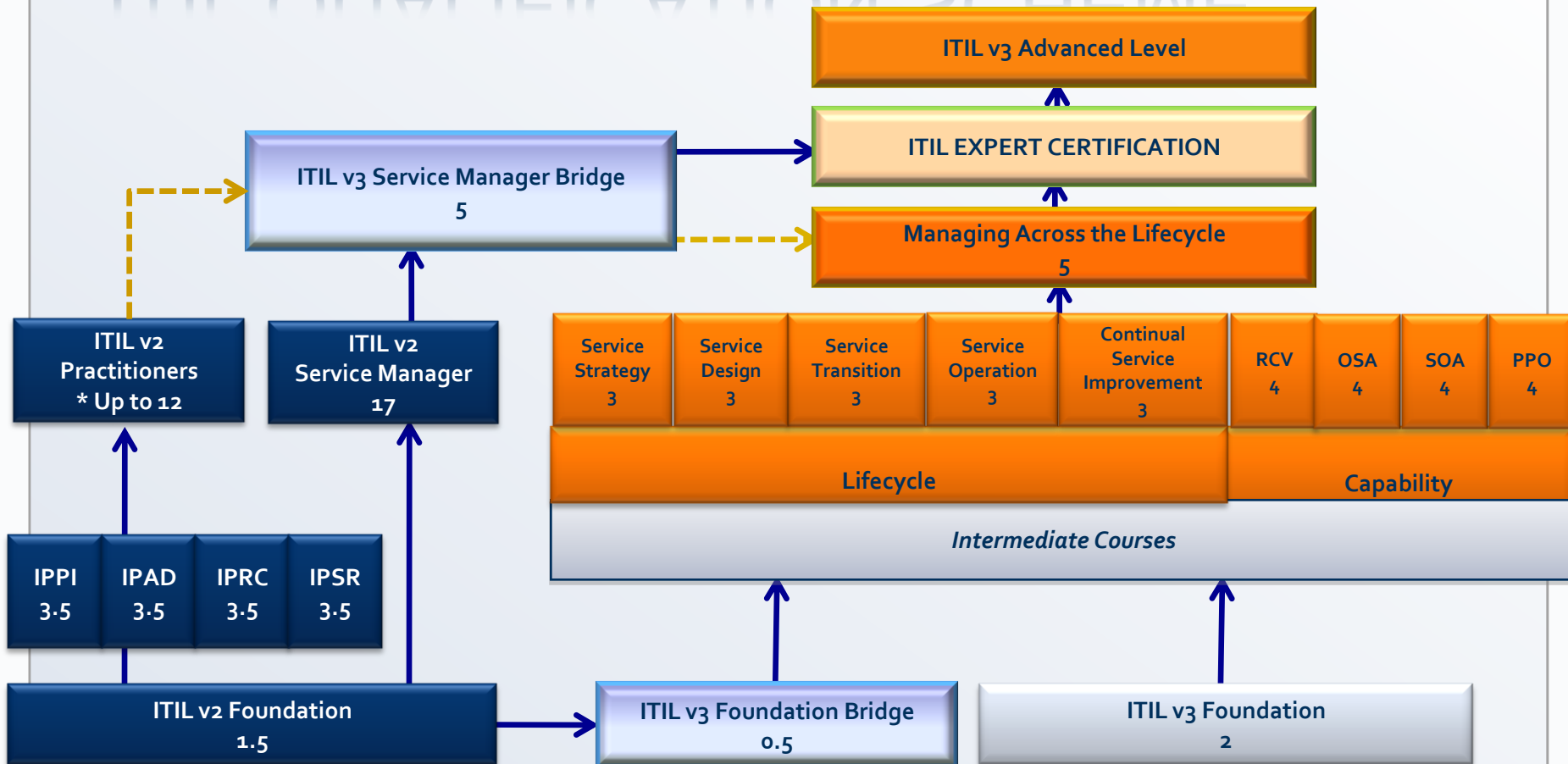
APMG - May 2009

# TARGETED IT COMMUNICATIONS

How different traits correlate to the area individuals work in and the ITIL maturity of the organization. Here is a breakdown by the ITIL version 3 core books:

- **Service Strategy:** Individuals typically deal in the abstract world of management theory and the analytics of Service Portfolio Management. A mix of individuals who are holistic and analytical dominant deal with Service Strategy
- **Service Design:** Individuals are a mix of analytical, detailed and holistic dominant. There also will be cases of interpersonal dominance due to the negotiations required in establishing Service Levels
- **Service Transition:** Individuals are analytical and detailed. Interpersonal may come into play as anyone working in Release and Change Management will deal with the human factor.
- **Service Operations:** Individuals are diverse and represent all areas – analytical, detailed, holistic and interpersonal.
- **Continual Service Improvement:** Requires analytical people who constantly review and look for improvement opportunities.

# ITIL QUALIFICATION SCHEME





# OVERVIEW OF ITIL COURSES

Course Name	Course Duration (D)	Process / Focus Areas
Awareness	1/2	Introduction to the concepts of ITIL and ITSM
Foundations	3	Service Strategy, Service Design, Service Transition, Service Operations and Continual Service Improvement
Foundations Bridge	2	Update for candidates who hold Foundation certificates from earlier versions of ITIL to a level of knowledge and understanding in line with the ITIL v3 Foundation Certificate
Service Managers Bridge	4	Bridges the gap between the ITIL Manager's Certificate in IT Service Management (versions 1 & 2) and the ITIL Expert certificate in IT Service Management (ITIL v3)

