

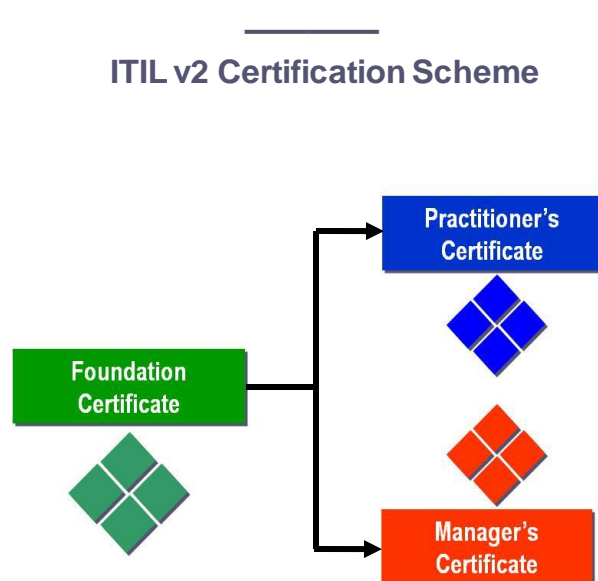


Nouri Associates, Inc.
Research Report
Author: Hamid Nouri
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Value of ITIL “Manager” Certification

CONCLUSION: Despite the introduction of ITIL Refresh (v3) in 2007 and the new Qualification Scheme, the ITIL v2 Manager course is still the most rigorous and comprehensive course available for aspiring ITIL Managers. The course is designed to help the student develop the soft and hard skills required to navigate the perilous journey in making ITSM adoption a worthwhile endeavor within the organization they serve.

ANALYSIS: We have all heard about the challenges and potential benefits in bringing in ITIL (IT Infrastructure Library) and the IT Service Management (ITSM) principles to an organization. There are certainly a lot of trade publications that have covered this subject at length in the past 3 to 5 years in US. The common thread among these articles is the cultural challenges that have to be overcome in order to make an ITSM program have a positive payback for the organization. NAI’s experience in supporting these types of initiatives has shown that the primary difference between successful and failed ITSM initiatives is the quality of leadership in charge of the program. Granted that even the most experienced leaders and managers cannot guarantee the required top management support, an ITSM Manager’s ability to secure that support is a critical differentiator.



Under the ITIL v2 certification scheme, the ITIL Manager Certification is the course designed to help prepare a candidate to take on this challenge. The ITIL v2 Manager course is an intensive 10 days of classroom / workshops using case studies, assignments, presentations and debates to prepare the candidates to successfully lead an ITSM program within an organization. The classroom sessions and workshops are then followed by 2 days of reviews and 2 three hours, five questions, essay exams. The quality of the experience is of course very much driven by the knowledge and experience of the instructor to make the concepts real and relevant. A handful of

Accredited Training Organizations (ATO) use experienced ITSM consultants with teaching experience, rather than educational experts with a focus on the theoretical knowledge, to ensure that the students get the maximum benefit from the time invested.

Updates to Gartner’s research (“[Experienced ITIL Consultants Are Few and Far Between](#)” Simon Mingay, Milind Govekar) on availability of ITIL savvy resources continues to show a short fall in the supply of experienced and certified consultants and IT professionals for the level of growth in interest experienced in the US and the broader global market.

The ITIL v2 Manager is the only course available in the market that focuses on the hard and soft skills required to become the agent of change within an organization. The learning objectives of the ITIL Manager course for the student defined by the examination institutes include the following 10 elements:

1. **Analyze IT Service Management processes within an organization** – Analyze the IT Service Management processes within an organization and describe the following for any given organization:

- which processes are planned at which location
- which data is exchanged between the IT Service Management processes
- which data can be delivered from the IT Service Management processes to general management.

