

# WHAT IS...?

## ITIL® 4

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### WHAT'S INSIDE:

The ITIL Maturity Model

About the New Model

Capability and or Maturity

- ▶ Maturity Criteria
- ▶ Capability Criteria

Capability Levels

Maturity Levels

Maturity Criteria for the SVS Components

- ▶ The Guiding Principles
- ▶ Governance
- ▶ Service Value Chain
- ▶ Continual Improvement
- ▶ Practices

Conducting an Assessment

Scoping

ITIL 4 Practices

# W

## What is the ITIL Maturity Model

A maturity model is a tool for assessing how well an organization is achieving a certain set of practices and capabilities.

The ITIL Maturity Model, released in 2021, is an IT service management (ITSM) assessment instrument that can be used by teams at any point in their ITSM journey to evaluate their organization, establish a baseline, and identify improvement opportunities. The model can then be used to track the organization's progress against its goals or against the performance of similar organizations.

The model defines specific, objective, and standardized criteria that organizations can use to assess their service management capabilities and the maturity of their governance structure and management system.

While the model is structured around the key concepts and guidance provided in the ITIL framework, it can also be used to assess service management practices and delivery in general.

Assessments are performed by Axelos Consulting Partners (ACPs), to evaluate and baseline organizations against a specific set of practices and the adoption of a service value system (SVS). There is no self-assessment capability at this time.



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## About the ITIL Maturity Model

The ITIL Maturity Model is a tool that organizations can use to objectively and comprehensively assess their service management capabilities and the maturity of the organization's service value system (SVS).

The primary intended purpose of such assessments is to inform the organization's improvement planning by highlighting the areas that need improvement in order to achieve the desired level of capability. The assessment should be aligned with the organizational goals and the scope should be established accordingly.

Many organizations using the best practice guidance in ITIL v3 are now applying the new ITIL Maturity Model to gain visibility into how their teams are working, identify both short- and long-term improvements, and more easily transition to an ITIL 4 mindset.

### THE ITIL MATURITY MODEL

Does not evaluate an organization's adoption of or adherence to ITIL guidance... it assesses an organization's service management capabilities regardless of the ITSM guidance or best practices referenced.

## Capability and or Maturity

The ITIL Maturity Model has two major elements: The maturity criteria for the five (5) ITIL service value system components and the capability criteria for all **34 ITIL 4 Practices**.

- A capability rating represents what the organization can do to manage services
- A maturity rating represents how well the organization is governed and managed

The ITIL Maturity Model is leveraged to facilitate the completion of three (3) types of ITIL assessments:

- **A comprehensive assessment** – This includes the evaluation of seven (7) or more practices as well as the components of the ITIL SVS
- **A maturity assessment** – This reviews SVS components and up to six (6) practices
- **A capability assessment** – This includes the assessment of selected practices but does not include the SVS components

Depending on the type of assessment being conducted, either the maturity of the SVS along with the capability of a set of practices will be evaluated, or just selected practices will be evaluated.

## Maturity Criteria

Maturity criteria are defined for each of the five components of the ITIL SVS and roll up to an overall maturity score. It should be noted that the assessment of the maturity of practices and continual improvement components is based on the outputs of the capability assessment and therefore all maturity assessments include at least 1 practice along with the continual improvement practice.

It is recommended to assess both capability and maturity, but it is possible to assess only one.

### **Capability Criteria**

Capability criteria are defined for every management practice (all 34 ITIL 4 practices). The criteria are based upon the practice success factors (PSFs) defined within the published ITIL 4 practice guides for each practice and mapped to the four dimensions of service management. The higher the capability level, the more likely the fulfillment of the practice's purpose. The organization, formalization, and management of the practices are not assessed with the capability criteria. This would be part of the governance of practices and therefore assessed as part of the SVS maturity.

As defined in the associated practice guide for each practice, there are between two (2) and four (4) PSFs. These are the activities that are required for it to fulfill a practice's purpose.

