



Glossary of Terms, Definitions and Acronyms

ITIL[®] V2 Glossary v01, 1 May 2006

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ITIL® Glossary of Terms, Definitions and Acronyms

Term	Definition
Absorbed Overhead	(Financial Management) Indirect cost of providing a Service , which can be fairly allocated to specific Customers . This can be based on usage or some other fair measurement. For example cost of providing network bandwidth or shared servers. See also Direct Cost , Indirect Cost , Unabsorbed Overhead .
Acceptance	Synonym for Assurance .
Account Manager	(Business Relationship Management) A Role that is very similar to Business Relationship Manager , but includes more commercial aspects. Most commonly used when dealing with External Customers .
Accounting	In the context of ITSM , this is a synonym for IT Accounting .
Accounting Period	(Financial Management) A period of time for which Budgets , Charges , Depreciation and other financial calculations are made. Usually one year. See Financial Year .
Accredited	Officially authorised to carry out a Role . For example an Accredited body may be authorised to provide training or to conduct Audits . See Registered Certification Body (RCB) . (Security Management) Official authorisation for a Certified Configuration to be used for a specific purpose.
Activity	A set of actions designed to achieve a particular result. Activities are usually defined as part of Processes or Plans , and are documented in Procedures .
Agreed Service Time	(Availability Management) A synonym for Service Hours , commonly used in formal calculations of Availability . See Downtime .
Agreement	A Document that describes a formal understanding between two or more parties. An Agreement is not legally binding, unless it forms part of a Contract . See Service Level Agreement , Operational Level Agreement .
Alert	A warning that a threshold has been reached, something has changed, or a Failure has occurred. Alerts are often created and managed by System Management tools and are managed by the Event Management Process .
Analytical Modelling	A technique that uses mathematical models to predict the behaviour of a Configuration Item or IT Service . Analytical Models are commonly used in Capacity Management and Availability Management . See Modelling .
Application	Software that provides Functions that are required by an IT Service . Each Application may be part of more than one IT Service . An Application runs on one or more Servers or Clients . See Application Management , Application Portfolio .
Application Management	The Process responsible for managing Applications throughout their Lifecycle . See Application Portfolio .
Application Portfolio	A Database used to manage Applications throughout their Lifecycle . An Application Portfolio contains key Attributes of all Applications deployed in the Business . See Portfolio of Services .

ITIL® V2 Glossary v01, 1 May 2006
Application Service Provider (ASP) to Availability

Term	Definition
Application Service Provider (ASP)	An External Service Provider that provides IT Services using Applications running at the Service Provider's premises. Users access the Applications by network connections to the Service Provider .
Application Sizing	(Capacity Management) The Activity responsible for understanding the Resource Requirements needed to support a new Application , or a major Change to an existing Application . Application Sizing helps to ensure that the IT Service can meet its agreed Service Level Targets for Capacity and Performance .
Assembly CI	(Configuration Management) A Configuration Item that is made up from a number of other CIs . For example a Server CI may contain CIs for CPUs, Disks, Memory etc.; an IT Service CI may contain many Hardware , Software and other CIs . See Component CI , Build .
Asset	Something that contributes to an IT Service . Assets can include people, accommodation, Servers , software, data, networks, paper Records , telephones etc. Assets that need to be individually managed are also Configuration Items . For example the door lock on a computer room, or a consumable item would not be a Configuration Item . In the context of Financial Management , items below a specific value are not considered to be Assets as it would not be Cost Effective to track and manage them. See Asset Management , Depreciation , Risk Assessment .
Asset Management	(Financial Management) Asset Management is the Business Process responsible for tracking and reporting the value and ownership of financial Assets throughout their Lifecycle . See Asset Register .
Asset Register	(Financial Management) A list of Assets , which includes their ownership and value. The Asset Register is maintained by Asset Management .
Assurance	The Activity that obtains management agreement that a Process , Plan , or other Deliverable is complete, accurate, reliable and meets its specified Requirements . Assurance is different from Audit , which is more concerned with Compliance to a formal Standard .
Attribute	(Configuration Management) A piece of information about a Configuration Item . Examples are name, location, Version number, and Cost . Attributes of CIs are recorded in the Configuration Management Database (CMDB) . See Relationship .
Audit	Formal inspection and verification to check whether a Standard or set of Guidelines is being followed, that Records are accurate, or that Efficiency and Effectiveness targets are being met. An Audit may be carried out by internal or external groups. See Certification , Assurance .
Authorised Examination Centre	A body authorised by an Examination Board to host examinations. The Authorised Examination Centre provides a place where examinations may be taken, and may also provide exam supervision and automated marking.
Automatic Call Distribution (ACD)	(Service Desk) Use of Information Technology to direct an incoming telephone call to the most appropriate person in the shortest possible time. ACD is sometimes called Automated Call Distribution.
Availability	(Availability Management) (Security Management) Ability of a Configuration Item or IT Service to perform its agreed Function when required. Availability is determined by Reliability , Maintainability , Serviceability , Performance , and Security . Availability is usually calculated as a percentage. This calculation is often based on Agreed Service Time and Downtime . It is Best Practice to calculate Availability using measurements of the Business output of the IT Service . See Security Principle .

ITIL® V2 Glossary v01, 1 May 2006
 Availability Management to Brainstorming

Term	Definition
Availability Management	(Availability Management) The Process responsible for defining, analysing, Planning , measuring and improving all aspects of the Availability of IT services . Availability Management is responsible for ensuring that all IT Infrastructure , Processes , Tools , Roles etc are appropriate for the agreed Service Level Targets for Availability .
Availability Management Database (AMDB)	(Availability Management) A Database containing all data needed to support Availability Management . The AMDB may be part of the Configuration Management Database .
Availability Plan	(Availability Management) A Plan to ensure that existing and future Availability Requirements for IT Services can be provided Cost Effectively .
Back-out Plan	(Change Management) (Release Management) A Plan that documents the steps required to recover to a known working state if a Change or Release fails.
Backup	(Availability management) (IT Service Continuity Management) Copying data to protect against loss of Integrity or Availability of the original.
Balance Check	(Financial Management) A calculation to verify that the sum of all individual Costs or Charges equals the total Cost or Charge . Used to check that all amounts have been fully accounted for.
Balanced Scorecard	A management tool developed by Drs. Robert Kaplan (Harvard Business School) and David Norton. A Balanced Scorecard enables a Strategy to be broken down into Key Performance Indicators . Performance against the KPIs is used to demonstrate how well the Strategy is being achieved. A Balanced Scorecard has 4 major areas, each of which has a small number of KPIs . The same 4 areas are considered at different levels of detail throughout the Organisation .
Baseline	The recorded state of something at a specific point in time. A Baseline can be created for a Configuration , a Process , or any other set of data. For example, a baseline can be used in: <ul style="list-style-type: none"> • Continuous Service Improvement, to establish a starting point for Planning improvements. • Capacity Management, to document performance characteristics during normal operations. • Configuration Management, to enable the IT Infrastructure to be restored to a known configuration if a Change fails. Also used to specify a standard Configuration for data capture, release or Audit purposes.
Baseline Security	(Security Management) The minimum level of security required throughout an Organisation .
Benchmark	A Baseline used as a reference point. For example: <ul style="list-style-type: none"> • An ITSM Benchmark can be used to compare one Organisation's ITSM Processes with another • A Performance Benchmark may be established by taking measurements of a simulated environment. • See Simulation Modelling.
Best Practice	A proven Activity or Process that has been successfully used by multiple Organisations . ITIL is an example of Best Practice.
Billing	(Financial Management) Part of the Charging Process . Billing is the Activity responsible for producing an invoice or a bill and recovering the money from Customers . See Pricing .
Brainstorming	A technique that helps a team to generate ideas. Ideas are not reviewed during the Brainstorming session, but at a later stage. Brainstorming is often used by Problem Management to identify possible causes.

ITIL® V2 Glossary v01, 1 May 2006
British Standards Institution (BSI) to Business Customer

Term	Definition
British Standards Institution (BSI)	The UK National Standards body, responsible for creating and maintaining British Standards. See http://www.bsi-global.com for more information. See ISO .
BS 15000	British Standards Institution Specification and Code of Practice for IT Service Management . BS 15000 is based on ITIL Best Practice , and has been superseded by ISO/IEC 20000 .
BS 7799	British Standards Institution Specification and Code of Practice for Information Security Management . BS 7799 has been superseded by ISO/IEC 17799 and ISO/IEC 27001 .
Budget	(Financial Management) A list of all the money an Organisation or Business Unit plans to receive, and plans to pay out, over a specified period of time. See Budgeting , Planning .
Budgeting	(Financial Management) The Activity of predicting and controlling the spending of money. Consists of a periodic negotiation cycle to set future Budgets (usually annual) and the day-to-day monitoring and adjusting of current Budgets . See Accounting Period .
Build	(Release Management) The Activity of assembling a number of Configuration Items to create part of an IT Service . The term Build is also used to refer to a Release that is authorised for distribution. For example Server Build or laptop Build . See Assembly CI .
Build Environment	(Release Management) A controlled Environment where Applications , IT Services and other Builds are assembled prior to being moved into a Test or Live Environment .
Business	An overall corporate entity or Organisation formed of a number of Business Units . In the context of ITSM , the term Business includes public sector and not-for-profit organisations, as well as companies. An IT Service Provider provides IT Services to a Customer within a Business . The IT Service Provider may be part of the same Business as their Customer (Internal Service Provider), or part of another Business (External Service Provider).
Business Capacity Management (BCM)	(Capacity Management) In the context of ITSM , Business Capacity Management is the Activity responsible for understanding future Business Requirements for use in the Capacity Plan . See Service Capacity Management .
Business Case	Justification for a significant item of expenditure. Includes information about Costs , benefits, options, issues, Risks , and possible problems. See Cost Benefit Analysis , Investment Appraisal .
Business Continuity Management (BCM)	(IT Service Continuity Management) Business Continuity Management is the Business Process which sets the Objectives , Scope and Requirements for IT Service Continuity Management . BCM is responsible for managing Risks that could seriously impact the Business . BCM ensures that the Business can always Operate to a minimum agreed level, by reducing the Risk to an acceptable level and Planning to Restore Business Processes .
Business Continuity Plan (BCP)	(IT Service Continuity Management) A Plan defining the steps required to Restore Business Processes following a disruption. The Plan will also identify the triggers for Invocation , people to be involved, communications etc. IT Service Continuity Plans form a significant part of Business Continuity Plans .
Business Continuity Team	(IT Service Continuity Management) The team of people responsible for carrying out Activities defined in a Business Continuity Plan .
Business Customer	A recipient of a product or a Service from the Business . For example if the Business is a car manufacturer then the Business Customer is someone who buys a car.

ITIL® V2 Glossary v01, 1 May 2006
 Business Driver to Call Centre

Term	Definition
Business Driver	Something that influences the definition of Business Objectives and Strategy . For example new legislation or the actions of competitors. The term Business Driver is sometimes used as a synonym for Business Objective or Strategy .
Business Impact Analysis (BIA)	(IT Service Continuity Management) BIA is the Activity in Business Continuity Management that identifies Vital Business Functions and their dependencies. These dependencies may include Suppliers , people, other Business Processes , IT Services etc. BIA defines the recovery requirements for IT Services . These requirements include Recovery Time Objectives , Recovery Point Objectives and minimum Service Level Targets for each IT Service .
Business IT Alignment (BITA)	Understanding how the IT Service Provider provides value to the Business , and ensuring that IT Strategy , Plans , and Services support the Business Objectives , and Vision . See Service Culture .
Business Objective	The Objective of a Business Process , or of the Business as a whole. Business Objectives support the Business Vision , provide guidance for the IT Strategy , and are often supported by IT Services .
Business Operations	The day-to-day execution, monitoring and management of Business Processes . See Operate .
Business Perspective	An understanding of the Service Provider and IT Services from the point of view of the Business , and an understanding of the Business from the point of view of the Service Provider . See Business IT Alignment .
Business Process	A Process that is owned and carried out by the Business . A Business Process contributes to the delivery of a product or Service to a Business Customer . For example, a retailer may have a purchasing Process which helps to deliver Services to their Business Customers . Many Business Processes rely on IT Services . See Vital Business Function , Value Chain .
Business Relationship Management (BRM)	(Business Relationship Management) The Process responsible for maintaining a Relationship with the Business . This Process usually includes: <ul style="list-style-type: none"> • Managing personal Relationships with Business managers • Portfolio Management • Ensuring that the IT Service Provider is satisfying the Business needs of the Customers This Process has strong links with Service Level Management . See Account Manager .
Business Relationship Manager	(Business Relationship Management) A Role responsible for maintaining the Relationship with one or more Customers . This Role is often combined with the Service Level Manager Role . See Account Manager .
Business Service	A Service that is delivered to Business Customers by Business Units . For example delivery of financial services to Customers of a bank, or goods to the Customers of a retail store. Successful delivery of Business Services often depends on one or more IT Services .
Business Unit	A segment of the Business which has its own Plans , Metrics , income and Costs .
Call	(Service Desk) (Incident Management) A telephone call to the Service Desk from a User . A Call could result in an Incident or a Service Request being logged.
Call Centre	(Service Desk) An Organisation or Business Unit which handles large numbers of incoming and outgoing telephone calls. See Service Desk .