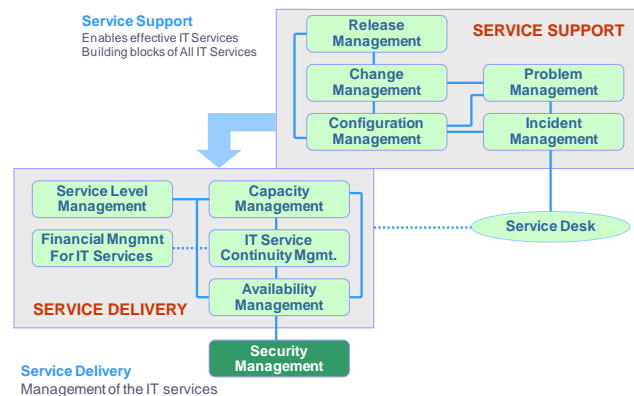
2. **Designing organizational structure** – Design an organizational structure to support the management and use of IT Service Management processes.

- derive and formulate criteria from the company and organization objectives from which he or she can determine the management and use of the IT infrastructure
- describe the reasoning behind the structure of the ITIL Service Management processes while, at the same time, taking account of the following:
 - the extent and complexity of the IT organization
 - the extent and complexity of the IT infrastructure
 - the management structure
 - the corporate culture
 - job-related division of responsibilities
 - Implementing, supervising and safeguarding division of responsibilities.

3. **Describing the IT Service Management processes** –

Describe the IT Service Management processes, how they interrelate and how they should be applied.

- the procedures and work instructions relating to the given IT Service organization
- the processes and task descriptions relating to the remuneration structure, the level of training and the management structure of the given IT Service organization
- the criteria for personnel recruitment, selection, placement, re-appointment and redundancy



- which criteria are used for the selection or development of IT support tools
 - proposals for informing, training and educating employees.
4. **Assessing and auditing IT Service Management processes** – Audit and assess the operation of the IT Service Management processes in any given organization. The objective is to be able to:
- determine whether the ITIL Service Management processes are being implemented
 - determine whether the organizational structure meets the requirements related to the IT Service Management processes
 - check whether the minimum requirements regarding the procedures to be followed exist and whether they are met
 - formulate specific recommendations for improving procedures and their operation
 - verify whether the procedures are actually observed.
5. **Implementing change processes** – Make recommendations regarding the improvement or enhancement of IT Service Management processes.
- formulate an initial plan for a change process
 - describe a project organization
 - formulate project assignments and work instructions for the change process
 - give advice on the communications pertaining to the change process
 - explain who will evaluate the progress of the change process, or its component parts, and how this evaluation is to take place
 - describe a change process for either the structuring of a new or the restructuring of an existing organization for the management and use of the IT infrastructure
 - contribute to the achievement of a change process by:
 - explaining the terminology to be used to the management as well as employees;
 - supervising the implementation of procedures and work instructions in the organization;
 - explaining the methodology involved in a successful change process.
6. **Success factors for every process** - Be able to determine the key factors that are crucial for a specific process.
- Determine success factors for every process and translate these to effective measures to guarantee a successful implementation of the process
 - Do's & don'ts. Practical hints & tips based on experience, to ensure a smooth implementation and generate buy in with all stakeholders.

7. **Implementation aspects for the ITIL Processes** – To implement processes, cultural and management of change aspects are to be considered. What are the proper steps to generate buy in from the organization and make the change happen. General Management of Change principles are discussed and specific key factors for every process are determined.
 - Understand the 8 steps of Kotter (Leading Change) and translate them to implementation and project plans.
 - Consider ITIL implementation as an organizational change and create awareness among all stakeholders within the applicable organization.
8. **Measuring the process and Performance Indicators** – Managing the processes in a proper way means taking proper measures based on facts and figures. As bases for decision making the ITIL processes should be measured. Comparing the outcome of the figures with the established targets gives insight into the performance of a process.
 - Define goals and set targets
 - Define Key Performance indicators
 - Balanced Scorecard issues
 - Lag- and lead indicators
9. **Specific Project Management aspects** – Set up and manage an ITIL implementation project, based on a well defined and agreed on project plan. Address project management issues and translate them to the proper measures to manage the project. Set up a project organization. Define the stakeholders and communicate goals and responsibilities to all involved. All specific issues regarding ITIL projects will be addressed.
 - General principles
 - Set up a project organization
 - Write a project plan
 - Project Configuration Management & Project Change Management
 - Communication Plan
 - Project stages and ending
10. **Quality Management** – ITIL can be considered as a quality system in its own right. The ITIL philosophy is based on Deming principles. This means to manage and continuously improve a process one must follow the following steps:
 - Plan
 - Do
 - Check
 - Act
 - Identify the steps of the Deming circle within the processes and within an organization.