# LIFECYCLE VS. CAPABILITIES

- Lifecycle – More from a Management/Academic perspective
- Focused on management & control one of the five core publications
- 3 day course
- Capability – learn how best to apply the ITIL framework from operational perspective
- More in-depth process focused – similar to clustered practitioner courses in v.2
- 5 day course

# OVERVIEW OF ITIL COURSES

## Capability – 5 days

Course Name	Course Abbreviation	Process / Focus Areas
Planning, Protection & Optimization	PPO	Availability, Capacity, IT Service Continuity, Demand, Risk, Information Security Management
Service Offerings & Agreements	SOA	Service Portfolio, Service Level, Service Catalog, Demand, Supplier, Financial
Release, Control & Validation	RCV	Change, Service Release and Deployment, Service Validation and Testing, Service Asset and Configuration Management, Knowledge Management, Request Fulfillment, Service Evaluation
Operation Support& Analysis	OSA	Event, Incident, Problem, Access, Technical, Operations Management, Application, Request Fulfillment, Service Desk

# OVERVIEW OF ITIL COURSES

Lifecycle – 3 days (MALC 5 days)

Course Name	Course Abbreviation	Process / Focus Areas
Service Strategy	SS	Service Strategy, Financial, Demand, Service Portfolio Management
Service Design	SD	Availability, Capacity, IT Service Continuity, Service Catalog, Information Security, Supplier, Service Level Management
Service Transition	ST	Change, Service Release and Deployment, Service Validation and Testing, Service Asset and Configuration, Knowledge Management, Request Fulfillment, Service Evaluation, Transition Planning and Support
Service Operation	SO	Event, Incident, Request Fulfillment, Problem, Access, Service Desk, Technical Management, IT Operations, and Application Management
Continual Service Improvement	CSI	Continual Service Improvement processes
Managing Across the Lifecycle	MALC	Risk management, management of change, complementary guidance, lifecycle project planning and managerial issues

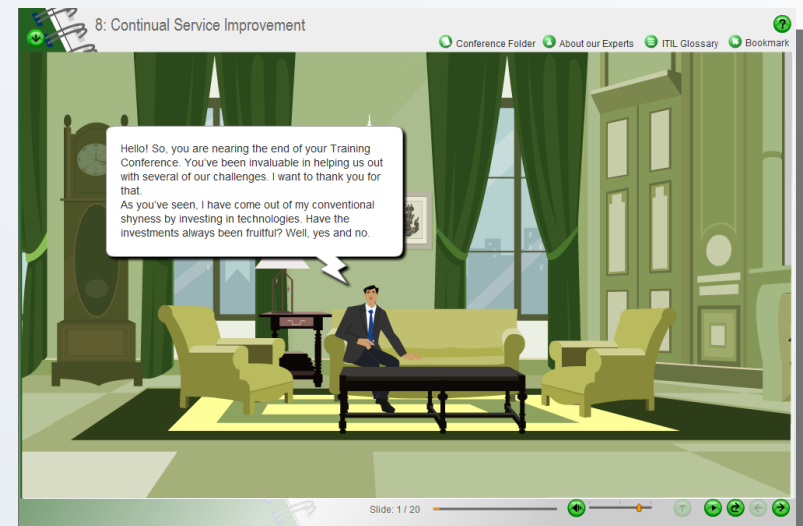
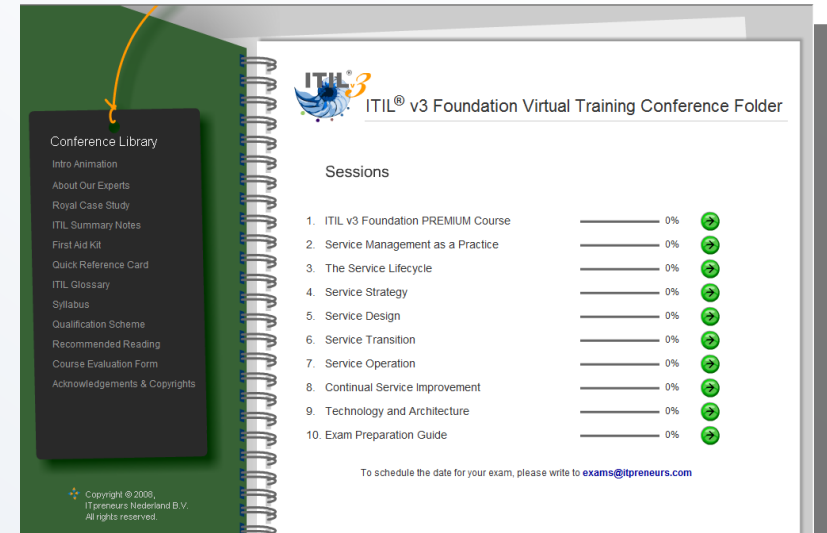
# COURSE DELIVERY OPTIONS

	eLearning	Classroom	Virtual	Blended
Awareness	Available	Available		
Foundations	Available	Available	Available	Available
Capability		Available	Available Fall 2009	
Lifecycle		Available	Available Fall 2009	
Foundations Bridge	Available	Available		
Managers Bridge	Available	Available		

# ELEARNING

Deliver ITIL courses to your learners using a self-paced eLearning approach.