Each practice's capability criteria is mapped to a PSF and one of the dimensions in the **four dimensions of service management**. Capability criteria are grouped by level.

### **Capability Levels**

The ITIL Maturity Model defines the following capability levels:

- Level 0: The practice lacks any basic capability; its purpose is not achieved.
- Level 1: The practice is not well organized; it's performed as initial/intuitive. It may occasionally or partially achieve its purpose through an incomplete set of activities.
- Level 2: The practice systematically achieves its purpose through a basic set of activities supported by specialized resources.
- Level 3: The practice is well defined and achieves its purpose in an organized way, using dedicated resources and relying on inputs from other practices that are integrated into a service management system.
- Level 4: The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed in the context of the service management system.
- Level 5: The practice is continually improving organizational capabilities associated with its purpose.

### **Identifying the Capability Level**

To achieve a certain capability level the following rules are applied:

- No criteria are mapped to the capability levels 0 and 1. Assessment starts at level 2.
- The overall practice's capability level is assessed as 2 if all level 2 criteria are met.
- If more than half of them are met, the overall capability level is assessed as 1.
- If less than half of the level 2 criteria are met, the overall capability level is not assigned (0 for calculations and reporting purposes).
- When all criteria of level 2 are met, the level 3 criteria can be assessed, and so on.
- Only when all criteria of the assessed level are met, the level is considered achieved.

## Maturity Levels

The ITIL Maturity Model defines the following maturity levels:

- Level 1, Initial: Work is completed, but the purpose and objectives of the SVS in scope are not always achieved.
- Level 2, Managed: Planning and performance measurement take place, and the purpose and objectives of the SVS in scope are repeatedly achieved, although not in a standardized way.
- Level 3, Defined: Organization-wide standards provide guidance across the SVS.
- Level 4, Quantitative: The SVS is data driven, with quantitative performance improvement.
- Level 5, Optimizing: The SVS is optimized and focused on continual improvement.

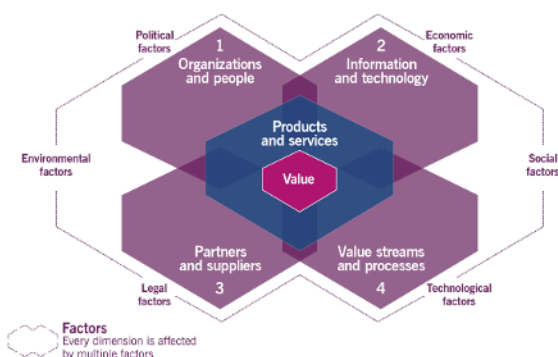
## Identifying the Maturity Level

To achieve a certain maturity level the following rules are applied:

- The SVS maturity is assessed as the lowest maturity level achieved by its components.
- The maturity assessment is not focused on the adoption of the seven ITIL guiding principles; rather, it helps to understand the role and maturity of shared values and principles across the organization.
- The maturity assessment of the organization's service value chain components is not focused on the specific value chain model provided in ITIL. Rather, it aims to assess the maturity of the organization's service value streams, including how they are identified, managed, and improved.
- The maturity assessment is not focused on the adoption of the particular improvement model. Rather, it helps to understand the role and maturity of continual improvement across the organization.

## Going Beyond Individual Processes

The ITIL Maturity Model assesses much more than siloed processes or individual practices. It aims to assess an organization's entire service management ecosystem. This comprehensive approach stands as one of the main differentiators between the ITIL Maturity Model and other approaches.



To provide this larger view, the ITIL Maturity Model uses the four dimensions of service management to look at how organizations are functioning as well as the interactions between their people, teams, toolsets, flow of information, and third parties.