ITIL® V2 Glossary v01, 1 May 2006
Call Type to Category

Term	Definition
Call Type	(Service Desk) A Category that is used to distinguish incoming requests to a Service Desk . Common call types are Incident , Service Request and Complaint .
Capability Maturity Model (CMM)	The Capability Maturity Model for Software (also known as the CMM and SW-CMM) is a model used to identify Best Practices to help increase Process Maturity . CMM was developed at the Software Engineering Institute (SEI) of Carnegie Mellon University. In 2000, the SW-CMM was upgraded to CMMI® (Capability Maturity Model Integration). The SEI no longer maintains the SW-CMM model, its associated appraisal methods, or training materials.
Capability Maturity Model Integration (CMMI)	Capability Maturity Model® Integration (CMMI) is a process improvement approach developed by the Software Engineering Institute (SEI) of Carnegie Mellon University. CMMI provides organizations with the essential elements of effective processes. It can be used to guide process improvement across a project, a division, or an entire organization. CMMI helps integrate traditionally separate organizational functions, set process improvement goals and priorities, provide guidance for quality processes, and provide a point of reference for appraising current processes. See http://www.sei.cmu.edu/cmmi/ for more information. See CMM , Continuous Improvement , Process Maturity .
Capacity	(Capacity Management) The maximum Throughput that a Configuration Item or IT Service can deliver whilst meeting agreed Service Level Targets . For some types of CI , Capacity may be the size or volume, for example a disk drive.
Capacity Management	(Capacity Management) The Process responsible for ensuring that the Capacity of IT Services and the IT Infrastructure is able to deliver agreed Service Level Targets in a Cost Effective and timely manner. Capacity Management considers all Resources required to deliver the IT Service , and plans for short, medium and long term Business Requirements .
Capacity Management Database (CDB)	(Capacity Management) A Database containing all data needed to support Capacity Management . The Capacity Management Database is usually separate from the Configuration Management Database (CMDB) because it contains large amounts of rapidly changing data.
Capacity Plan	(Capacity Management) A Capacity Plan is used to manage the Resources required to deliver IT Services . The Plan contains scenarios for different predictions of Business demand , and costed options to deliver the agreed Service Level Targets .
Capacity Planning	(Capacity Management) The Activity within Capacity Management responsible for creating a Capacity Plan .
Capital Cost	(Financial Management) The cost of purchasing something that will become a financial Asset , for example computer equipment and buildings. The value of the Asset is Depreciated over multiple Accounting Periods . See Operational Cost
Capital Expenditure (CAPEX)	Synonym for Capital Cost .
Capital Item	(Financial Management) Synonym for an Asset that is of interest to Financial Management because it is above an agreed financial value.
Capitalisation	(Financial Management) Identifying major Cost as Capital, even though no Asset is purchased. This is done to spread the impact of the Cost over multiple Accounting Periods . The most common example of this is software development, or purchase of a software license.
Category	A named group of things that have something in common. Categories are used to group similar things together. For example Cost Types are used to group similar types of Cost . Incident Categories are used to group similar types of Incident , CI Types are used to group similar types of Configuration Item .

ITIL® V2 Glossary v01, 1 May 2006
Cause / Effect Diagram to Change Schedule

Term	Definition
Cause / Effect Diagram	(Problem Management) A technique that helps a team to identify all the possible causes of an effect, such as a Problem . Originally devised by Kaoru Ishikawa and often called an Ishikawa Diagram, The output of this technique is a diagram that looks like a fishbone.
CCTA	The UK Government "Central Communications and Telecommunications Agency" was the original author of ITIL . This Organisation no longer exists and its functions are now carried out by the Office of Government Commerce (OGC) .
CCTA Risk Analysis & Management Method (CRAMM).	See CRAMM
Central Communications and Telecommunication Agency (CCTA)	See CCTA
Certification	Issuing a certificate to confirm Compliance to a Standard . Certification includes a formal Audit by an independent and Accredited body. The term Certification is also used to mean awarding a certificate to verify that a person has achieved a qualification.
Change	(Change Management) The addition, modification or removal of anything that could have an effect on IT Services . The Scope should include all Configuration Items , Processes , Documentation etc.
Change Advisory Board (CAB)	(Change Management) A group of people that assists the Change Manager in the assessment, prioritisation and scheduling of Changes . This board is usually made up of representatives from all areas within the IT Service Provider , representatives from the Business , and Third Parties such as Suppliers .
Change Advisory Board / Emergency Committee (CAB/EC)	(Change Management) A sub-set of the Change Advisory Board who make decisions about Emergency Changes . Membership of the CAB/EC may be decided at the time a meeting is called, and depends on the nature of the Emergency Change .
Change History	(Change Management) Information about all changes made to a Configuration Item during its life. Change History consists of all those Change Records that apply to the CI .
Change Management	(Change Management) The Process responsible for controlling the Lifecycle of all Changes . The primary objective of Change Management is to enable beneficial Changes to be made, with minimum disruption to IT Services .
Change Model	A repeatable way of dealing with a particular Category of Change . A Change Model defines specific pre-defined steps that will be followed for a change of this Category . Change Models may be very simple, with no requirement for approval (e.g. Password Reset) or may be very complex with many steps that require approval (e.g. major software release). See Standard Change , Change Advisory Board .
Change Record	(Change Management) A Record containing the details of a Change . Each Change Record documents the Lifecycle of a single Change . A Change Record is created for every Request for Change that is received, even those that are subsequently rejected. Change Records should reference the Configuration Items that are affected by the Change . Change Records are often stored in a Configuration Management Database .
Change Request	Synonym for Request for Change .
Change Schedule	(Change Management) A Document that lists all approved Changes and their planned implementation dates. A Change Schedule is sometimes called a Forward Schedule of Change. See Projected Service Availability (PSA) .

ITIL® V2 Glossary v01, 1 May 2006
Change Slot to Compliance

Term	Definition
Change Slot	(Change Management) A regular, agreed time when Changes may be implemented with minimal impact on Services . Change Slots are usually documented in SLAs . See Planned Downtime .
Chargeable Item	A Deliverable of an IT Service that is used in calculating Charges to Customers . For example, number of Transactions , number of desktop PCs.
Charging	(Financial Management) Requiring payment for IT Services . Charging for IT Services is optional, and many Organisations choose to treat their IT Service Provider as a Cost Centre . See Charging Process , Charging Policy
Charging Policy	(Financial Management) A Policy specifying the Objective of the Charging Process , and the way in which charges will be calculated. See Cost , Cost Plus , Going Rate , Market Rate .
Charging Process	(Financial Management) The Process responsible for deciding how much Customers should pay (Pricing) and recovering money from them (Billing).
CI Type	(Configuration Management) A Category that is used to Classify CIs . The CI Type identifies the required Attributes and Relationships for a Configuration Record . Common CI Types include: hardware, Document , User etc.
Classification	The act of assigning a Category to something. Classification is used to ensure consistent management and reporting. CIs , Incidents , Problems , Changes etc. are usually classified.
Client	A computer that is used directly by a User , for example a PC, Handheld Computer, or Workstation. The term Client is also used to mean the part of a Client-Server Application that the user directly interfaces with. For example an email Client. The term Client is also used to mean Customers or the Business in a general sense. For example Client Manager may be used as a synonym for Account Manager .
Client Access Licence	A software license that permits one Client to make use of resources on a Server .
Closed	The final Status in the Lifecycle of an Incident , Problem , Change etc. When the Status is Closed, no further action is taken.
Closure	The act of changing the Status of an Incident , Problem , Change etc. to Closed .
Closure Code	A Category that is assigned to an Incident or Problem before it is Closed . This code identifies the cause, and is intended for use in reporting and Trend Analysis . For example "Customer training required", "Documentation error", "Software bug".
COBIT	Control Objectives for Information and related Technology (COBIT) provides guidance and Best Practice for the management of IT Processes . COBIT is published by the IT Governance Institute. See http://www.isaca.org/ for more information.
Code of Practice (COP)	A Guideline published by a public body or a Standards Organisation , such as ISO or BSI . Many Standards consist of a Code of Practice and a Specification . The Code of Practice describes recommended Best Practice .
Cold Standby	Synonym for Gradual Recovery .
Command, control and communications	The Processes and infrastructure that enable an Organisation to effectively pass instructions and information. This enables management control of Resources . This term is typically used in the management of Major Incidents , Business Continuity and IT Service Continuity .
Compliance	Ensuring that a Standard or set of Guidelines is followed. See Audit .

ITIL[®] V2 Glossary v01, 1 May 2006
 Component to Configuration Management Database (CMDB)

Term	Definition
Component	A general term that is used to mean one part of something more complex. For example, a computer System may be a component of an IT Service , an Application may be a Component of a Release Unit . Components that need to be managed should be Configuration Items .
Component CI	(Configuration Management) A Configuration Item that is part of an Assembly CI . For example, a CPU or Memory CI may be part of a Server CI .
Component Failure Impact Analysis (CFIA)	(Problem Management) (Availability Management) A technique that helps to identify the impact of CI failure on IT Services . A matrix is created with IT Services on one edge and CIs on the other. This enables the identification of critical CIs (that could cause the failure of multiple IT Services) and of fragile IT Services (that have multiple Single Points of Failure).
Computer Telephony Integration (CTI)	(Service Desk) CTI is a general term covering any kind of integration between computers and telephone Systems . It is most commonly used to refer to Systems where an Application displays detailed screens relating to incoming or outgoing telephone calls. See Automatic Call Distribution , Interactive Voice Response .
Concurrency	A measure of the number of Users engaged in the same Operation at the same time. Used in Capacity Management and License Management .
Confidentiality	(Security Management) A Security Principle that requires that data should only be accessed by authorised people.
Configuration	A generic term, used to describe a group of Configuration Items that work together to deliver an IT Service , or a recognisable part of an IT Service . Configuration is also used to describe the parameter settings for one or more CIs .
Configuration and Change Management (C&CM)	An integrated approach to Planning , implementing and operating Configuration Management , Change Management and Release Management .
Configuration Control	(Configuration Management) The Activity responsible for ensuring that adding, modifying or removing a CI is properly managed, for example by submitting a Request for Change or Service Request .
Configuration Identification	(Configuration Management) The Activity responsible for collecting information about Configuration Items and their Relationships , and loading this information into the CMDB . Configuration Identification is also responsible for labelling the CIs themselves, so that the corresponding Configuration Records can be found.
Configuration Item (CI)	(Configuration Management) Any Component that needs to be managed in order to deliver an IT Service . Information about each CI is recorded in a Configuration Record within the CMDB and is maintained throughout its Lifecycle by Configuration Management . CIs are under the control of Change Management . CIs typically include hardware, software, buildings, people, and formal documentation such as Process documentation and SLAs .
Configuration Management	(Configuration Management) The Process responsible for maintaining information about Configuration Items required to deliver an IT Service , including their Relationships . This information is managed throughout the Lifecycle of the CI . The primary objective of Configuration Management is to underpin the delivery of IT Services by providing accurate data to all IT Service Management Processes when and where it is needed.
Configuration Management Database (CMDB)	(Configuration Management) A Database used to manage Configuration Records throughout their Lifecycle . The CMDB records the Attributes of each CI , and Relationships with other CIs . A CMDB may also contain other information linked to CIs , for example Incident , Problem or Change Records . The CMDB is maintained by Configuration Management and is used by all IT Service Management Processes .