- Be able to translate these concepts to practical steps, thus improving the processes.

A part of the certification path is made up of an in course assessment, whereby the instructor assesses the students leadership and managerial skills and provides real time feedback to the candidate. The following core competencies are evaluated and developed during the course of the certification process:

- problem analysis
- problem-solving
- creativity
- interpersonal sensitivity
- personal manner
- leadership
- delegating management control
- planning / organizing
- initiative
- perseverance
- persistence
- decisiveness
- communication skills
- interactive skills.

The candidate is expected to demonstrate the above core competencies through the following opportunities during the classroom and workshops:

- dialogue/three-way discussion
- group work
- meetings
- interviews
- presentations and follow-up discussions
- analysis exercises
- defending propositions and convincing others of them
- plenary debate
- making schedules and plans.

Globally, most IT professionals do not get an opportunity to hone their managerial, leadership and process management skills due to lack of integrated technical and technology management curriculums in most advanced or higher education institutions. This is the reason that a number of higher education organization (35 in US so far) have decided to augment their Information Technology curriculums with ITIL and ITSM Foundation and Advanced courses. There are very few other courses in the IT industry that allow the candidate to exercise and develop their process management and organizational leadership in a highly professional and realistic setting.

The ITIL v3 certification scheme which was released in September of 2007 has four levels: Foundation level, two Intermediate level streams, and the Advanced level. The

ITIL v3 Foundation level offers a general awareness of the Service Lifecycle and the key elements within. Learning objectives and competencies are focused on an understanding of the overall linkages between the stages in the Lifecycle, the processes used and their contribution to service management practices.

The Intermediate level is a dual stream modular certification series, each with a set of certifications and a normalization certification. The *Service Lifecycle* series is focused on each stage of the Lifecycle. Each module of the Lifecycle series covers an introduction to the service Lifecycle, the principles, processes, functions and activities within that stage of the ITIL Service Management Lifecycle. The *Service Capability* series' primary focus is the process activities, execution and use throughout the Service Lifecycle. The *Managing Across the Lifecycle* course completes the Lifecycle and Capability streams by focusing on the ancillary knowledge required to implement and manage the necessary skills associated with the use of the Lifecycle practices.

The ITIL Service Management Expert Certification is achieved by accumulating credits through the first two levels of the Scheme. To achieve the certification, candidates must obtain a minimum of twenty two (22) credits, two of which must be from the Foundation module which is a mandatory first step, and five of which must be from the 'Managing Across the Lifecycle' module which is a mandatory final step. The Advanced level is currently under development.

None of the planned v3 courses provide the same level of intense energy, focus and time as the ITIL v2 Manager course on helping the candidates develop the skills required to be successful as the Manager of an ITSM program. APMG, the ITIL Accreditation Body, allows 17 credits towards the ITSM Expert certification for the ITIL v2 Manager course, and allows the candidate to complete a v3 Manager Bridge Certification with a value of 5 credits to receive an ITSM Expert Certification. NAI recommends this path to ITSM Expert Certification for those candidates who expect to lead an ITSM program or consult on implementation of ITSM and/or ISO 20000 Certification programs.

For accredited ITIL training offerings please visit www.nourassociates.com/education/itil.php.

Founded in 2001, NAI is a leading provider of Consulting, Training, Measurement and innovative solutions in the areas of IT Management and Control Best Practices utilizing globally accepted standards and frameworks such as ITIL, ISO 20000, COBIT, PMBOK, eSCM, and CMMI. We help our clients define and manage their IT strategies, train and certify their internal team, define and optimize their processes and operations, and measure and benchmark their performance over time.



Nouri Associates, Inc.

One Embarcadero Center Suite 500
San Francisco, CA 94111
(415) 267-7611 Voice
(415) 267-6127 Fax
<http://www.nourassociates.com/>