- Ability to provide ITIL training globally in a self-paced environment.
- Highly interactive, engaging learning design with integrated case study & scenario-based exercises.
- Learners obtain consistent message and you can be sure that key topics are covered
- Ability to create custom content so information pertaining to your specific ITIL initiative can be incorporated.
- Learner registration is online, learners receive a link to access the course
- Course is situated as a virtual training conference, where they attend different sessions hosted by experienced ITIL® v3 experts.
- Throughout their “stay,” learners assist hotel management with a variety of projects that test their new ITIL® knowledge



# CLASSROOM

I hear and I forget

I see and I remember

I do and I


understand

- Confucius

## Advantages of using the ITpreneurs

### Scenario Based Learning:

- Learners can immediately apply ITIL knowledge
- Learners will learn from each other when discussing the Case Study scenarios (experiential learning)
- Learning by Doing provides Higher Retention Levels
- Learners understand the consequences of ITIL in their work environment
- While identifying with the key characters, learners will have a look at ITIL from different organizational point of views
- Working with the Case Study reinforces the learning experience



SERVICE LIFECYCLE DETAILS

THE SERVICE LIFECYCLE

SS – VALUE TO THE BUSINESS

Service Strategy

Service Design

Service Transition

Service Operation

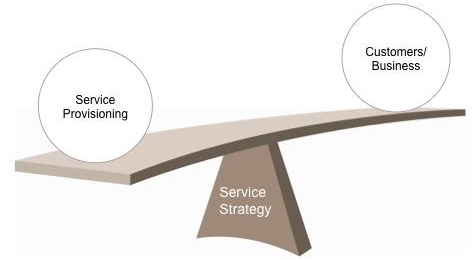
Continual Service Improvement

Description

Goals and Objectives


Value to the Business

Service Strategy provides better alignment of service provisioning with the customers/business.



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Slide 2



SERVICE LIFECYCLE


THE SERVICE LIFECYCLE

EXERCISE – THE NEW SWIMMING POOL

**Objective:** A new swimming pool has to be built at the hotel. Although the hotel is doing pretty well, the budget for the pool was not included in the annual review.

**The Need:** The need for the pool has arisen due to the small size of the existing pool, an increase in the number of customers, the availability of new pool technology, and negative feedback from the customers on the existing pool facilities.

**The Risk:** The old pool will have to take the load of existing customers until the new one is ready. Some of the maintenance staff will also be deployed for the new pool, affecting the operations of the old pool.



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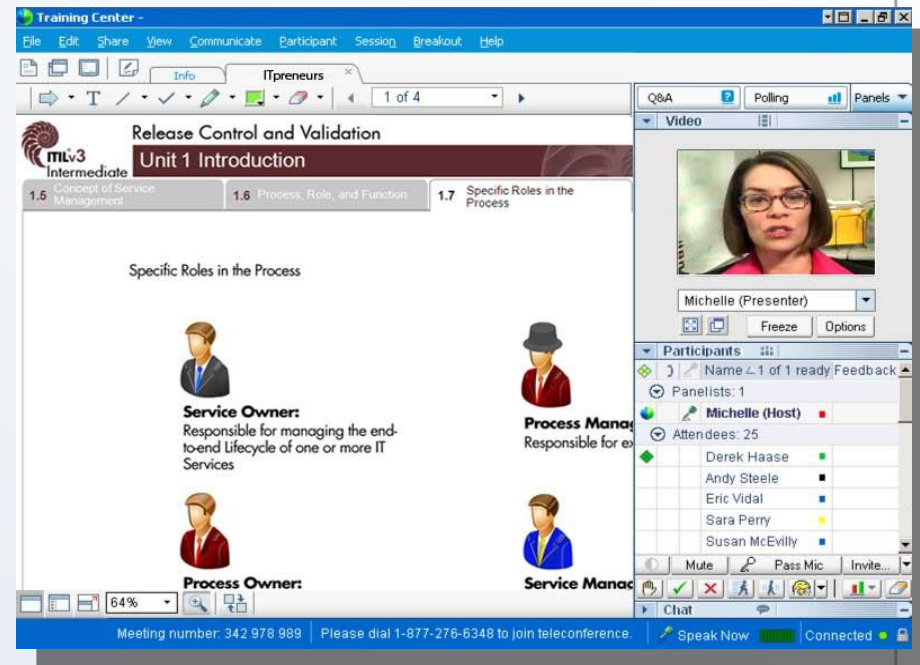
Slide 1



# VIRTUAL CLASSROOM

Deliver ITIL courses to your learners using a dedicated virtual classroom environment

- Provide an instructor real-time to your participants, as in a classroom delivery
- Enable your participants to attend a classroom from anywhere in the world
- Retain the interactivity, personal touch, participation and engagement as in a face-to-face classroom through the use of engagement and interaction tools
- Learner registration is online, learners receive a link to access the course

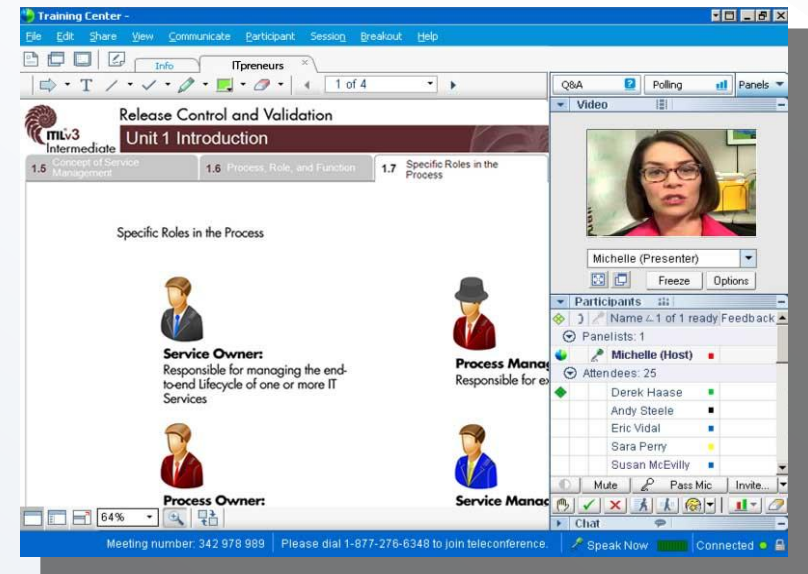




# BLENDED

## Ability to leverage the components in an eLearning solution coupled with virtual course delivery

- Leverage virtual platform for instructor content
- Provides the ability for learners to go through a portion of the course in self-paced environment
- Perfect combination of instructor contact and self-paced learning
- Ability to customize course agenda and approach, providing greater flexibility in course schedule
  - Three day Foundations course with daily conference calls
  - One month Foundations course with weekly conference calls
  - Any other optimal combination