ITIL® V2 Glossary v01, 1 May 2006
 Configuration Record to Cost Benefit Analysis

Term	Definition
Configuration Record	(Configuration Management) A Record containing the details of a Configuration Item . Each Configuration Record documents the Lifecycle of a single CI . Configuration Records are stored in a Configuration Management Database .
Configuration Status Accounting	(Configuration Management) The Activity responsible for recording and reporting the Lifecycle of each Configuration Item .
Configuration Structure	(Configuration Management) The hierarchy and other Relationships between all the Configuration Items that comprise a Configuration .
Configuration Verification and Audit	(Configuration Management) The Activities responsible for ensuring that information in the CMDB is accurate and that all Configuration Items have been identified and recorded in the CMDB . Configuration Verification includes routine checks that are part of other processes. For example, verifying the serial number of a desktop PC when a User logs an Incident . Configuration Audit is a periodic, formal check.
Continuous Availability	(Availability Management) An approach or design to achieve 100% Availability . A Continuously Available IT Service has no planned or unplanned Downtime .
Continuous Improvement	The Process responsible for managing improvements to IT Service Management Processes and IT Services . Continuous Improvement continually measures achievement and modifies Processes and the IT Infrastructure to improve Efficiency , Effectiveness , and Cost Effectiveness . See CSIP , SIP , Deming Cycle , Optimise .
Continuous Operation	(Availability Management) An approach or design to eliminate planned Downtime of an IT Service . Note that individual Configuration Items may be down even though the IT Service is Available .
Continuous Service Improvement Programme (CSIP)	A formal Programme to implement and manage a Continuous Improvement Process .
Contract	A legally binding Agreement between two or more parties.
Contract Manager	(Supplier Management) A Role responsible for managing Contracts with one or more Suppliers . Contract Managers usually work closely with Service Level Managers to ensure that Supplier Contracts support agreed Service Level Targets for IT Services .
Control	A means of managing a Risk , or ensuring that a Business Objective is achieved. Example Controls include Policies , Procedures , Roles , software configurations, passwords, RAID, fences, door-locks etc. A control is sometimes called a Countermeasure or safeguard. Control is also used as a generic term meaning to manage something.
Control Objectives for Information and related Technology (COBIT)	See COBIT .
Control Processes	The ISO/IEC 20000 Process group that includes Change Management and Configuration Management .
Cost	(Financial Management) The amount of money spent on a specific Activity , IT Service , or Business Unit . Costs consist of real cost (money), notional cost such as people's time, and Depreciation . Cost is also used as the name of a Charging Policy that recovers the exact cost of providing the service. See Opportunity Cost , Full Cost , Marginal Cost .
Cost Benefit Analysis	An Activity that analyses and compares the costs and the benefits involved in one or more alternative courses of action. See Business Case , Cost Effectiveness , Investment Appraisal .

ITIL® V2 Glossary v01, 1 May 2006
 Cost Centre to Crisis Management

Term	Definition
Cost Centre	(Financial Management) A Business Unit or Project to which costs are assigned. A Cost Centre does not charge for Services provided. An IT Service Provider can be run as a Cost Centre or a Profit Centre .
Cost Effectiveness	A measure of the balance between the Effectiveness and Cost of a Service, Process or activity. A Cost Effective Process is one which achieves its Objectives at minimum Cost . See KPI, Return on Investment, Value for Money .
Cost Element	(Financial Management) The middle level of category to which Costs are assigned in Budgeting and Accounting . The highest level category is Cost Type . For example a Cost Type of "people" could have cost elements of payroll, staff benefits, expenses, training, overtime etc. Cost Elements can be further broken down to give Cost Units . For example the Cost Element "expenses" could include Cost Units of Hotels, Transport, Meals etc.
Cost Management	(Financial Management) A general term that is used to refer to Budgeting and Accounting , sometimes used as a synonym for Financial Management for IT Services .
Cost Model	(Financial Management) A framework used in Budgeting and Accounting in which all known Costs can be recorded, categorised, and allocated to specific Customers, Business Units or Projects . Cost-by-Customer and Cost-by-Service are common types of Cost Model. See Cost Type, Cost Element, Cost Unit .
Cost Plus	(Financial Management) A Charging Policy in which Charges are calculated by adding a percentage to the Cost of providing the IT Service . The additional money is often used for future investment.
Cost Type	(Financial Management) The highest level of category to which Costs are assigned in Budgeting and Accounting . For example hardware, software, people, accommodation, external and Transfer . See Cost Element, Cost Unit, Cost Model .
Cost Unit	(Financial Management) The lowest level of category to which Costs are assigned, Cost Units are usually things that can be easily counted (e.g. staff numbers, software licences) or things easily measured (e.g. CPU usage, Electricity consumed). Cost Units are included within Cost Elements . For example a Cost Element of "expenses" could include Cost Units of Hotels, Transport, Meals etc.
Cost-by-Customer Cost Model	(Financial Management) A type of Cost Model in which Costs are identified and allocated to Customers .
Cost-by-Service Cost Model	(Financial Management) A type of Cost Model in which Costs are identified and allocated to IT Services .
Countermeasure	A synonym for Control . The term Countermeasure can be used to refer to any type of Control , but it is most often used when referring to measures that increase Resilience, Fault Tolerance or Reliability of an IT Service .
CRAMM	(Security Management) (Availability Management) (IT Service Continuity Management) CCTA Risk Analysis & Management Method (CRAMM). A methodology and tool for analysing and managing Risks . CRAMM was developed by the UK Government, but is now privately owned. Further information is available from http://www.cramm.com/
Crisis Management	(IT Service Continuity Management) Crisis Management is the Process responsible for managing the wider implications of Business Continuity . A Crisis Management team is responsible for Strategic issues such as managing media relations and shareholder confidence, and decides when to invoke Business Continuity Plans .

ITIL[®] V2 Glossary v01, 1 May 2006
 Critical Success Factor (CSF) to Dependency

Term	Definition
Critical Success Factor (CSF)	Something that must happen if a Process , Project , Plan , or IT Service is to succeed. KPIs are used to measure the achievement of each CSF. For example a CSF of "protect IT Services when making Changes " could be measured by KPIs such as "percentage reduction of unsuccessful Changes ", "percentage reduction in Changes causing Incidents " etc.
Culture	A set of values that is shared by a group of people, including expectations about how people should behave, ideas, beliefs, and practices. See Vision .
Customer	Someone who buys goods or Services . The Customer of an IT Service Provider is the person or group who defines and agrees the Service Level Targets . The term Customers is also sometimes informally used to mean Users , for example "this is a Customer Focussed Organisation ".
Customer Focus	Understanding and meeting the real needs of Customers and Users . This is done to maximise Customer satisfaction and thus to obtain long term benefits for the IT Service Provider . Customer Focus can be displayed by the entire Organisation (see Service Culture) or by specific people or Processes .
Customer-Managed Use	(Software Asset Management) The management of licenses by the Customer or IT Service Provider . Licenses may also be managed by the Supplier of the software (Vendor Managed Use).
Database	In IT Service Management , a Database is a structured collection of data, used to support one or more Processes . A Database of this sort does not need to be a single physical Database, but may consist of various data sources and tools that together meet the requirements. For example, Configuration Management Database , Capacity Database , Availability Database , Application Portfolio .
Definitive Hardware Store (DHS)	(Release Management) One or more physical locations in which hardware Configuration Items are securely stored when not in use. All hardware in the DHS is under the control of Change and Release Management and is recorded in the CMDB . The DHS contains spare parts, maintained at suitable revision levels, and may also include hardware that is part of a future Release .
Definitive Software Library (DSL)	(Release Management) One or more locations in which the definitive and approved versions of all software Configuration Items are securely stored. The DSL may also contain associated CIs such as licenses and documentation. The DSL is a single logical storage area even if there are multiple locations. All software in the DSL is under the control of Change and Release Management and is recorded in the CMDB . Only software from the DSL is acceptable for use in a Release .
Deliverable	Something that must be provided to meet a commitment in a Service Level Agreement or a Contract . Deliverable is also used in a more informal way to mean a planned output of any Process .
Delta Release	(Release Management) A Release that includes only those Components of a Release Unit that have actually changed since the last Release . A Delta Release is also referred to as a partial Release. See Release Type .
Demand Management	(Capacity Management) Optimising the use of Capacity by moving Workload to less utilised times, Servers , or places. Demand Management often uses Differential Charging to encourage Customers to use IT Services at less busy times. Demand Management also makes use of other techniques such as limiting the number of concurrent Users .
Deming Cycle	Synonym for Plan Do Check Act .
Dependency	The direct or indirect reliance of one Process or Activity upon another.

ITIL[®] V2 Glossary v01, 1 May 2006
 Deployment to Effectiveness

Term	Definition
Deployment	(Release Management) The Activity responsible for movement of new or changed hardware, software, documentation, Process , etc to the Live Environment . See Rollout .
Depreciation	(Financial Management) A measure of the reduction in value of an Asset over its life. This is based on wearing out, consumption or other reduction in the useful economic value.
Detection	(Incident Management) A stage in the Incident Lifecycle . Detection results in the Incident becoming known to the Service Provider . Detection can be automatic, or can be the result of a user logging an Incident .
Development	The Process responsible for creating or modifying an IT Service or Application . Also used to mean the Role or group that carries out Development work.
Development Environment	An Environment used to create or modify IT Services or Applications . Development Environments are not typically subjected to the same degree of control as Test Environments or Live Environments . See Development .
Diagnosis	(Incident Management) (Problem Management) A stage in the Incident and Problem Lifecycles . The purpose of Diagnosis is to identify a Workaround for an Incident or the Root Cause of a Problem .
Diagnostic Script	(Service Desk) A structured set of questions used by Service Desk staff to ensure they ask the correct questions, and to help them Classify , Resolve and assign Incidents . Diagnostic Scripts may also be made available to Users to help them diagnose and resolve their own Incidents .
Differential Charging	(Financial Management) A technique used in Charging to support Demand Management by charging different amounts for the same IT Service Function at different times.
Direct Cost	(Financial Management) A cost of providing an IT Service which can be allocated in full to a specific Customer , Cost Centre , Project etc. For example cost of providing non-shared servers or software licenses. See also Indirect Cost .
Do Nothing	(IT Service Continuity) A Recovery Option . The Service Provider formally agrees with the Customer that Recovery of this IT Service will not be performed.
Document	Information in readable form. A Document may be paper or electronic. For example a Policy statement, Service Level Agreement , Incident Record , diagram of computer room layout. See Record .
Dormant Contract	(IT Service Continuity) A Recovery Option . The Service Provider takes out a Contract with a Supplier to provide required products or Services within agreed times for an agreed price. The Contract is invoked as part of a Recovery Plan , at which time an additional payment is made and the goods or Service are provided.
Downtime	(Availability Management) The time when a Configuration Item or IT Service is not Available during its Agreed Service Time . The Availability of an IT Service is often calculated from Agreed Service Time and Downtime.
Effectiveness	A measure of whether the Objectives of a Process , Service or Activity have been achieved. An Effective Process or activity is one that achieves its agreed Objectives . See KPI .

ITIL® V2 Glossary v01, 1 May 2006
Efficiency to Exception Report

Term	Definition
Efficiency	A measure of whether the right amount of resources have been used to deliver a Process , Service or Activity . An Efficient Process achieves its Objectives with the minimum amount of time, money, people or other resources. See KPI .
Emergency Change	(Change Management) A Change that must be introduced as soon as possible. For example to resolve a Major Incident or implement a Security patch. The Change Management Process will normally have a specific Procedure for handling Emergency Changes. See Change Advisory Board / Emergency Committee (CAB/EC) .
Environment	A subset of the IT Infrastructure that is used for a particular purpose. For Example: Live Environment , Test Environment , Build Environment . It is possible for multiple Environments to share a Configuration Item , for example Test and Live Environments may use different partitions on a single mainframe computer. Also used in the term Physical Environment to mean the accommodation, air conditioning, power system etc.
Error	A design flaw or malfunction that causes a Failure of one or more Configuration Items or IT Services . A mistake made by a person or a faulty Process that impacts a CI or IT Service is also an Error. See Known Error .
Error Control	(Problem Management) The Activity responsible for managing Known Errors until they are Resolved by the successful implementation of Changes . See Problem Control .
Escalation	An Activity that obtains additional Resources when these are needed to meet Service Level Targets or Customer expectations. Escalation may be needed within any IT Service Management Process , but is most commonly associated with Incident Management , Problem Management and the management of Customer complaints. There are two types of Escalation, Functional Escalation and Hierarchical Escalation .
Estimation	The use of experience to provide an approximate value for a Metric or Cost . Estimation is also used in Capacity and Availability Management as the cheapest and least accurate Modelling method,
European Foundation for Quality Management (EFQM)	The EFQM Excellence Model was introduced at the beginning of 1992 as the framework for assessing Organisations for the European Quality Award. It is now the most widely used organisational framework in Europe and it has become the basis for the majority of national and regional Quality Awards . See http://www.efqm.org/ for more information.
Event	An Alert or notification created by any IT Service , Configuration Item or monitoring tool. For example a notification that a batch job has completed. Events typically require IT Operations personnel to take actions, and often lead to Incidents being logged. See Event Management .
Event Management	The Process responsible for managing Events throughout their Lifecycle . Event Management is one of the main Activities of IT Operations .
Examination Board	An Organisation Accredited to develop and manage examinations. IT Service Management Examination Boards are accredited by ICMB to develop ITIL examinations, based on a common syllabus, to Accredit training Organisations , and to award Certificates . See ISEB , EXIN .
Examination Institute for Information Science (EXIN)	The Examination Institute for Information Science, is accredited by the ICMB as an Examination Board . See http://www.exin-exams.com/ for more information.
Exception Report	A Document containing details of one or more KPIs or other important targets that have exceeded defined thresholds. Examples include SLA targets being missed or about to be missed, and a Performance Metric indicating a potential Capacity problem.

