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PROFESSIONAL QUALIFICATION SCHEME

ITIL® PRACTICES FOR SERVICE MANAGEMENT

THE ITIL MASTER QUALIFICATION

WORK PACKAGE REQUIREMENTS AND SCOPE



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THE ITIL MASTER QUALIFICATION WORK PACKAGE REQUIREMENTS AND SCOPE

Purpose

The purpose of this document is to inform candidates who have applied or are considering an application for the ITIL Master Qualification of the Requirements and Scope that must be covered by the ITIL Master Work Package.

Candidates who wish to achieve the ITIL Master Qualification certificate must consult this document in order to complete and submit a valid Work Package for assessment.

Candidates should also refer to the ITIL Master Qualification Candidate Guidelines, specifically the "Documentation Required" section.

ITIL Master Qualification Overview

The ITIL Master Qualification Certificate validates the capability of the candidate to apply in the workplace a range of selected principles, methods and techniques from ITIL (referred to as the 'Elements'). The candidate selects the Elements from a weighted list.

To achieve the ITIL Master Qualification the candidate must be able to explain and justify how they selected and applied their selected Elements in one or more practical assignments, using supporting management techniques, to achieve desired IT and business outcomes.

Each assignment should consist of a significant ITSM project undertaken by the candidate that involves the planning, implementation and operation of multiple Elements selected from two or more stages of the ITIL service lifecycle.

The assignment(s) will be presented in a Work Package that addresses all of the requirements of the qualification and provides supporting evidence.

The overall Work Package must include Elements from all five ITIL service lifecycle stages.

The mandatory stages for achieving the ITIL Master qualification are as follows:

1. Registration with a Licensed Examination Institute (EI)
2. Application Completion
3. Submission of a Proposal outlining:
 - a. the real life situation to be addressed, and
 - b. the Elements of ITIL to be applied to the situation
4. Preparation and submission of a Work Package for assessment
5. Attendance at an interview to support the Work Package assessment

For full details on each of the stages, please refer to the Candidate Guidelines Document.

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The ITIL Master Work Package

The Work Package is the fourth mandatory stage for achieving the ITIL Master qualification following Registration and Application, acceptance of a valid ITIL Master Proposal, and must be completed by all candidates who are seeking ITIL Master Certification.

All Work Package submissions are subject to assessment by the ITIL Master Assessor Panel.

This Work Package Requirements and Scope document has the following four (4) sections:

1. Pre-requisite Entry Criteria and Eligibility for Assessment for Work Package Submission and Assessment
2. Work Package Format and Scope
3. Work Package Requirements Section
4. Work Package Elements Selection.

Requirements Section 1: Pre-requisite Entry Criteria and Eligibility for Work Package Submission and Assessment

To submit a Work Package for the ITIL Master Qualification, the candidate must have met the following pre-requisites:

- Registered with an Examination Institute and paid the correct fee in full
- Completed their Application in full
- Received notification from The Official ITIL® Accreditor that their Application has been accepted
- Completed and submitted a Proposal **no more than 14 months before** the anticipated Work Package Submission date
- Received notification from The Official ITIL® Accreditor that their Proposal was valid and has been accepted.

To be eligible to submit a Work Package for assessment for the ITIL Master Qualification, the candidate must meet the following requirements:

- Prepare a Work Package using the ITIL Work Package Outline Template in line with the requirements in this document
- Complete the Work Package Scope Checklists (to identify where the requirements are covered within the Work Package submission)
- Have supporting Referee Statements from at least one referee from each of the organisations benefiting from the assignment(s), to affirm that the claims made in the Work Package are accurate.
 - Where it is not possible to obtain references, the candidate must clearly justify why this is the case.
- Provide a statement / declaration that the Work Package is their own work and agree to the Terms and Conditions of the Qualification assessment.

For further information candidates should refer to the ITIL Master Candidate Guidelines alongside the following sections of this document.

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Requirements Section 2: Work Package Format and Scope

This section specifies the requirements for the format and scope of the Work Package.

Candidates should refer to the ITIL Master Candidate Guidelines document for further information.