# UNIQUE VALUE PROPOSITION

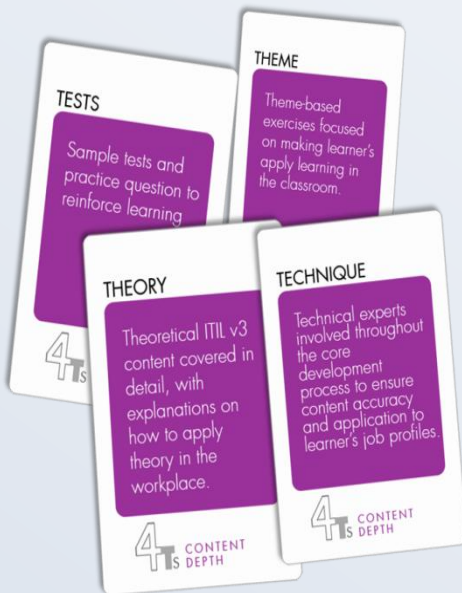
- Ability to leverage complete catalog from classroom, eLearning, and/or virtual, not just one option but many delivery means
- Consistency across all courses, similar look and feel from eLearning to classroom to virtual, in any language
- Incorporation of case studies and 'real-life' connect to reinforce the concepts discussed in the course
- High-quality course materials & requirement to have most seasoned instructors delivering the course.

# UNIQUE VALUE PROPOSITION

- Courses developed with the goal of enabling students to transfer the practices & concepts learned in class to their workplace
- Scenarios & exercises using IT department-oriented situations to 'Practice' ITIL
- Devised using state-of-the art instructional design techniques that support adult learning
- Courses designed not only from an SME perspective but also from a learning & instructional design perspective to optimize knowledge retention.

# INTERMEDIATE COURSE DESIGN APPROACH

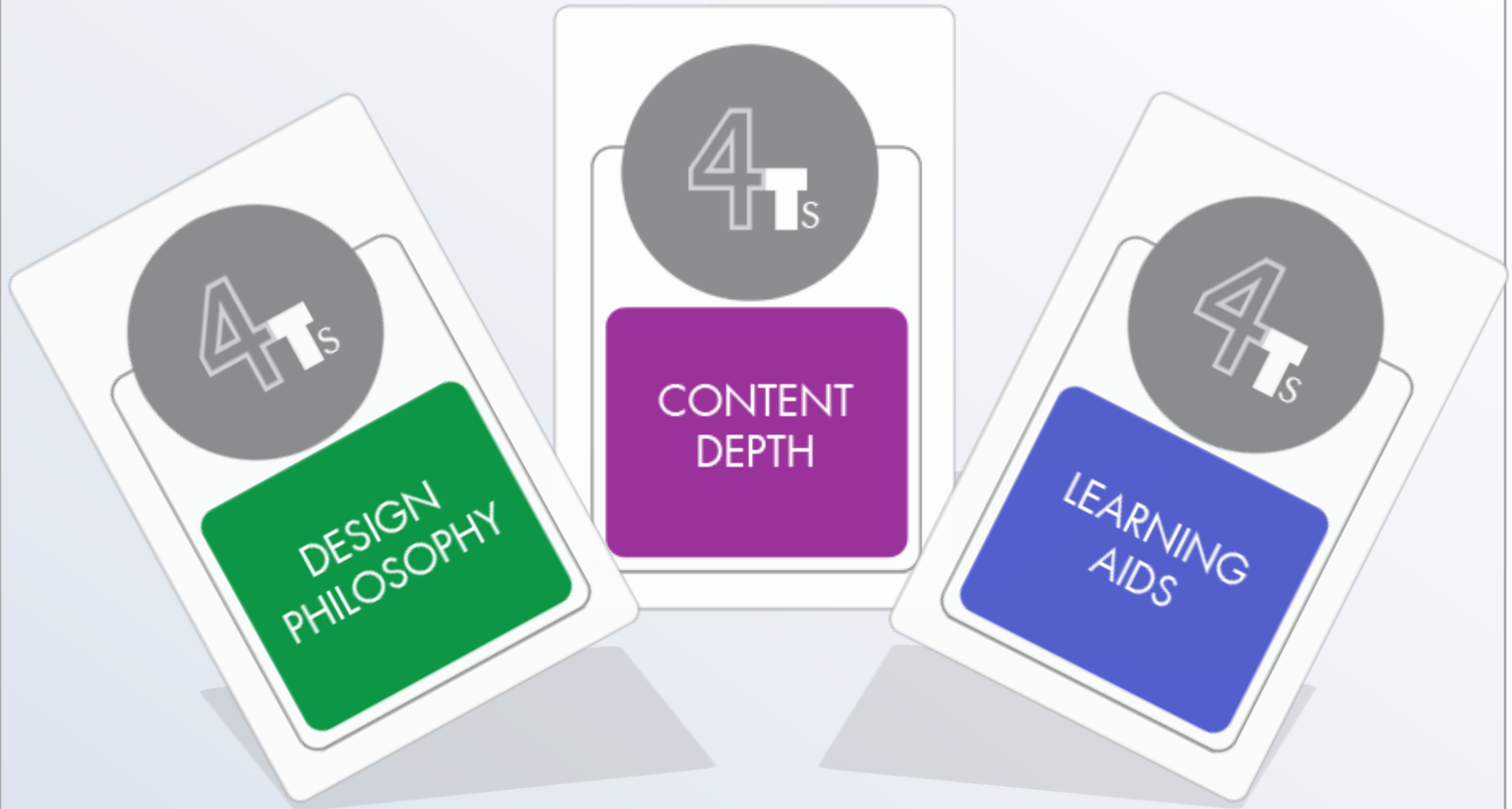
- Courses are designed by the Qualification Board at Blooms Level 4
  - *“At this level, in addition to understanding and describing, the candidate should be able to use ideas, principles and theories in new, particular and concrete situations and be able to break down a communication into constituent parts in order to make the organization and significance clear”.*
- Our courses are designed to meet this very high standard of practical, interactive delivery, using a unique 4 “T” principles supported by learning aids:



Design Philosophy	Content Depth
Try Think Talk Tutor	Theory Technique Theme Test



# ITIL INTERMEDIATE COURSE DESIGN APPROACH



# 4T'S OF DESIGN PHILOSOPHY

## TRY

Challenge learners to answer questions, applying work experience and past knowledge.

4Ts OF DESIGN PHILOSOPHY

## THINK

Push learners to think and find solutions and new perspectives.

4Ts OF DESIGN PHILOSOPHY

## TALK

Encourage learners to participate in discussions and debates and learn how to helping each other.

4Ts OF DESIGN PHILOSOPHY

## TUTOR

Teach core ITILv3 concepts and applications.

4Ts OF DESIGN PHILOSOPHY



# 4T'S OF CONTENT DEPTH

## THEORY

Theoretical ITIL v3 content covered in detail, with explanations on how to apply theory in the workplace.

**4Ts** CONTENT DEPTH

## TECHNIQUE

Technical experts involved throughout the core development process to ensure content accuracy and application to learner's job profiles

**4Ts** CONTENT DEPTH

## THEME

Theme-based exercises focused on making learner's apply learning in the classroom.

**4Ts** CONTENT DEPTH

## TESTS

Sample tests and practice question to reinforce learning

**4Ts** CONTENT DEPTH

# 4T'S OF LEARNING AIDS

## TOOL 1

Brainstorming to discuss ITIL guidelines and connect them to learner's organizations

4T'S LEARNING AIDS

## TOOL 2

Scenario-based learning to engage learners and provide ITIL exam practice

4T'S LEARNING AIDS

## TOOL 3

Diagrams and figures to help assimilate and comprehend complex practices.

4T'S LEARNING AIDS

## TOOL 4

Teach ITIL to fellow learners to clarify concepts and improve understanding of difficult concepts

4T'S LEARNING AIDS



# ROLES WITHIN THE ORGANIZATION

## CIO – CTO - IT Director

IT Infrastructure &  
Application  
Director/Manager

IT  
Operations/Manager

Business Analyst

Quality Risk &  
Compliance  
Director/Manager

Account/Business  
Relationship  
Manager

## Front-Line Staff

*Analyst & Coordinator roles in the IT Infrastructure, Application, Operations, NOC, Service Desk groups*

General IT &  
Business Staff

ITIL/ITSM  
Professional

ITSM Process  
Owner

ITSM Process  
Manager

Program/Project  
Manager

# NOTES ON ROLE-BASED RECOMMENDATIONS

- Recommendations only – many possible combinations
- Will first discuss v3 paths related to roles, then v2-v3 intricacies
- We believe that from a Role-based perspective, a combination of “like” Capability and Lifecycle courses will make for a well-rounded Practitioner. However, if the ITIL Expert certification is your desired target, you may also want to consider following the APMG v3 “Option Routes” at [www.itil-officialsite.com](http://www.itil-officialsite.com).
- There will be some level of overlap in the Lifecycle and Capability courses, however the focus of each course is different (Lifecycle = managing and controlling & Capability = operational details)
- Professional ITIL trainers should refer to their Examination Institute / Accredited Training Provider to determine full certification requirements for training delivery

## CIO / CTO/ IT Directors

Training Value for Role	Recommended Packaging	Courses
<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> <li>•Present, position and articulate value of IT in support of the business</li> <li>•Develop and deliver IT strategy aligned to business requirements within the Strategy phase of the Service Lifecycle</li> <li>•Lead and support Continual Service Improvement programs</li> <li>•Manage and control service delivery and processes within Service Lifecycle phases</li> </ul>	<b>ITIL Expert Lifecycle Package</b>	<p>Foundation</p> <p>Service Strategy Lifecycle</p> <p>Continual Service Improvement Lifecycle</p> <p>Service Design Lifecycle</p> <p>Service Transition Lifecycle</p> <p>Service Operation Lifecycle</p> <p>Managing Across the Lifecycle</p> <p><b>ITIL Expert Certificate</b></p>
	<b>Business Knowledge Pack</b>	<p>Foundation</p> <p>Service Strategy Lifecycle</p> <p>Continual Service Improvement Lifecycle</p> <p><b>Certificates received for each successful exam</b></p> <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> <li>•COBIT® Foundation</li> <li>•COBIT Executive Workshop</li> </ul>