ITIL® V2 Glossary v01, 1 May 2006
 External Customer to Follow the Sun Support

Term	Definition
External Customer	A Customer who works for a different Business to the IT Service Provider . See External Service Provider , Internal Customer .
External Service Provider	An IT Service Provider which is part of a different Business to their Customer . An IT Service Provider may have both Internal Customers and External Customers . See Internal Service Provider , Application Service Provider , Internet Service Provider .
Failure	Loss of ability to Operate to Specification , or to deliver the required output. The term Failure may be used when referring to IT Services , Processes , Activities , Configuration Items etc. A Failure often causes an Incident . See Error .
Fault	Synonym for Error .
Fault Tolerance	The ability of an IT Service or Configuration Item to continue to Operate correctly after Failure of a Component part. See Resilience , Countermeasure .
Fault Tree Analysis	(Problem Management) (Availability Management) A technique that can be used to determine the chain of events that leads to a Problem . Fault Tree Analysis represents a chain of events using Boolean notation in a diagram.
Financial Management	A common abbreviation of Financial Management for IT Services
Financial Management for IT Services	(Financial Management) The Process responsible for managing an IT Service Provider's Budgeting , Accounting and Charging requirements.
Financial year	(Financial Management) An Accounting Period covering 12 consecutive months. A Financial Year may start on any date, for example 1 April to 31 March.
First Time Fix Rate	(Service Desk) (Incident Management) A Metric that measures the percentage of Incidents resolved by First-line Support without delay or Escalation . Other definitions of this Metric are possible, for example some IT Service Providers define it as the percentage of Incidents that are Resolved during the initial User phone call.
First-line Support	(Service Desk) (Incident Management) The first level in a hierarchy of Support Groups involved in the resolution of Incidents . Each level contains more specialist skills, or has more time or other resources. See Escalation .
Fishbone Diagram	Synonym for Cause / Effect Diagram .
Fit for Purpose	An informal term used to describe a Process , Configuration Item , IT Service etc. that is capable of meeting its objectives or Service Levels . Being Fit for Purpose requires suitable design, implementation, control and maintenance.
Fixed Cost	(Financial Management) A Cost that does not vary with IT Service usage. For example the cost of Server hardware. See Variable Cost .
Fixed Facility	(IT Service Continuity Management) A permanent building, available for use when needed by an IT Service Continuity Plan . See Recovery Option , Portable Facility .
Fixed Price	(Financial Management) A Cost or Charge agreed with a Supplier or Customer . This Cost or Charge remains the same, even if Resource usage or time to deliver a Project changes.
Follow the Sun Support	(Service Desk) A methodology for using Service Desks and Support Groups around the world to provide seamless 24 * 7 Service. Calls , Incidents , Problems and Service Requests are passed between groups in different time zones.

ITIL® V2 Glossary v01, 1 May 2006
Full Cost to Incident

Term	Definition
Full Cost	(Financial Management) The total Cost of all the resources used in supplying an IT Service , i.e., the sum of the Direct Costs of producing the output, a proportional share of Indirect Costs , and any selling and distribution expenses. See Total Cost of Ownership , Marginal Cost .
Full Release	(Release Management) A Release that includes all Components of a Release Unit , including those that have not changed. See Release Type .
Function	An intended purpose of a Configuration Item , Person , Team , Process , or IT Service . For example one Function of an Email Service may be to store and forward outgoing mails, one Function of a Business Process may be to dispatch goods to Customers . The term Function also has two other meanings: <ul style="list-style-type: none"> perform the intended purpose correctly, "The computer is Functioning" team or group of people, "The Change Management Function".
Functional Escalation	Transferring an Incident , Problem or Change to a technical team with a higher level of expertise to assist in an Escalation .
Going Rate	(Financial Management) A Charging Policy in which Charges are the same as those charged by other internal departments or internal departments of similar Organisations .
Gradual Recovery	(IT Service Continuity Management) A Recovery Option which is also known as Cold Standby. Provision is made to Recover the IT Service in a period of time greater than 72 hours. Gradual Recovery typically uses a Portable or Fixed Facility that has environmental support and network cabling, but no computer Systems . The hardware and software are installed as part of the IT Service Continuity Plan .
Guideline	A Document describing Best Practice , that recommends what should be done. Compliance to a guideline is not normally enforced. See Standard .
Help Desk	(Service Desk) A point of contact for Users to log Incidents . A Help Desk is usually more technically focussed than a Service Desk and does not provide a Single Point of Contact for all interaction. The term Help Desk is often used as a synonym for Service Desk .
Hierarchical Escalation	Informing or involving more senior levels of management to assist in an Escalation .
Hot Standby	Synonym for Immediate Recovery
Immediate Recovery	(IT Service Continuity Management) A Recovery Option which is also known as Hot Standby. Provision is made to Recover the IT Service in a short period of time, typically less than 2 hours but could be up to 24 hours. Immediate Recovery typically uses a dedicated Fixed Facility with computer Systems , and software configured ready to run the IT Services . Immediate Recovery may take up to 24 hours if there is a need to Restore data from Backups .
Impact	A measure of the effect of an Incident , Problem or Change on Business Processes . Impact is often based on how Service Levels will be affected. Impact and Urgency are used to assign Priority . See Impact Code .
Impact Code	A Category used to represent Impact . For example Major, Minor, Catastrophic. See Priority .
Incident	(Incident Management) An unplanned interruption to an IT Service or reduction in the Quality of an IT Service . Any event which could affect an IT Service in the future is also an Incident. For example Failure of one disk from a mirror set. See Incident Management , Incident Record .

ITIL[®] V2 Glossary v01, 1 May 2006
 Incident Management to Integrity

Term	Definition
Incident Management	(Incident Management) The Process responsible for managing the Lifecycle of all Incidents . The primary Objective of Incident Management is to return the IT Service to Customers as quickly as possible.
Incident Record	(Incident Management) A Record containing the details of an Incident . Each Incident record documents the Lifecycle of a single Incident .
Indirect Cost	(Financial Management) A Cost of providing an IT Service which cannot be allocated in full to a specific customer . For example Cost of providing shared Servers or software licenses. Also known as Overhead . Indirect costs are divided into Absorbed Overhead and Unabsorbed Overhead . See Direct Cost .
Information Security Management	(Security Management) The Process that ensures the Confidentiality , Integrity and Availability of an Organisations Assets , information, data and IT Services . Information Security Management usually has a wider scope than the Service Provider . It normally includes handling of paper, building access, phone calls etc., for the entire Organisation .
Information Security Manager	(Security Management) The Information Security Manager is the Role responsible for the Information Security Management Process in the IT Service Provider . The Information Security Manager is responsible for fulfilling the security demands as specified in the Information Security Policy and SLAs . The Information Security Manager typically delegates the actual implementation to other personnel in the IT Service Provider . The Information Security Officer and the Information Security Manager work closely together.
Information Security Officer	(Security Management) The Information Security Officer is responsible for assessing the business Risks and setting the Information Security Policy . This Role is the counterpart of the Information Security Manager and resides in the Customer Organisation . The Information Security Officer and the Information Security Manager work closely together.
Information Security Policy	(Security Management) The Policy that governs the Organisations approach to Information Security Management .
Information Systems Examination Board (ISEB)	The British Computer Society Information Systems Examination Board is accredited by the ICMB as an Examination Board . See http://www.bcs.org/bcs/products/qualifications/iseb for more information.
Information Technology (IT)	The use of technology for the storage, communication or processing of information. The technology typically includes computers, telecommunications, Applications and other software. The information may include Business data, voice, images, video, etc. Information Technology is often used to support Business Processes through IT Services .
Informed Customer	A manager who works for the Customer , and is a specialist in dealing with and managing IT Service Providers . The Informed Customer is responsible for all aspects of managing the relationship with Service Providers .
Infrastructure Service	An IT Service that is not directly used by the Business , but is required by the IT Service Provider so they can provide other IT Services . For example directory services, naming services, or communication services.
Insource	Transferring the provision of IT Services from an External Service Provider to an Internal Service Provider . The term Insourceing is used to mean running or managing IT Services as an Internal Service Provider . See Outsource .
Integration Testing	Testing of a Build or Release to ensure that the parts work correctly together.
Integrity	(Security Management) A Security Principle that ensures data and Configuration Items are only modified by authorised personnel and Activities . Integrity considers all possible causes of modification, including software and hardware Failure , environmental Events , and human intervention.

ITIL® V2 Glossary v01, 1 May 2006
Interactive Voice Response (IVR) to ISO 9001

Term	Definition
Interactive Voice Response (IVR)	(Service Desk) A form of Automatic Call Distribution that accepts User input, such as key presses and spoken commands, to identify the correct destination for incoming Calls .
Intermediate Recovery	(IT Service Continuity Management) A Recovery Option which is also known as Warm Standby. Provision is made to Recover the IT Service in a period of time between 24 and 72 hours. Intermediate Recovery typically uses a shared Portable or Fixed Facility that has Computer Systems and Network Components . The hardware and software will need to be configured, and data will need to be restored, as part of the IT Service Continuity Plan .
Internal Customer	A Customer who works for the same Business as the IT Service Provider . See Internal Service Provider , External Customer .
Internal Service Provider	An IT Service Provider which is part of the same Business as their Customer . An ST Service Provider may have both Internal Customers and External Customers . See External Service Provider .
International Organization for Standardization (ISO)	The International Organization for Standardization (ISO) is the world's largest developer of Standards . ISO is a non-governmental organization which is a network of the national standards institutes of 156 countries. Further information about ISO is available from http://www.iso.org/
International Standards Organisation	See International Organization for Standardization (ISO)
Internet Service Provider (ISP)	An External Service Provider that provides access to the Internet. Most ISPs also provide other IT Services such as web hosting.
Investment Appraisal	(Financial Management) The Activity responsible for carrying out a Cost Benefit Analysis to justify Capital Expenditure for a new or changed IT Services . See Business Case , Cost Effectiveness , Return on Investment , Return on Capital Employed .
Invocation	(IT Service Continuity Management) Initiation of the steps defined in a plan. For example initiating the IT Service Continuity Plan for one or more IT Services .
Ishikawa Diagram	Synonym for Cause / Effect diagram .
ISO/IEC 17799	(Security Management) ISO Code of Practice for Information Security Management , based on BS 7799 Part 1. See Standard .
ISO/IEC 20000	ISO Specification and Code of Practice for IT Service Management . ISO/IEC 20000 is aligned with ITIL Best Practice , and supersedes BS 15000 . See Standard .
ISO/IEC 27001	(Security Management) ISO Specification for Information Security Management . The corresponding Code of Practice is ISO/IEC 17799 . ISO/IEC 27001 supersedes BS7799 Part 2. See Standard .
ISO 9000	A generic term that refers to a number of international Standards and Guidelines for Quality Management Systems . See http://www.iso.org/ for more information. See ISO .
ISO 9001	An international Standard for Quality Management Systems . See ISO 9000 .

ITIL[®] V2 Glossary v01, 1 May 2006
IT Accounting to ITIL

Term	Definition
IT Accounting	(Financial Management) The Process responsible for identifying actual Costs of delivering IT Services , comparing these with budgeted costs, and managing variance from the Budget . See also Charging .
IT Accounting System	(Financial Management) The entire set of Policy , tools and Process that support Financial Management .
IT Availability Metrics Model (ITAMM)	(Availability Management) A model that helps to ensure all aspects of Availability are considered when defining Availability Metrics and reports.
IT Directorate	Senior Management within a Service Provider , charged with developing and delivering IT services . Most commonly used in UK Government departments.
IT Infrastructure	All of the hardware, software, networks, facilities etc. that are required to develop, test, deliver or support IT Services . The term IT Infrastructure includes all of the Information Technology but not the associated people, Processes and documentation.
IT Infrastructure Library (ITIL)	A set of Best Practice guidance for IT Service Management . ITIL is owned by the OGC and is developed in conjunction with the itsMF . ITIL consists of a series of publications giving guidance on the provision of Quality IT Services , and on the Processes and facilities needed to support them. See http://www.ogc.gov.uk/index.asp?id=2261 for more information.
IT Operations	The Process responsible for the day-to-day monitoring and management of one or more IT Services and the IT Infrastructure they depend on. The term IT Operations is also used to refer to the group or department within an IT Service Provider responsible for IT Operations . See Operations Bridge , Event Management .
IT Service	A Service provided to one or more Customers by an IT Service Provider . An IT Service is based on the use of Information Technology and supports the Customer's Business Processes . An IT Service is made up from a combination of people, Processes and technology and should be defined in a Service Level Agreement .
IT Service Continuity Management (ITSCM)	(IT Service Continuity Management) The Process responsible for managing Risks that could seriously impact IT Services . ITSCM ensures that the IT Service Provider can always provide minimum agreed Service Levels , by reducing the Risk to an acceptable level and Planning for the Recovery of IT Services . ITSCM should be designed to support Business Continuity Management .
IT Service Continuity Plan	(IT Service Continuity Management) A Plan defining the steps required to Recover one or more IT Services . The Plan will also identify the triggers for Invocation , people to be involved, communications etc. The IT Service Continuity Plan should be part of a Business Continuity Plan .
IT Service Management Forum (itsMF)	The IT Service Management Forum is an independent Organisation dedicated to promoting a professional approach to IT Service Management . The itsMF is a not-for-profit membership Organisation with representation in many countries around the world (itsMF Chapters). The itsMF and its membership contribute to the development of ITIL and associated IT Service Management Standards . See http://www.itsmf.com/ for more information.
IT Service Provider	A Service Provider that provides IT Services to Internal Customers or External Customers .
IT Steering Group	A formal group that is responsible for ensuring that Business and IT Service Provider Strategies and Plans are closely aligned. An IT Steering Group includes senior representatives from the Business and the IT Service Provider .
ITIL	See IT Infrastructure Library .