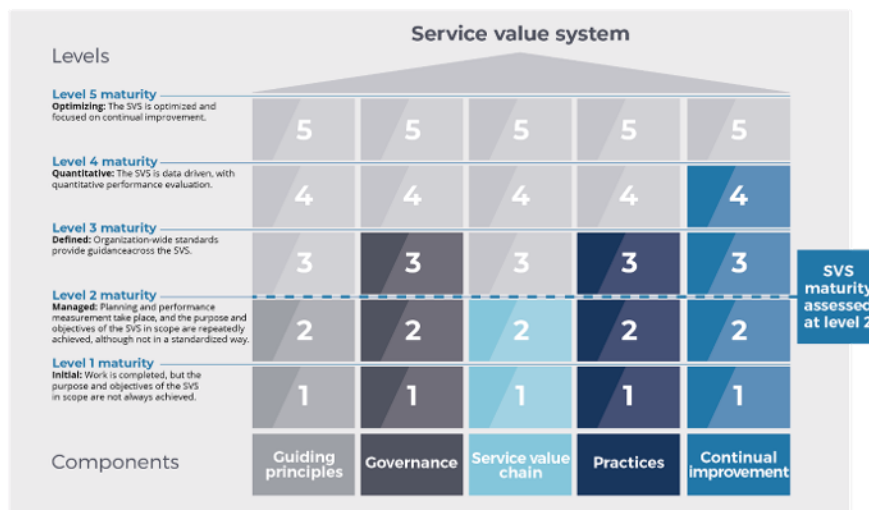
# Maturity Criteria for the SVS Components

## The Guiding Principles

- Level 1: Key people have different views on values and principles, and they might conflict.
- Level 2: Common values and principles are shared by key people and articulated in a similar way; however, they are communicated mostly informally, by word of mouth.
- Level 3: Common values and principles are documented and officially declared; most people are aware of them and agree with them.
- Level 4: Common values and principles are integrated into the organization's activities and decision-making at formal and informal levels; they are communicated and promoted across the organization. Adherence to the values and principles is systematically monitored and evaluated.
- Level 5: Common values and principles are consistently applied across the organization, but also are continually and systematically reviewed and may be challenged or confirmed.

## Governance

- Level 1: The executive leaders evaluate, direct, and monitor the organization's work on an ad-hoc basis; governance activities are mostly reactive.
- Level 2: The executive leaders repeatedly define, update, and communicate organizational directives, ensure resources are sufficient; competencies are developed, and people are held accountable for adhering to organizational directives.
- Level 3: The governance activities ensure that measures supporting objectives are implemented and analyzed. Practice capabilities are aligned with objectives.
- Level 4: Governance decisions are data-driven. Outcomes are systematically measured and evaluated for effectiveness. Deviations from the agreed approach are identified and effectively addressed.
- Level 5: The governance activities are systematically reviewed and evolve to support the organization's vision and stakeholders' requirements.



## Service Value Chain

- Level 1: The value creation activities are performed on an ad-hoc basis. The management practices are not used systematically. There are deviations in the processing of similar tasks depending on the individuals involved.
- Level 2: There are some established workflows of value-creation involving multiple practices. They are performed repeatedly, although they are largely undocumented.
- Level 3: Major value streams are identified, documented, and communicated to the involved parties, including third parties. People involved know and follow the documented workflows and procedures. Roles and responsibilities are assigned and fulfilled. Supporting practices are identified. Exceptions are processed following pre-agreed rules.
- Level 4: Value streams are documented, monitored, systematically measured, and evaluated. Supporting practices are integrated into value streams. Management of the practices and value streams is inter-coordinated.
- Level 5: Value streams are continually reviewed and improved. This is a documented activity with clear ownership and measured outcomes mapped to the organization's objectives.

## Continual Improvement

- Level 1: The continual improvement practice is at level 1 or higher. Performance data is occasionally collected, some improvements are implemented.
- Level 2: The continual improvement practice is at level 2 or higher. Some areas of management are repeatedly evaluated and improved; these activities are reactive and largely undocumented.
- Level 3: The continual improvement practice is at level 3 or higher. Performance objectives are documented and mapped to the business objectives. A common process for measurement and improvement is formally adopted.
- Level 4: The continual improvement practice is at level 4 or higher and applies to all or most aspects of the SVS. Performance is measured quantitatively, performance dynamics are monitored and analyzed, and improvements are implemented proactively.
- Level 5: The continual improvement practice is at level 5. Performance objectives are dynamically aligned with the business strategy. The continual improvement approach evolves to support the organization's vision and objectives.