# IT Infrastructure & Application Management (Directors / Managers)

Training Value for Role	Recommended Packaging	Courses
<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> <li>•Manage and control service delivery and processes within the Service Design &amp; Transition Lifecycle phases of the Service Lifecycle</li> <li>•Operate and manage within the processes to release, control, validate, plan, protect and optimize services</li> <li>•Present, position and articulate value of IT in support of the business</li> <li>•Support, manage, control and lead Continual Service Improvement programs</li> </ul>	<b>Infrastructure Management "In-Depth" Package</b>	<p>Foundation</p> <p>Service Design Lifecycle</p> <p>Service Transition Lifecycle</p> <p>Planning Protection &amp; Optimization Capability</p> <p>Release Control &amp; Validation Capability</p> <p>Continual Service Improvement Lifecycle</p> <p>Managing Across the Lifecycle</p> <p><b>ITIL Expert Certificate</b></p>
	<b>Infrastructure Management Knowledge Pack</b>	<p>Foundation</p> <p>Service Design Lifecycle</p> <p>Service Transition Lifecycle</p> <p>Continual Service Improvement Lifecycle</p> <p><b>Certificates received for each successful exam</b></p> <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> <li>•COBIT Foundation</li> </ul>

# IT Operations Management (Directors / Managers)

*Also includes Service Desk Director / Manager*

Training Value for Role	Recommended Packaging	Courses
<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> <li>•Manage and control service delivery and processes within the Service Transition &amp; Operation Lifecycle phases of the Service Lifecycle</li> <li>•Operate and manage within the processes to release, control, validate, operate, support and analyze services</li> <li>•Present, position and articulate value of IT in support of the business</li> <li>•Support, manage, control and lead Continual Service Improvement programs</li> </ul>	<b>IT Operations Management "In-Depth" Package</b>	<p>Foundation</p> <p>Service Operation Lifecycle</p> <p>Service Transition Lifecycle</p> <p>Operational Support &amp; Analysis Capability</p> <p>Release Control &amp; Validation Capability</p> <p>Continual Service Improvement Lifecycle</p> <p>Managing Across the Lifecycle</p> <p><b>ITIL Expert Certificate</b></p>
	<b>Operations Management Knowledge Pack</b>	<p>Foundation</p> <p>Service Operation Lifecycle</p> <p>Service Transition Lifecycle</p> <p>Continual Service Improvement Lifecycle</p> <p><b>Certificates received for each successful exam</b></p> <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> <li>•COBIT Foundation</li> </ul>

# Quality, Risk & Compliance Management

*Includes roles such as: IT Quality Assurance Director / Manager, COBIT Project Director / Manager, IT Risk & Compliance Director / Manager*

Training Value for Role	Recommended Packaging	Courses
<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> <li>•Assess and manage risk associated with IT service delivery in support of compliance, regulatory and quality initiatives</li> <li>•Support, manage and control Continual Service Improvement programs</li> </ul>	<p><b>Quality, Risk &amp; Compliance Management Knowledge Pack</b></p>	<p>Foundation Continual Service Improvement Lifecycle Planning, Protection &amp; Optimization Capability</p> <p><b>Certificates received for each successful exam</b></p> <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> <li>•ISO/IEC 20000 Auditor</li> <li>•COBIT Foundation</li> <li>•Implementing IT Governance Using COBIT and Val IT</li> <li>•The Implications of Compliance on IT</li> <li>•COBIT for Sarbanes-Oxley</li> </ul>

# Account / Business Relationship Management

*Includes roles such as: Account Director / Manager, BRM Director / Manager, Service Level Management Process Owner / Manager*

Training Value for Role	Recommended Packaging	Courses
<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"><li>•Understand and apply IT strategy in support of the business</li><li>•Design, lead and manage service offerings and agreements with business clients of IT services</li><li>•Support, manage and control Continual Service Improvement programs</li></ul>	<b>Account / Business Relationship Management Knowledge Pack</b>	<p>Foundation Continual Service Improvement Lifecycle Service Offerings &amp; Agreements Capability Service Strategy Lifecycle</p> <p><b>Certificates received for each successful exam</b></p> <p>Additional Best Practice courses of interest for this role:</p> <ul style="list-style-type: none"><li>•COBIT Awareness</li></ul>

# IT Front-Line Staff

*Includes Analyst & Coordinator roles in the IT Infrastructure, IT Application, IT Operations, NOC, Service Desk groups*

Training Value for Role	Recommended Packaging	Courses
<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> <li>•Operate and manage within the processes to plan, protect, optimize, release, control, validate, operate, support and analyze services and service delivery</li> <li>•Support and deliver within Continual Service Improvement programs</li> </ul>	<b>Infrastructure Front-Line Knowledge Pack</b>	<p>Foundation</p> <p>Release Control &amp; Validation Capability</p> <p>Planning Protection &amp; Optimization Capability</p> <p>Continual Service Improvement Lifecycle</p> <p><b>Certificates received for each successful exam</b></p>
	<b>Operations Front-Line Knowledge Pack</b>	<p>Foundation</p> <p>Operational Support &amp; Analysis Capability</p> <p>Release Control &amp; Validation Capability</p> <p>Continual Service Improvement Lifecycle</p> <p><b>Certificates received for each successful exam</b></p> <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> <li>•COBIT Foundation</li> </ul>



# ITSM Professionals

*Includes ITIL/ITSM Consultant, ITIL/ITSM Trainer,  
ITIL/ITSM Program Director/ Manager*