ITIL® V2 Glossary v01, 1 May 2006
ITIL Certification Management Board (ICMB) to Live Environment

Term	Definition
ITIL Certification Management Board (ICMB)	The body responsible for the maintenance and ongoing development of the ITIL qualification scheme. See http://www.itil.co.uk/icmb.htm for further information.
Job Description	A Document which defines the Roles , responsibilities, skills and knowledge required by a particular person. One Job Description can include multiple Roles , for example the Roles of Configuration Manager and Change Manager may be carried out by one person.
Kepner-Tregoe Analysis	(Problem Management) A structured approach to Problem solving. The Problem is analysed in terms of what, where, when and extent. Possible causes are identified. The most probable cause is tested. The true cause is verified.
Key Performance Indicator (KPI)	A Metric that is used to help manage a Process , IT Service or Activity . Many Metrics may be measured, but only the most important of these are defined as KPIs and used to actively manage and report on the Process , IT Service or Activity . KPIs should be selected to ensure that Efficiency , Effectiveness , and Cost Effectiveness are all managed. See Critical Success Factor .
Knowledge Base	(Service Desk) (Incident Management) A Database containing information about Incidents , Problems and Known Errors . The Knowledge Base is used to match new Incidents with historical information, improving Resolution times and First Time Fix Rates .
Knowledge Management	The Process responsible for gathering, analysing, storing and sharing knowledge information within an Organisation . The primary purpose of Knowledge Management is to improve Efficiency by reducing the need to rediscover knowledge.
Known Error (KE)	(Problem Management) A Problem that has a documented Root Cause and a Workaround . Known Errors are created by Problem Control and are managed throughout their Lifecycle by Error Control . Known Errors may also be identified by Development or Suppliers . See Known Error Record , Knowledge Base .
Known Error Database	(Service Desk) (Incident Management) (Problem Management) A Database containing all Known Error Records . This Database is created by Problem Management and used by Incident and Problem Management . See Knowledge Base .
Known Error Record	(Problem Management) A Record containing the details of a Known Error . Each Known Error Record documents the Lifecycle of a Known Error , including the Status , Root Cause and Workaround . In some implementations a Known Error is documented using additional fields in a Problem Record .
License Management	The Process responsible for the management of software licenses throughout their Lifecycle .
Lifecycle	The various stages in the life of a Configuration Item , Incident , Problem , Change etc. The Lifecycle defines the Categories for Status and the Status transitions that are permitted. For example: <ul style="list-style-type: none"> • The Lifecycle of an Application includes Design, Build, Test, Deploy, Operate etc. • The lifecycle of an Incident includes Detect, Respond, Diagnose, Repair, Recover, Restore. • The lifecycle of a Server may include: Ordered, Received, In Test, Live, Disposed etc.
Live	Refers to an IT Service or Configuration Item that is being used to deliver Service to a Customer .
Live Environment	A controlled Environment containing Live Configuration Items used to deliver IT Services to Customers .

ITIL® V2 Glossary v01, 1 May 2006
 Maintainability to Mean Time Between Service Incidents (MTBSI)

Term	Definition
Maintainability	(Availability Management) A measure of how quickly and Effectively a Configuration Item or IT Service can be restored to normal working after a Failure . Maintainability is often measured and reported as MTTR . See Availability .
Major Incident	(Incident Management) The highest Category of Impact for an Incident . A Major Incident results in significant disruption to the Business . See Escalation .
Managed Object (MO)	An abstract representation of a Resource that is used for Operational management of that Resource . An MO is defined in terms of the attributes of the Resource , operations that may be performed on it, notifications it may issue and relationships with other MOs. MOs differ from Configuration Items as their status is dynamic, and Changes to their Operational state do not need to be approved by the Change Management Process .
Managed Services	Synonym for Outsourced IT Services . Also used in ISO/IEC 20000 as a Synonym for IT Services , whether Outsourced or not.
Management Information	Information that is used to support decision making by managers. Management Information is often generated automatically by tools supporting the various IT Service Management Processes . Management Information often includes the values of KPIs such as "Percentage of Changes leading to Incidents ", or " First Time Fix Rate ".
Management Information System (MIS)	The IT Service that captures, processes and provides Management Information . The term MIS is also informally used to mean the output of MIS, including data and reports.
Management System	The framework of Policy and Processes that ensures an Organisation can achieve its Objectives .
Manual Workaround	(Incident Management) (Problem Management) A Workaround that requires manual intervention. (IT Service Continuity Management) A Recovery Option . The Business Process Operates without the use of IT Services . This is a temporary measure and is usually combined with another Recovery Option .
Marginal Cost	(Financial Management) The Cost of continuing to providing the IT Service . Marginal Cost does not include investment already made, for example the cost of developing new software and delivering training. See Full Cost , Opportunity Cost
Market Price	(Financial Management) A Charging Policy in which Charges are the same as those an external Supplier would charge.
Maturity	Synonym for Process Maturity .
Maturity Level	A named level in a maturity model such as the Carnegie Mellon Capability Maturity Model Integration . See Process Maturity .
Mean Time Between Failures (MTBF)	(Availability Management) A Metric for measuring and reporting Reliability . MTBF is the average time that a Configuration Item or IT Service can perform its agreed Function without interruption. This is measured from when the CI or IT Service starts working, until it next fails.
Mean Time Between Service Incidents (MTBSI)	(Availability Management) A Metric used for measuring and reporting Reliability . MTBSI is the mean time from when a System or IT Service fails, until it next fails. MTBSI is equal to MTBF + MTTR .

ITIL[®] V2 Glossary v01, 1 May 2006
Mean Time To Repair (MTTR) to Operational Acceptance

Term	Definition
Mean Time To Repair (MTTR)	(Availability Management) A Metric for measuring and reporting Maintainability . MTTR is the average time taken to restore a Configuration Item or IT Service after a Failure . MTTR is measured from when the CI or IT Service fails until it is fully restored and delivering its normal functionality.
Metric	Something that is measured and reported to help manage a Process , IT Service or Activity . See KPI .
Mission Statement	The Mission Statement of an Organisation is a short but complete description of the overall purpose and intentions of that Organisation . It states what is to be achieved, but not how this should be done.
Modelling	Any technique used to predict the future behaviour of an IT Service , Configuration Item or Business Process . Models are commonly used in Financial Management , Capacity Management and Availability Management . See Estimation , Analytical Modelling , Simulation Modelling .
n-line Support	(Service Desk) (Incident Management) (Problem Management) A generic term for any level of Support Group . See First-line Support , Second-line Support , Third-line Support .
Notional Charging	(Financial Management) A Charging Policy where Customers are sent Bills for the IT Services they have used, but money is not actually transferred. This is sometimes introduced to ensure that Customers are aware of the Costs they incur, or as a stage during the introduction of Real Charging .
Objective	The defined purpose or aim of a Process , an Activity or an Organisation as a whole. Objectives are usually expressed as measurable targets. The term Objective is also informally used to mean a Requirement .
Office of Government Commerce (OGC)	OGC own the copyright to the ITIL publications. They are a UK Government department that works with public sector Organisations to help them improve their Efficiency , gain better Value for Money from their commercial Activities , and deliver improved success from Programmes and Projects .
Office of Public Sector Information (OPSI)	OPSI are the publishers of the ITIL publications. They are a UK Government department who provide online access to UK legislation, license the re-use of Crown copyright material, manage the Information Fair Trader Scheme, maintain the Government's Information Asset Register and provide advice and guidance on official publishing and Crown copyright
Operate	To perform as expected. A Process or Configuration Item is said to Operate if it is delivering the Required outputs. Operate also means to perform one or more Operations . For example, to Operate a computer is to do the day-to-day Operations needed for it to perform as expected. See Operation , IT Operations , Business Operations .
Operation	A pre-defined Activity or Transaction . For example loading a magnetic tape, accepting money at a point of sale, or reading data from a disk drive. See Operate , IT Operations , Business Operations .
Operational	The lowest of three levels of Planning and delivery (Strategic , Tactical , Operational). Operational Activities include the day-to-day or short term Planning or delivery of a Business Process or IT Service Management Process . The term Operational is also used to refer to a Configuration Item or IT Service being ready for use.
Operational Acceptance	(Release Management) Part of the Release Acceptance Activity , responsible for ensuring that everything needed for IT Operations is in place before the Release is deployed. Operational Acceptance often uses a checklist to ensure that all required documentation, IT Operations Processes , tools and training are in place.

ITIL® V2 Glossary v01, 1 May 2006
Operational Cost to Percentage utilisation

Term	Definition
Operational Cost	(Financial Management) Cost resulting from running the IT Services . Often repeating payments. For example staff costs, hardware maintenance and electricity (also known as "current expenditure" or "revenue expenditure") See Capital Costs
Operational Expenditure (OPEX)	Synonym for Operational Cost .
Operational Level Agreement (OLA)	(Service Level Management) An Agreement between an IT Service Provider and another part of the same Business that provides Services to them. For example there could be an OLA with a facilities department to provide air conditioning, or with the procurement department to obtain hardware in agreed times. An OLA may also be between two parts of the same IT Service Provider , for example between the Service Desk and a Support Group . See Service Level Agreement .
Operations Bridge	A physical location where IT Services and IT Infrastructure are monitored and managed. See IT Operations , Event Management .
Opportunity Cost	(Financial Management) A Cost that is used in deciding between investment choices. Opportunity Cost represents the revenue that would have been generated by using the Resources in a different way. For example the Opportunity Cost of purchasing a new Server may include the loss of interest that the money would otherwise have earned in the bank. See Full Cost , Marginal Cost
Optimise	Review , Plan and request Changes , in order to obtain the maximum Efficiency and Effectiveness from a Process , Configuration Item , Application etc. See Continuous Improvement .
Organisation	A company, legal entity or other institution. Examples of Organisations that are not companies include International Standards Organisation , itsMF . The term Organisation is sometimes used to refer to any entity which has People , Resources and Budgets . For example a Project or Business Unit .
Outsource	Transferring the provision of IT Services from an Internal Service Provider to an External Service Provider . The term Outsourcing is used to mean making use of an External Service Provider to manage IT Services , or acting as an External Service Provider to manage IT Services . See Insource .
Overhead	See Indirect cost
Package Release	(Release Management) A single Release that includes a number of Full or Delta Releases . See Release Type
Pareto Principle	A technique used to prioritise Activities . The Pareto Principle says that 80% of the value of any activity is created with 20% of the effort.
Partnership	A relationship between two Organisations which involves working closely together for common goals or mutual benefit. The IT Service Provider should have a Partnership with the Business , and with Third Parties who are critical to the delivery of IT Services .
Percentage utilisation	(Capacity Management) The amount of time that a Component is busy over a given period of time. For example, if a CPU is busy for 1800 seconds in a one hour period, its utilisation is 50%

ITIL® V2 Glossary v01, 1 May 2006
Performance to PRINCE2

Term	Definition
Performance	A measure of what is achieved or delivered by a person, team or Process . See KPI . (Capacity Management) A measure of the overall time taken to carry out one or more Transactions . See Response Time , Throughput .
Performance Management	(Capacity Management) The Process responsible for day-to-day Capacity Management Activities . These include monitoring, threshold detection, Performance analysis and Tuning , and implementing changes related to Performance and Capacity .
Plan	A Document which identifies a series of Activities and the Resources required to achieve an Objective . For example a Plan to implement a new IT Service or Process . ISO/IEC 20000 requires a Plan for the management of each IT Service Management Process . See Project .
Plan-Do-Check-Act	A four stage cycle for Process management, devised by Edward Deming. Plan-Do-Check-Act is also called the Deming Cycle. PLAN: Design or revise Processes that support the IT Services . DO: Implement the Plan and manage the Processes . CHECK: Measure the Processes and IT Services , compare with objectives and produce reports ACT: Plan and implement changes to improve the Processes .
Planned Downtime	(Availability Management) Agreed time when an IT Service will not be available. Planned Downtime is often used for maintenance, upgrades and testing. See Change Slot , Downtime .
Planning	An Activity responsible for creating one or more Plans . For example, Capacity Planning .
Policy	Formally documented management expectations and intentions. Policies are used to direct decisions, and to ensure consistent and appropriate development and implementation of Processes , Standards , Roles , Activities , IT Infrastructure etc.
Portable Facility	(IT Service Continuity Management) A prefabricated building, or a large vehicle, provided by a Third Party and moved to a site when needed by an IT Service Continuity Plan . See Recovery Option , Fixed Facility .
Portfolio Management	(Business Relationship Management) The Process responsible for managing the Portfolio of Services . Portfolio Management includes maximising the value to the Business of existing and proposed new IT Services , and identifying the need to create new IT Services and retire IT Services that are no longer of value. The detailed Planning and implementation work is carried out as part of the Service Planning Process .
Portfolio of Services	(Business Relationship Management) A published description of all IT services . The Portfolio is maintained by the Service Provider and includes all IT Services whether they are Live , in Development , or proposed new Services . See Service Catalogue , Application Portfolio .
Post Implementation Review (PIR)	A Review that takes place after a Change or a Project has been implemented. A PIR determines if the Change or Project was successful, and identifies opportunities for improvement.
Pricing	(Financial Management) Pricing is the Activity for establishing how much Customers will be Charged . See Billing , Charging Process .
PRINCE2	The standard UK government methodology for Project management. See http://www.ogc.gov.uk/prince2/ for more information.