## Practices

- Level 1: All key practices within the scope of assessment achieve capability level 1.
- Level 2: All key practices within the scope of assessment achieve capability level 2.
- Level 3: All key practices within the scope of assessment achieve capability level 3.
  - All supporting practices of the functional area achieve capability level 1.
- Level 4: All key practices within the scope of assessment achieve capability level 4.
  - All supporting practices within the scope of assessment achieve capability level 2.
- Level 5: All key practices within the scope of assessment achieve capability level 5.
  - All supporting practices within the scope of assessment achieve capability level 3.

## Conducting an Assessment

ITIL assessments are conducted by Axelos Consulting Partners known as ACPs. These are organizations that have met the standards set by Axelos to provide consulting services related to the set of global best practices authored by Axelos to ensure quality guidance to organizations looking to adopt and adapt these best practices.

Only ITIL 4 assessors are qualified and allowed to conduct the ITIL assessment. An ITIL 4 assessor is an individual associated with an ACP who has been certified by Axelos. These assessors are seasoned ITIL consultants who have demonstrated a knowledge of ITIL 4 best practices, have completed the required education on the ITIL Maturity Model and assessment methodology, and have successfully passed the examination process at an acceptable level.

## Scoping of the Assessment

As discussed, assessments are based on the specific needs of organizations.

- A **capability** assessment looks at how well any of the 34 ITIL-aligned management practices are meeting their purpose, providing a score of each assessed practice.
- A **maturity** assessment represents an in-depth study of an organization's governance structure and management system, highlighting areas which need development to support an organization's improvement planning.
- A **comprehensive assessment** looks at all the components of the SVS and at least 7 practices.

On completion, Axelos certifies the results and issues a formal document that shows evidence of maturity, and also speaks to an organization's commitment to quality and continual improvement, serving as a differentiator in the marketplace.

Axelos and accredited ACPs worldwide are currently collecting this data for a variety of public and private sector organizations; and benchmarking reports will be available in the future.

The ITIL Maturity Model is designed to see both "the forest and the trees" as it has the capability and flexibility to look at both the organization as a whole and also delve into the specifics of critical practices. The model can help organizations understand and begin to solve their most pressing service management and business challenges, so they can focus on higher value work and deliver better services to customers and employees.

## ITIL 4 Practices

General Mgmt. Practices	Service Mgmt. Practices	Technical Mgmt. Practices
Architecture management	Availability management	Deployment management
Continual improvement	Business analysis	Infrastructure and platform management
Information security management	Capacity and performance management	Software development and management
Knowledge management	Change enablement	
Measurement and reporting	Incident management	
Portfolio management	IT asset management	
Organizational change management	Monitoring and event management	
Project management	Problem management	
Relationship management	Release management	
Risk management	Service catalog management	
Service financial management	Service configuration management	
Strategy management	Service continuity management	
Supplier management	Service design	
Workforce and talent management	Service desk	
	Service level management	
	Service request management	
	Service validation and testing	

Read More:

ITSM Professor's [Who Moved My Process](#)



## Additional Resources:

- [ITSM Professor Blog](#) - a WEALTH of knowledge published weekly since 2008
- [Webinar Archives](#) - Monthly since 2007
- [ITSM Academy Resource Center](#)



## ITSM Academy

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*...educate and inspire* is not just our corporate slogan, it speaks to our core mission and goal.



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## The Story of the Academy

Today, ITSM Academy is widely recognized for its expertise in multiple IT frameworks (ITSM, ITIL, Process Engineering (CPDE), DevOps, Agile Service Management, Lean) and, more importantly, how they work together. But that's not where we started.