Training Value for Role	Recommended Packaging	Courses
<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> <li>•Present, position and articulate value of IT in support of the business</li> <li>•Operate, manage and control service delivery within all phases and processes of the Service Lifecycle</li> <li>•Design, lead, manage and support Continual Service Improvement programs</li> <li>•Lead Service Management programs and consult clients on ITIL best practice application as best suits their unique business situations and goals</li> <li>•Gain the required certification to lead instruction for these courses</li> </ul>	<b>ITIL Expert Lifecycle Package</b>	<p>Foundation</p> <p>Service Strategy Lifecycle</p> <p>Continual Service Improvement Lifecycle</p> <p>Service Design Lifecycle</p> <p>Service Transition Lifecycle</p> <p>Service Operation Lifecycle</p> <p>Managing Across the Lifecycle</p> <p><b>ITIL Expert Certificate</b></p>
	<b>ITIL Expert Capability Package</b>	<p>Foundation</p> <p>Planning Protection &amp; Optimization Capability</p> <p>Release Control &amp; Validation Capability</p> <p>Operational Support &amp; Analysis Capability</p> <p>Service Offerings &amp; Agreements Capability</p> <p>Managing Across the Lifecycle</p> <p><b>ITIL Expert Certificate</b></p> <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> <li>•ISO/IEC 20000 Consultant</li> <li>•COBIT Foundation</li> <li>•Implementing IT Governance Using COBIT and Val IT</li> <li>•Implications of Compliance on IT</li> </ul>

# Program / Project Manager

Training Value for Role	Recommended Packaging	Courses
<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"><li>•Understand management of change and project management interfaces as applicable to the transition of IT services from design through to operation</li><li>•Support, manage and control Continual Service Improvement programs</li></ul>	<b>Program / Project Manager Knowledge Pack</b>	<p>Foundation Continual Service Improvement Lifecycle Service Transition Lifecycle</p> <p><b>Certificates received for each successful exam</b></p> <p>Additional Best Practice courses of interest for this role:</p> <ul style="list-style-type: none"><li>•COBIT Awareness</li></ul>

# General IT/Business Staff

## Training Value for Role

## Courses

At this level, the focus is on the basic framework of the ITIL best practice at an introductory level to:

- Ensure all applicable staff are positioned for success within a larger IT Service Management initiative

ITIL Awareness (non-certificate)  
Foundation

**Certificate received for successful Foundation exam**

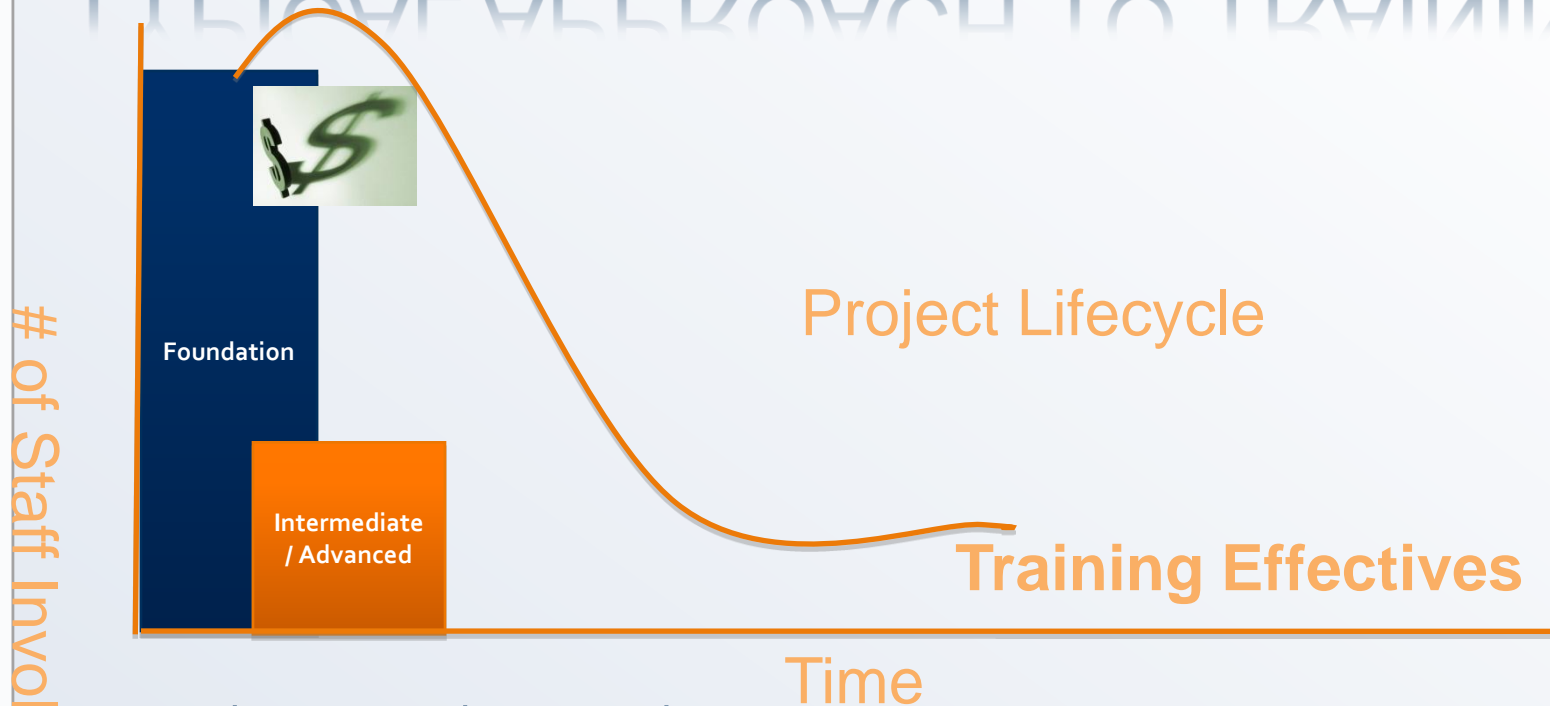
# BENEFITS OF ROLE-BASED TRAINING

- Role-based training paths in particular are of great value to provide clarity within this confusion of choice that is the new ITIL qualification scheme.
- Role-based focused training guidance provides many benefits to organizations and individuals, including the ability for:
  - Organizations to direct training dollars effectively to receive the best training investment results for specific roles in the IT organization. This is especially important in today's economic environment
  - IT management and IT professionals to determine career advancement training plans based on target roles in IT
  - Organizations who are undertaking large IT Service Management programs, where a well-planned training strategy is key to ensuring success of the overall initiative via an education-enabled team