ITIL® V2 Glossary v01, 1 May 2006
Priority to Profit Centre

Term	Definition
Priority	A Category used to identify the relative importance of an Incident , Problem or Change . Priority is based on Impact and Urgency , and is used to identify required times for actions to be taken. For example the SLA may state that Priority2 Incidents must be resolved within 12 hours.
Proactive Problem Management	(Problem Management) Part of the Problem Management Process . The Objective of Proactive Problem Management is to identify Problems that might otherwise be missed. Proactive Problem Management analyses Incident Records , and uses data collected by other IT Service Management Processes to identify trends or significant problems.
Problem	The root cause of one or more incidents. See Problem Management , Problem Record .
Problem Control	(Problem Management) Part of the Problem Management Process . Problem Control is the Activity responsible for identifying the Root Cause and developing a Workaround or Structural Solution for a Problem . See Error Control .
Problem Management	(Problem Management) The Process responsible for managing the Lifecycle of all Problems . The primary objectives of Problem Management are to prevent Incidents from happening, and to minimise the Impact of Incidents that cannot be prevented. Problem Management includes Problem Control , Error Control and Proactive Problem Management .
Problem Record	(Problem Management) A Record containing the details of a Problem . Each Problem Record documents the Lifecycle of a single Problem .
Procedure	A Document containing steps that specify how to achieve an Activity . Procedures are defined as part of Processes . See Work Instruction .
Process	A structured set of Activities designed to accomplish a specific Objective . A Process takes one or more defined inputs and turns them into defined outputs. A Process may include any of the Roles , responsibilities, tools and management Controls required to reliably deliver the outputs. A Process may define Policies , Standards , Guidelines , Activities , and Work Instructions if they are needed. See Business Process .
Process Control	The Activity of planning and regulating a Process , with the Objective of performing it in an Effective , Efficient , and consistent manner.
Process Manager	A Role responsible for Operational management of a Process . The Process Manager's responsibilities include Planning and co-ordination of all Activities required to carry out, monitor and report on the Process . There may be several Process Managers for one Process , for example regional Change Managers or IT Service Continuity Managers for each data centre. The Process Manager Role is often assigned to the person who carries out the Process Owner Role , but the two Roles may be separate in larger Organisations .
Process Maturity	A measure of how reliable, Efficient and Effective a Process is, and of how well it is integrated with other processes. The most mature processes are formally aligned to Business Objectives and Strategy , and are supported by a framework for Continuous Improvement .
Process Owner	A Role responsible for ensuring that a Process is Fit for Purpose . The Process Owner's responsibilities include sponsorship, design, and change management of the Process and its Metrics . This Role is often assigned to the same person who carries out the Process Manager Role , but the two Roles may be separate in larger Organisations .
Profit Centre	(Financial Management) A Business Unit which charges for Services provided. A Profit Centre can be created with the objective of making a profit, recovering Costs , or running at a loss. An IT Service Provider can be run as a Cost Centre or a Profit Centre.

ITIL® V2 Glossary v01, 1 May 2006
Programme to Recovery Option

Term	Definition
Programme	A number of Projects , that are planned and managed together to achieve an overall Objective .
Project	A temporary Organisation , with people and other Resources required to achieve an Objective . Each Project has a Lifecycle that typically includes initiation, Planning , execution, Closure etc. Projects are usually managed using a formal methodology such as PRINCE2 .
Projected Service Availability (PSA)	(Change Management) A Document that identifies the effect of planned Changes on agreed Service Levels , based on the Forward Schedule of Change (FSC) .
PRojects IN Controlled Environments (PRINCE2)	See PRINCE2
Quality	The ability of a product, Service , or Process to provide the intended value. For example, a hardware Component can be considered to be of high quality if it performs as expected and delivers the required Reliability . Process Quality also requires an ability to monitor Effectiveness and Efficiency , and to improve them if necessary. See Quality Management System .
Quality Assurance (QA)	The Process responsible for gaining Assurance that the Quality of a product, Service or Process will provide its intended Value .
Quality Management System (QMS)	The set of Processes responsible for ensuring that all work carried out by an Organisation is of a suitable Quality to reliably meet Business Objectives or Service Levels . See ISO 9000 .
Quick Win	An improvement Activity which is expected to provide a Return on Investment in a short period of time with relatively small Cost and effort. See Pareto Principle .
Real Charging	(Financial Management) A Charging Policy where actual money is transferred from the Customer to the IT Service Provider in payment for the delivery of IT Services . See Notional Charging
Reciprocal Agreement	(IT Service Continuity Management) A Recovery Option . An agreement between two Organisations to share resources in an emergency. For example, Computer Room space or use of a mainframe.
Record	A Document containing the results or other output from a Process or Activity . Records are evidence of the fact that an activity took place and may be paper or electronic. For example, an Audit report, an Incident Record , or the minutes of a meeting.
Recovery	(Incident Management) (IT Service Continuity Management) Returning a Configuration Item or an IT Service to a working state. Recovery of an IT Service often includes recovering data to a known consistent state. After Recovery , further steps may be needed before the IT Service can be made available to the Users (Restoration).
Recovery Centre	(IT Service Continuity Management) Third Party provision of a shared Fixed Facility for use in Recovery . See Recovery Options .
Recovery Option	(IT Service Continuity Management) A Strategy for responding to an interruption to Service . Commonly used Strategies are Do Nothing , Manual Workaround , Reciprocal Agreement , Gradual Recovery , Intermediate Recovery , Immediate Recovery . Recovery Options may make use of dedicated facilities, or Third Party facilities shared by multiple Businesses .

ITIL[®] V2 Glossary v01, 1 May 2006
 Recovery Point Objective to Release Type

Term	Definition
Recovery Point Objective	(IT Service Continuity Management) The point in time to which data will be restored after recovery of an IT Service . This may involve loss of data. For example a Recovery Point Objective of one day may be supported by daily Backups , and up to 24 hours of data may be lost. Recovery Point Objectives for each IT Service should be negotiated, agreed and documented. See Business Impact Analysis .
Recovery Time Objective	(IT Service Continuity Management) The maximum time allowed for recovery of an IT Service following an interruption. The Service Level to be provided may be less than normal Service Level Targets . Recovery Time Objectives for each IT Service should be negotiated, agreed and documented. See Business Impact Analysis .
Redundancy	Synonym for Fault Tolerance . The term Redundant also has a generic meaning of obsolete, or no longer needed.
Registered Certification Body (RCB)	An Organisation that has been Accredited to perform Certification against a published Standard such as ISO/IEC 17799 or ISO/IEC 20000 .
Relationship	A connection or interaction between two people or things. In Business Relationship Management it is the interaction between the IT Service Provider and the Business . In Configuration Management it is a link between two Configuration Items that identifies a dependency or connection between them. For example Applications may be linked to the Servers they run on, IT Services have many links to all the CIs that contribute to that IT Service .
Relationship Processes	The ISO/IEC 20000 Process group that includes Business Relationship Management and Supplier Management .
Release	(Release Management) A collection of hardware, software, documentation, Processes or other Components required to implement one or more approved Changes to IT Services . The contents of each Release are managed, tested, and deployed as a single entity. See Full Release , Delta Release , Package Release , Release Identification
Release Acceptance	(Release Management) The Activity responsible for testing a Release , and its implementation and Back-out Plans , to ensure they meet the agreed Business and IT Operations Requirements .
Release Identification	(Release Management) A naming convention used to uniquely identify a Release . The Release Identification typically includes a reference to the Configuration Item and a version number. For example Microsoft Office 2003 SR2.
Release Management	(Release Management) The Process responsible for Planning , scheduling and controlling the movement of Releases to Test and Live Environments . The primary objective of Release Management is to ensure that the integrity of the Live Environment is protected and that the correct Components are released. Release Management works closely with Configuration Management and Change Management .
Release Mechanism	(Release Management) The methodology for deploying a Release to its target Environment . A Release Mechanism may include hardware and software tools as well as Procedures .
Release Process	The name used by ISO/IEC 20000 for the Process group that includes Release Management . This group does not include any other Processes .
Release Record	A Record in the CMDB that defines the content of a Release . A Release Record has Relationships with all Configuration Items that are affected by the Release .
Release Type	(Release Management) A Category that is used to classify Releases . A Release Type may be one of Full , Delta or Package Release .

ITIL[®] V2 Glossary v01, 1 May 2006
 Release Unit to Retire

Term	Definition
Release Unit	(Release Management) Components of an IT Service that are normally Released together. A Release Unit typically includes sufficient components to perform a useful Function. For example one Release Unit could be a Desktop PC, including Hardware, Software, Licenses, Documentation etc.; a different Release Unit may be the complete Payroll Application, including IT Operations Procedures and user training. See Release Type.
Reliability	(Availability Management) A measure of how long a Configuration Item or IT Service can perform its agreed Function without interruption. Usually measured as MTBF or MTBSI. See Availability.
Repair	The replacement or correction of a failed Configuration Item. Often measured as Mean Time to Repair (MTTR). See Maintainability, Recovery, Restoration of Service.
Request for Change (RFC)	(Change Management) A formal proposal for a Change to be made. An RFC includes details of the proposed Change, and may be recorded on paper or electronically. The term RFC is often misused to mean a Change Record, or the Change itself.
Requirement	A formal statement of what is needed. For example a Service Level Requirement, a Project Requirement or the required Deliverables for a Process. See Statement of Requirements.
Resilience	The ability of a Configuration Item or IT Service to resist Failure or to Recover quickly following a Failure. For example, an armoured cable will resist failure when put under stress. See Fault Tolerance.
Resolution	(Incident Management) (Problem Management) Action taken to repair the Root Cause of an Incident or Problem, or to implement a Workaround. In ISO/IEC 20000, Resolution Processes is the Process group that includes Incident and Problem Management. See Workaround.
Resolution Processes	The ISO/IEC 20000 Process group that includes Incident Management and Problem Management.
Resource Capacity Management (RCM)	(Capacity Management) The Process responsible for understanding the Capacity, Utilisation, and Performance of Configuration Items. Data is collected, recorded and analysed for use in the Capacity Plan. See Service Capacity Management.
Resource	A generic term that includes IT Infrastructure, people, money or anything else that might help to deliver an IT Service. See Asset.
Response Time	A measure of the time taken to complete an Operation or Transaction. Used in Capacity Management as a measure of IT Infrastructure Performance, and in Incident Management as a measure of the time taken to answer the phone, or to start Diagnosis.
Responsiveness	A measurement of the time taken to respond to something. This could be Response Time of a Transaction, or the speed with which an IT Service Provider responds to an Incident or Request for Change etc.
Restoration of Service	See Restore.
Restore	(Incident Management) Taking action to return an IT Service to the Users after Repair and Recovery from an Incident. This is the primary Objective of Incident Management.
Retire	Withdraw an Application, IT Service etc. from use in the Live Environment.

ITIL® V2 Glossary v01, 1 May 2006
Return on Capital Employed (ROCE) to Running Costs

Term	Definition
Return on Capital Employed (ROCE)	(Financial Management) A measurement of the expected benefit of an investment. Calculated by dividing (Net Profit Before Tax and Interest) by (Total assets minus current liabilities). This ratio is used by business analysts to judge the Effectiveness of the Organisation as a whole. Any changes to IT Services or products are expected to improve this figure. See Cost Effectiveness , Investment Appraisal , Return on Investment .
Return on Investment (ROI)	(Financial Management) A measurement of the expected benefit of an investment. Calculated by dividing the average increase in financial benefit (taken over an agreed number of years) by the investment. See Cost Effectiveness , Return on Capital Employed .
Return to Normal	(IT Service Continuity Management) The phase of an IT Service Continuity Plan during which full normal operations are resumed. For example, if an alternate data centre has been in use, then this phase will bring the primary data centre back into operation, and restore the ability to invoke IT Service Continuity Plans again.
Review	An evaluation of a Change , Problem , Process , Project etc. Reviews are typically carried out at predefined points in the Lifecycle , and especially after Closure. The purpose of a Review is to ensure that all Deliverables have been provided, and to identify opportunities for improvement. See Post Implementation Review .
Risk	The possibility of suffering harm or loss. In quantitative Risk Management this is calculated as how likely it is that a specific Threat will exploit a particular Vulnerability .
Risk Assessment	The initial steps of Risk Management . Analysing the value of Assets to the business, identifying Threats to those Assets , and evaluating how Vulnerable each Asset is to those Threats . See CRAMM .
Risk Management	The Process responsible for identifying, assessing and managing Risks . Risk Management can be quantitative (based on numerical data) or qualitative. See Risk Assessment , Risk Treatment , CRAMM .
Risk Reduction Measure	Synonym for Control . See Countermeasure .
Risk Treatment	The part of Risk Management responsible for choosing and implementing an option for managing a Risk . Options for Risk Treatments include: <ul style="list-style-type: none"> • Applying Cost Effective Controls to reduce the Risk • Deciding to accept the Risk • Avoiding the Risk, by preventing the situation that could lead to it • Transferring the Risk to a Third Party, for example by taking out insurance.
Role	A set of responsibilities defined in a Process and assigned to a person or team. One person or team may have multiple Roles, for example the Roles of Configuration Manager and Change Manager be carried out by a single person. See Job Description .
Rollout	(Release Management) Synonym for Deployment . Most often used to refer to complex or phased Deployments .
Root Cause	(Problem Management) The underlying or original cause of an Incident or Problem .
Root Cause Analysis (RCA)	(Problem Management) An Activity that identifies the Root Cause of an Incident or Problem . RCA typically concentrates on IT Infrastructure failures . See Service Outage Analysis .
Running Costs	Synonym for Operational Costs

ITIL[®] V2 Glossary v01, 1 May 2006
 SAM Database to Service Culture

Term	Definition
SAM Database	(Software Asset Management) A Database containing all data needed to support Software Asset Management. The SAM Database could be part of the CMDB.
Scalability	The ability of an IT Service, Process, Configuration Item etc. to perform its agreed Function when the Workload or Scope changes.
Scope	The boundary, or extent, to which a Process, Procedure, Certification, Contract etc. applies. For example the Scope of Change Management may include all Live IT Services and related Configuration Items, the Scope of an ISO/IEC 20000 Certificate may include all IT Services delivered out of a named data centre.
Second-line Support	(Service Desk) (Incident Management) (Problem Management) The second level in a hierarchy of Support Groups involved in the resolution of Incidents and investigation of Problems. Each level contains more specialist skills, or has more time or other resources. See Escalation.
Security	See Information Security Management
Security Management	Synonym for Information Security Management
Security Manager	Synonym for Information Security Manager
Security Officer	Synonym for Information Security Officer
Security Policy	Synonym for Information Security Policy
Security Principle	(Security Management) A Strategic Objective in an Information Security Policy. Common Security Principles include Confidentiality, Integrity and Availability. Other Objectives such as Non-Repudiation and Accountability can also be Security Principles.
Segregation of duties	(Security Management) A Control that splits up execution of an Activity into multiple Roles which are assigned to different people. This reduces the Risk of a single person exploiting a Vulnerability. For example one person may input financial data and another may check it.
Server	A computer that is connected to a network and provides software Functions that are used by other Computers.
Service	Providing something of value to a customer that is not goods (physical things with material value). Examples of services include banking and legal support. Service is also used as a Synonym for IT Service. See Business Service, Service Request.
Service Capacity Management (SCM)	(Capacity Management) The Activity responsible for understanding the Performance and Capacity of IT Services. The Resources used by each IT Service and the pattern of usage over time are collected, recorded, and analysed for use in the Capacity Plan. See Business Capacity Management, Resource Capacity Management.
Service Catalogue	A Document listing all IT Services, with summary information about their SLAs and Customers. The Service Catalogue is created and maintained by the IT Service Provider and is used by all IT Service Management Processes. See Portfolio of Services.
Service Culture	A Customer oriented Culture. The major Objectives of a Service Culture are Customer satisfaction and helping the Customer to achieve their Business Objectives. See Business IT Alignment, Customer Focus.

ITIL® V2 Glossary v01, 1 May 2006
 Service Delivery to Service Outage Analysis (SOA)

Term	Definition
Service Delivery	The core IT Service Management Processes that have a Tactical or Strategic focus. In ITIL these are Service Level Management , Capacity Management , IT Service Continuity Management , Availability Management , and Financial Management for IT Services . Service Delivery is also used to mean the delivery of IT Services to Customers . See Service Support .
Service Dependency Modelling	A technique that is used to graphically represent the dependency of IT services on Configuration Items .
Service Desk	(Service Desk) The Single Point of Contact between the Service Provider and the Users . A typical Service Desk manages Incidents and Service Requests , and also handles communication with the Users . See Call Centre .
Service Hours	(Service Level Management) An agreed time period when a particular IT Service should be Available . For example, "Monday-Friday 08:00 to 17:00 except public holidays". Service Hours should be defined in a Service Level Agreement .
Service Improvement Plan (SIP)	A formal Plan to implement improvements to a Process or IT Service . A SIP is managed as part of a Continuous Improvement Process
Service Level	Measured and reported achievement against one or more Service Level Targets . Service Level is sometimes used as an informal term to mean Service Level Target .
Service Level Agreement (SLA)	(Service Level Management) An Agreement between an IT Service Provider and a Customer . The SLA describes the IT Service , documents Service Level Targets , and specifies the responsibilities of the IT Service Provider and the Customer . A single SLA may cover multiple IT Services or multiple customers. See Operational Level Agreement .
Service Level Management (SLM)	(Service Level Management) The Process responsible for negotiating Service Level Agreements , and ensuring that these are met. SLM is responsible for ensuring that all IT Service Management Processes , Operational Level Agreements , and Underpinning Contracts , are appropriate for the agreed Service Level Targets . SLM monitors and reports on Service Levels , and holds regular Customer reviews. See Service Reporting .
Service Level Requirement (SLR)	A Customer Requirement for an aspect of an IT Service . SLRs are based on Business Objectives and are used to negotiate agreed Service Level Targets . See Service Level Agreement .
Service Level Target	A commitment that is documented in a Service Level Agreement . Service Level Targets are based on Service Level Requirements , and are needed to ensure that the IT Service design is Fit for Purpose . Service Level Targets should be measurable, and are usually based on KPIs . See Service Level , SMART .
Service Maintenance Objective (SMO)	(Availability Management) The expected time that a Configuration Item will be unavailable due to planned maintenance Activity . See Planned Downtime .
Service Manager	A generic term that can be used to mean any manager within the IT Service Provider . Most commonly used to refer to a Business Relationship Manager , a Process Manager , an Account Manager or a senior manager with responsibility for IT Services overall.
Service Outage Analysis (SOA)	(Problem Management) (Availability Management) An Activity that identifies underlying causes of an IT Service interruption. SOA identifies opportunities to improve the IT Service Provider's Processes and tools, and not just the IT Infrastructure . SOA is a time constrained, project-like activity, rather than an ongoing process of analysis. See Root Cause Analysis .

Service Planning to Software Process Improvement and Capability dEtermination (SPICE)

Term	Definition
Service Planning	The Process responsible for implementing and retiring IT Services . Service Planning includes understanding Customer Requirements and Planning the Lifecycle of an IT Service . ISO/IEC 20000 calls this Process "Planning and implementing new or changed services". See Portfolio Management .
Service Provider	An Organisation supplying Services to one or more Customers . Service Provider is often used as an abbreviation for IT Service Provider .
Service Reporting	(Service Level Management) The Process responsible for producing and delivering reports of achievement and trends against Service Levels . Service Reporting should agree the format, content and frequency of reports with Customers .
Service Request	(Service Desk) A request from a User for information or advice, or for a Standard Change . For example to reset a password, or to provide standard IT Services for a new User . Service Requests are usually handled by a Service Desk , and do not require an RFC to be submitted.
Service Support	The core IT Service Management Processes that have an Operational focus. These are Incident Management , Problem Management , Configuration Management , Change Management and Release Management . Service Support also includes the Service Desk . See Service Delivery .
Serviceability	(Availability Management) The ability of a Third Party Supplier to meet the terms of their Contract . This Contract will include agreed levels of Reliability , Maintainability or Availability for a Configuration Item .
Simulation modelling	A technique that creates a detailed model to predict the behaviour of a Configuration Item or IT Service . Simulation Models can be very accurate but are expensive and time consuming to create. A Simulation Model is often created by using the actual Configuration Items that are being modelled, with artificial Workloads or Transactions . They are used in Capacity Management when accurate results are important. A simulation model is sometimes called a Performance Benchmark .
Single Point of Contact (SPOC)	Providing a single consistent way to communicate with an Organisation or Business Unit . For example, a Single Point of Contact for an IT Service Provider is usually called a Service Desk .
Single Point of Failure (SPOF)	Any Configuration Item that can cause an Incident when it fails, and for which a Countermeasure has not been implemented. A SPOF may be a person, or a step in a Process or Activity , as well as a Component of the IT Infrastructure . See Failure .
SLAM Chart	(Service Level Management) A Service Level Agreement Monitoring Chart is used to help monitor and report achievements against Service Level Targets . A SLAM Chart is typically colour coded to show whether each agreed Service Level Target has been met, missed, or nearly missed during each of the previous 12 months.
SMART	An acronym for helping to remember that targets in Service Level Agreements and Project Plans should be Specific, Measurable, Achievable, Relevant and Time based.
Software Asset Management	(Software Asset Management) The Process responsible for management, control and protection of software Assets throughout their Lifecycle .
Software Process Improvement and Capability dEtermination (SPICE)	An independent, international Quality Management System for software Development . See http://www.sqi.gu.edu.au/spice/ for more information. See Capability Maturity Model Integration .

ITIL[®] V2 Glossary v01, 1 May 2006
Specification to Supplier

Term	Definition
Specification	A formal definition of Requirements . A Specification may be used to define technical or Operational Requirements , and may be internal or external. Many public Standards consist of a Code of Practice and a Specification. The Specification defines the Standard against which an Organisation can be Audited .
Stakeholder	All people who have an interest in an Organisation , Project , IT Service etc. Stakeholders may be interested in the Activities , targets, Resources , or Deliverables . Stakeholders may include Customers , Partners , employees, shareholders, owners, etc.
Standard	A mandatory Requirement . Examples include ISO/IEC 20000 (an international Standard), an internal security standard for Unix configuration, or a government standard for how financial Records should be maintained. The term Standard is also used to refer to a Code of Practice or Specification published by a Standards Organisation such as ISO or BSI . See Guideline .
Standard Change	A pre-approved Change that is low Risk , relatively common and follows a Procedure or Work Instruction . For example password reset or provision of standard equipment to a new employee. RFCs are not required to implement a Standard Change, and they are logged and tracked using a different mechanism, such as a Service Request . See Change Model .
Standard Cost	(Financial Management) A pre-determined calculation of the Cost of carrying out a common operation. For example a Standard Cost per desktop may be used, rather than calculating the exact Cost each time a desktop PC is provided to a User .
Standby	(IT Service Continuity Management) Used to refer to Resources that are not required to deliver the Live IT Services , but are available to support IT Service Continuity Plans . For example a Standby data centre may be maintained to support Hot Standby , Warm Standby or Cold Standby arrangements.
Statement of requirements (SOR)	A Document containing all Requirements for a product purchase, or a new or changed IT Service . See Terms of Reference .
Status	The name of a required field in many types of Record . It shows the current stage in the Lifecycle of the associated Configuration Item , Incident , Problem etc.
Status Accounting	Synonym for Configuration Status Accounting .
Storage Management	The Process responsible for managing the storage and maintenance of data throughout its Lifecycle .
Strategic	The highest of three levels of Planning and delivery (Strategic, Tactical , Operational). Strategic Activities include Objective setting and long term Planning to achieve the overall Vision .
Strategic Alignment Objectives Model (SAOM)	A diagram showing the Relationships between Deliverables and Requirements . For example IT Services supporting Business Requirements , IT Infrastructure supporting Technical Requirements .
Strategy	A Strategic Plan designed to achieve defined Objectives .
Supplier	A Third Party responsible for supplying goods or Services that are required to deliver IT services . Examples of suppliers include commodity hardware and software vendors, network and telecom providers, and outsourcing Organisations . See Underpinning Contract , Supply Chain .