# BENEFITS OF A SOUND EDUCATION STRATEGY

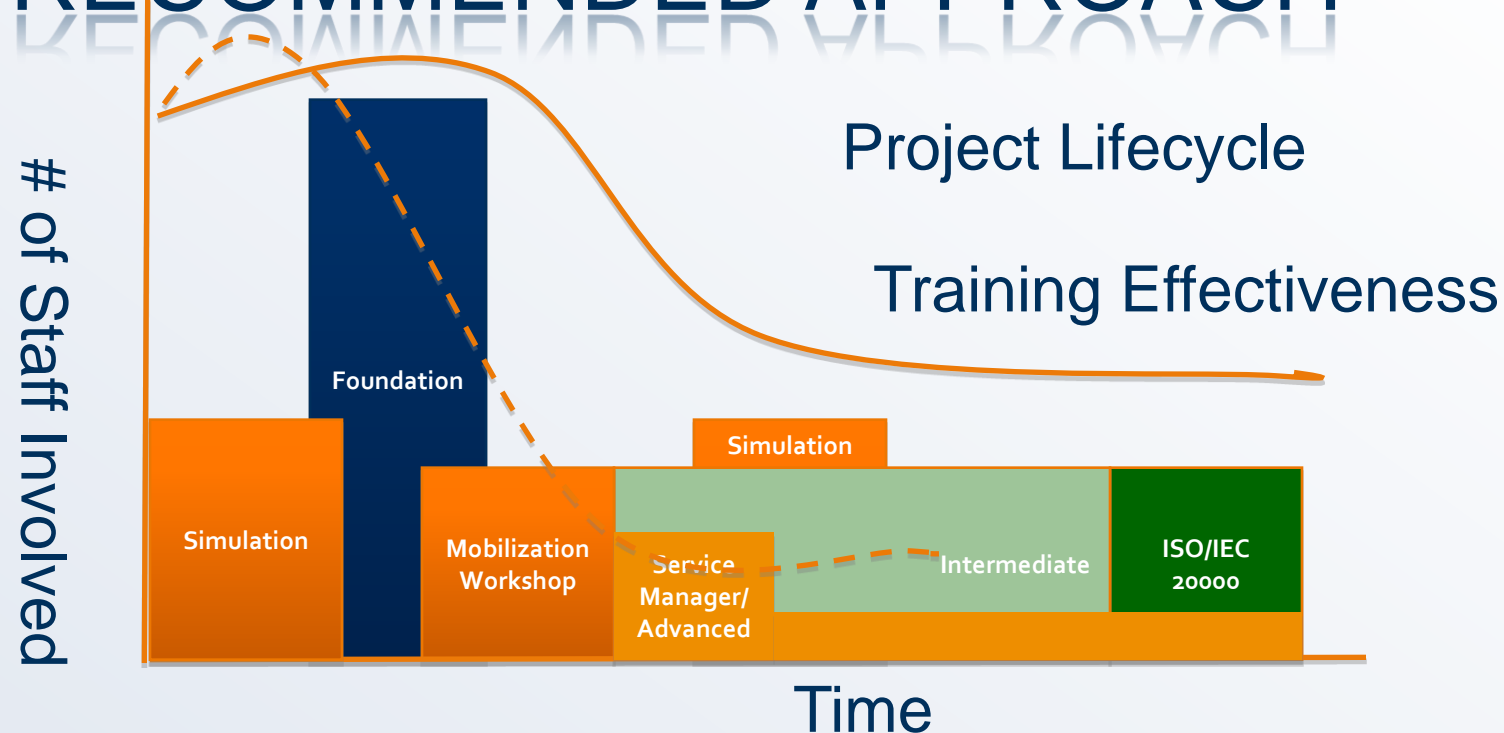
- Increased buy-in to ITIL process efforts
- Increased motivation to make changes
- Improved understanding of ITIL benefits
- Improved understanding of what it means to adopt ITIL
- Improved understanding of individual roles and responsibilities
- Enhanced success of the overall ITIL initiative

# TYPICAL APPROACH TO TRAINING



- High # trained in Foundation
- Some in Intermediate & Advanced
- Large amount of training budget spent upfront – no \$ to sustain change
- Many high level trainings taken before role-based assessment is complete or process roles assigned
- Risk of spending large \$ before final org roles decided

# RECOMMENDED APPROACH



- Sustain involvement, maximize education spend, JIT training
- Begin with a simulation – anchor the need for change
- Then basic Awareness / Foundation level-set
- Group mobilization workshop – not just independent assessments
- Role-based training over time for intermediate / advanced
- Close with ISO/IEC 20000 training as process work matures
- New hire strategy

# INVEST IN YOUR IT CAREER ...

- Did you know, CIO.com posted an article late 2008 that stated: *“Globe One assessed its client base and learned that present employers prefer that candidates have ITIL certification, and will reward them with salaries that are 40 percent more for such qualifications. Without ITIL certification, employers would expect potential candidates to have 10 to 15 years experience to earn the same pay.”*





Founded in 2001, NAI is a leading provider of consulting, training, benchmarking and solutions in the areas of IT management and control best practices utilizing globally accepted standards and frameworks such as ISO 20000, ITIL, eSCM, PMBOK, CMMI and COBIT.



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