ITIL[®] V2 Glossary v01, 1 May 2006
 Supplier Management to Third Party

Term	Definition
Supplier Management	Supplier Management is one of the ISO/IEC 20000 Relationship Management Processes. It is responsible for ensuring that all Contracts with Suppliers support the needs of the Business, and that all Suppliers meet their contractual commitments. Supplier Management is also responsible for understanding the entire Supply Chain, which includes Suppliers to the IT Service Provider's own major Suppliers. See Supply Chain.
Supply Chain	The Activities in a Value Chain carried out by Suppliers. A Supply Chain typically involves multiple Suppliers, each adding value to the product or Service.
Support Group	A group of people with technical skills. Support Groups provide the Technical Support needed by all of the IT Service Management Processes. See n-line Support, Technical Support.
Support Hours	The times or hours when support is available to the Users. Typically this is the hours when the Service Desk is available. Support Hours should be defined in a Service Level Agreement, and may be different from Service Hours. For example, Service Hours may be 24 hours a day, but the Support Hours may be 07:00 to 19:00.
System	A number of related things that work together to achieve an overall Objective. For example: <ul style="list-style-type: none"> • A computer System including hardware, software and Applications. • A management System, including multiple Processes that are planned and managed together. For example a Quality Management System. • A Database Management System or Operating System that includes many software modules that are designed to perform a set of related Functions.
System Management	The part of IT Service Management that focuses on the management of IT Infrastructure rather than Process.
Tactical	The middle of three levels of Planning and delivery (Strategic, Tactical, Operational). Tactical Activities include the medium term Plans required to achieve specific Objectives, typically over a period of weeks to months.
Technical Observation Post (TOP)	A technique used in Service Improvement, Problem investigation and Availability Management. Technical support staff meet to monitor the behaviour and Performance of an IT Service and make recommendations for improvement.
Technical Support	The Process responsible for the technical aspects of supporting IT Services. Technical Support defines the Roles of Support Groups, as well as the tools, Processes and Procedures required. See Support Group.
Terms of Reference (TOR)	A Document specifying the Requirements, Scope, Deliverables, Resources and schedule for a Project or Activity. See Statement of Requirements.
Test	A Test is used to verify that a Configuration Item, IT Service, Process etc. meets its Specification, and is able to correctly deliver specific Functional or Service Level Requirements. There should be no negative effects on other Processes or IT Services.
Test Environment	A controlled Environment used to Test Configuration Items, Builds, IT Services, Processes etc.
Third Party	A person, group, or Business who is not part of the Service Level Agreement for an IT Service, but is required to ensure successful delivery of that IT Service. For example a software Supplier, a hardware maintenance company, or a facilities department. Requirements for Third Parties are typically specified in Underpinning Contracts or Operational Level Agreements. See Partnership.

ITIL® V2 Glossary v01, 1 May 2006
Third-line Support to Underpinning Contract (UC)

Term	Definition
Third-line Support	(Service Desk) (Incident Management) (Problem Management) The third level in a hierarchy of Support Groups involved in the resolution of Incidents and investigation of Problems . Each level contains more specialist skills, or has more time or other resources. See Escalation .
Threat	A threat is any thing that might exploit a Vulnerability . Any potential cause of an Incident can be considered to be a Threat. For example a fire is a Threat that could exploit the Vulnerability of flammable floor coverings. This term is commonly used in Information Security Management and IT Service Continuity Management , but also applies to other areas such as Problem and Availability Management .
Threshold	The value of a Metric which should cause an Alert to be generated, or management action to be taken. For example "Priority1 Incident not solved within 4 hours", "more than 5 soft disk errors in an hour", or "more than 10 failed changes in a month".
Throughput	(Capacity Management) A measure of the number of Transactions , or other Operations , performed in a fixed time. For example 5000 emails sent per hour, or 200 disk I/Os per second.
Tied Users	(Financial Management) Users who have no choice about whether to use the IT Services provided by their Internal Service Provider . See Untied Users
Total Cost of Ownership (TCO)	(Financial Management) A methodology used to make investment decisions. TCO assesses the full Lifecycle Costs of a Configuration Item , not just the initial cost or purchase price. See Full Cost .
Total Quality Management (TQM)	A methodology for managing Continuous Improvement by using a Quality Management System . TQM establishes a Culture involving all people in the Organisation in a Process of continuous monitoring and improvement.
Transaction	A discrete Function performed by an IT Service . For example transferring money from one bank account to another. A single Transaction may involve numerous additions, deletions and modifications of data. Either all of these complete successfully or none of them is carried out.
Transfer Cost	(Financial Management) Transfer Cost is a Cost Type , which records expenditure made on behalf of another part of the Organisation . For example the IT Service Provider may pay for an external consultant to be used by the Finance department and transfer the Cost to them. The IT Service Provider would record this as a Transfer Cost.
Trend Analysis	Analysis of data to identify time related patterns. Trend Analysis is used in Problem Management to identify common Failures or fragile Configuration Items , and in Capacity Management as a Modelling tool to predict future behaviour. It is also used as a management tool for identifying deficiencies in IT Service Management Processes .
Tuning	(Capacity Management) The Activity responsible for Planning changes to make the most efficient use of Resources . Tuning is part of Performance Management , which also includes Performance monitoring and implementation of the required Changes .
Unabsorbed Overhead	(Financial Management) Indirect cost of providing an IT Service , which cannot be fairly allocated to specific Customers . For example Cost of providing an IT Service manager, or other shared Resource which is not measured. Unabsorbed overhead is normally recovered by applying a percentage uplift to the Cost of all IT Services . See also Direct cost , Indirect cost , Absorbed Overhead .
Underpinning Contract (UC)	A Contract with an external Third Party that supports delivery of an IT Service by the IT Service Provider to a Customer . The Third Party provides goods or Services that are required by the IT Service Provider to meet agreed Service Level Targets in the SLA with their Customer .

ITIL[®] V2 Glossary v01, 1 May 2006
Unit Cost to Vulnerability

Term	Definition
Unit Cost	(Financial Management) The Cost of providing a single item. For example, if a box of paper with 1,000 sheets costs £10, then each sheet costs 1p. Similarly if a CPU costs £1m a year and performs 1,000 jobs in a year, the Unit Cost for each job is £1,000.
Untied Users	(Financial Management) Users who can choose whether to use the Services provided by an Internal Service Provider or to purchase services from another source. See Tied Users .
Urgency	A measure of how long it will be until an Incident , Problem or Change has a significant Impact on the Business . For example a high Impact Incident may have low Urgency, if the Impact will not affect the Business until the end of the Financial Year . Impact and Urgency are used to assign Priority .
Usability	The ease with which an Application , product, or IT Service can be used. Usability Requirements are often included in a Statement of Requirements .
User	A person who uses the IT Service on a day-to-day basis. Users are distinct from Customers , as some Customers do not use the IT Service directly.
Value Chain	A sequence of Processes that creates a product or Service that is of value to a Customer . Each step of the sequence builds on the previous steps and contributes to the overall product or Service . See Business IT Alignment .
Value for Money	An informal measure of Cost Effectiveness . Value for Money is often based on a comparison with the Cost of alternatives. See Cost Benefit Analysis .
Variable Cost	(Financial Management) A Cost that depends on how much the IT Service is used, how many products are produced, or something else that cannot be fixed in advance. See Fixed Cost .
Variance	The difference between a planned value and the actual measured value. Commonly used in Financial Management , Capacity Management and Service Level Management , but could apply in any area where Plans are in place.
Variant	(Configuration Management) A Configuration Item that is identical to another CI except for specific Attributes . Variants are used to group similar CIs together for analysis. For example it may be necessary to identify all Users with a particular model of laptop, even though that laptop has a number of Variants.
Vendor-Managed Use	(Software Asset Management) The management of licenses by the Supplier of the software. Licenses may also be managed by the Customer or the IT Service Provider (Customer Managed Use).
Version	A Version is used to identify a specific Baseline of a Configuration Item . Versions typically use a naming convention that enables the sequence or date of each Baseline to be identified. For example Payroll Application Version 3 contains updated functionality from Version 2.
Vision	A description of what the Organisation intends to become in the future. A Vision is created by senior management and is used to help influence Culture and Strategic Planning .
Vital Business Function (VBF)	A Function of a Business Process which is critical to the success of the Business . Vital Business Functions are an important consideration of Business Continuity Management , IT Service Continuity Management and Availability Management .
Vulnerability	A weakness that could be exploited by a Threat . For example an open firewall port, a password that is never changed, or a flammable carpet. A missing Control is also considered to be a Vulnerability.

ITIL® V2 Glossary v01, 1 May 2006
Warm Standby to Workload

Term	Definition
Warm Standby	Synonym for Intermediate Recovery .
Work in Progress (WIP)	A Status that means Activities have started but are not yet complete. It is commonly used as a Status for Incidents , Problems , Changes etc.
Work Instruction	A Document containing detailed instructions that specify exactly what steps to follow to carry out an Activity . A Work Instruction contains much more detail than a Procedure and is only created if very detailed instructions are needed.
Workaround	(Incident Management) (Problem Management) Reducing or eliminating the Impact of an Incident or Problem for which a full Resolution is not yet available. For example by restarting a failed Configuration Item . Workarounds for Problems are documented in Known Error Records . Workarounds for Incidents that do not have associated Problem Records are documented in the Incident Record .
Workload	(Capacity Management) The Resources required to deliver an identifiable part of an IT Service . Workloads may be Categorised by Users , groups of Users , or Functions within the IT Service . This is used to assist in analysing and managing the Capacity , Performance and Utilisation of Configuration Items and IT Services . The term Workload is sometimes used as a synonym for Throughput .

ITIL® Glossary v01, 1 May 2006: Acronyms
 ACD to itSMF

Acronym	Term
ACD	Automatic Call Distribution
AMDB	Availability Management Database
ASP	Application Service Provider
BCM	Business Capacity Management
BCM	Business Continuity Management
BCP	Business Continuity Plan
BIA	Business Impact Analysis
BITA	Business IT Alignment
BRM	Business Relationship Management
BSI	British Standards Institution
C&CM	Configuration and Change Management
CAB	Change Advisory Board
CAB/EC	Change Advisory Board / Emergency Committee
CAPEX	Capital Expenditure
CCTA	Central Computer and Telecommunications Agency
CDB	Capacity Management Database
CFIA	Component Failure Impact Analysis
CI	Configuration Item
CMDB	Configuration Management Database
CMM	Capability Maturity Model
CMMI	Capability Maturity Model Integration
COBIT	Control Objectives for Information and related Technology
COP	Code of Practice
CRAMM	CCTA Risk Analysis & Management Method
CSF	Critical Success Factor
CSIP	Continuous Service Improvement Programme
CTI	Computer Telephony Integration
DHS	Definitive Hardware Store
DSL	Definitive Software Library
EFQM	European Foundation for Quality Management.
EXIN	Examination Institute for Information Science
FTA	Fault Tree Analysis
ICMB	ITIL Certification Management Board
ISEB	Information Systems Examination Board
ISO	International Organization for Standardization
IT	Information Technology
ITAMM	IT Availability Metrics Model
ITIL	IT Infrastructure Library
ITSCM	IT Service Continuity Management
itSMF	IT Service Management Forum

ITIL® Glossary v01, 1 May 2006: Acronyms
IVR to TQM

Acronym	Term
IVR	Interactive Voice Response
KE	Known Error
KPI	Key Performance Indicator
MIS	Management Information System
MTBF	Mean Time Between Failures
MTBSI	Mean Time Between Service Incidents
MTTR	Mean Time to Repair
OGC	Office of Government Commerce
OLA	Operational Level Agreement
OPEX	Operational Expenditure
OPSI	Office of Public Sector Information
PDCA	Plan-Do-Check-Act
PIR	Post Implementation Review
PRINCE2	PRojects IN Controlled Environments
PSA	Projected Service Availability
QA	Quality Assurance
QMS	Quality Management System
RCA	Root Cause Analysis
RCB	Registered Certification Body
RCM	Resource Capacity Management
RFC	Request for Change
ROCE	Return on Capital Employed
ROI	Return on Investment
SAOM	Strategic Alignment Objectives Model
SCM	Service Capacity Management
SIP	Service Improvement Plan
SLA	Service Level Agreement
SLM	Service Level Management
SLR	Service Level Requirement
SMART	Specific, Measurable, Achievable, Relevant, Timely
SMO	Service Maintenance Objective
SOA	Service Outage Analysis
SOR	Statement of Requirements
SPICE	Software Process Improvement Capability dEtermination
SPOC	Single Point Of Contact
SPOF	Single Point Of Failure
TCO	Total Cost of Ownership
TOP	Technical Observation Post
TOR	Terms of Reference
TQM	Total Quality Management

ITIL® Glossary v01, 1 May 2006: Acronyms
UC to WIP

Acronym	Term
UC	Underpinning Contract
VBF	Vital Business Function
WIP	Work in Progress