Item Reference	Requirement	Guidance
WPSCOPE1:	The assignment(s) can be conducted for an individual organisation, multiple organisations, or the service management community as a whole. The candidate does not need to be an employee of the organisation(s) concerned.	The candidate may be part of a team conducting the assignment, but must have responsibility for the activities that will be used in the scope of their Work Package.
WPSCOPE2:	The assignment(s) can be defined by the candidate, or by the higher management within the the organisation(s).	The Work Package must state who defined the assignment
WPSCOPE3:	The Work Package may contain information from activities performed before the ITIL Master Qualification scheme was launched, provided that the Requirements in this document are met.	If the activities were performed before the current publication of ITIL, the candidate must use appropriate terminology from the current version of ITIL in their Work Package.
WPSCOPE4:	References should be used to attribute material written by others from any external source, where used to support the candidate's own work; however these must be clearly attributed in the Work Package.	Candidates should adopt a internationally recognized referencing style to identify and attribute material from external sources. <i>See ITIL Master Candidate Guidelines for further information.</i>
WPSCOPE5:	The main body of the Work Package should be between 10,000 and 15,000 words in length, excluding any Appendices and any other supporting documents. Line spacing must be single. Candidates must submit their Work Package in the format as outlined in the Work Package Outline Template	The 'main body' comprises the material written by the candidate in order to address the Requirements as set out in this document, excluding any title pages table of contents, bibliographys and references. Any material provided in support should be supplied in Appendices.

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<p>WPSCOPE6:</p>	<p>All of the text in the body of the Work Package must be the candidate's own words and reproduction from the ITIL Core Guides should be avoided.</p> <p>Candidates are permitted to reuse diagrams from the Core ITIL texts and other publications if they are relevant to the evidence being presented and are correctly referenced.</p>	<p><i>See ITIL Master Candidate Guidelines for further information.</i></p>
<p>WPSCOPE7:</p>	<p>The scope of the Work Package must relate to the candidates valid and approved Proposal.</p>	<p>Approval of a Proposal is valid for 14 months from the date of notification.</p> <p>If the scope of the Work Package significantly varies from the scope as approved in the Proposal, or if any of the Elements are different, the Change Request process must be followed before the Work Package can be submitted for assessment.</p>
<p>WPSCOPE8:</p>	<p>Candidates must include in their Work Package:</p> <ul style="list-style-type: none"> - a table that shows where in the Work Package each Requirement has been addressed, using the appropriate Reference Code and page numbers / section references - A table that shows where in the Work Package the application of each Element is described, using the appropriate Element reference and description and page numbers / section references. 	<p>The Work Package will be rejected if these are not provided.</p>

Requirements Section 3: Work Package Requirements

This section specifies the requirements of the Qualification.

Candidates must address all of these requirements within their Work Package. Appropriate evidence should be provided in the Work Package and/or supporting documents and Appendices to the Work Package, to support the claims made.

Note: If there are multiple assignments, the (E) means that the requirement must be addressed in every assignment; the (O) means that it is only necessary to address that requirement in one of the assignments.

NOTE: Where candidates are resubmitting a Work Package, they must clearly identify the additional material provided within their Work Package at the time of resubmission.

Reference code	Requirement	Guidance	E or O?
General Requirements			
This section includes general requirements that the candidate must consider throughout the Work Package			
GEN1	The candidate must address all of the Work Package Requirements in their Work Package	Where there are multiple assignments, Candidates must ensure that they address Requirements marked as 'E' in every assignment included in their Work Package. Requirements marked as 'O' can be addressed in any one of the assignments.	E
GEN2	The candidate must provide sufficient information in the Work Package to support the claims made.	Evidence may be supplied in the Appendices section of the Work Package.	E
GEN3	The candidate must clearly describe and explain how they applied the principles, methods and techniques selected from all of the 5 core ITIL® publications to achieve tangible business and IT outcomes.	As the ITIL Master Qualification validates the capability of the candidate to apply a range of selected principles, methods and techniques from ITIL®, throughout the Work Package the candidate should relate the information they provide to how they applied their selected Elements.	E
GEN4	The candidate must clearly describe one or more practical assignments that have been executed to achieve one or more required business outcomes , commensurate with the requirements of the ITIL Master qualification.	This is effectively the mandate for carrying out the work. It is strongly recommended that candidates describe no more than 4 assignments in their Work Package. The candidate should select assignments that enable them to demonstrate their	E

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		<p>capability to adopt, adapt, justify, and apply the selected principles, methods and techniques from ITIL® to achieve tangible business and IT outcomes in real-life workplace situations.</p> <p>The assignments should also enable the candidate to demonstrate their capability to innovate.</p> <p>The candidate should state who defined the assignment(s).</p> <p><i>Further guidance and examples of the types of assignment which are appropriate are in development and will be added to the ITIL Master Candidate Guidelines*.</i></p>	
CC4	The information and evidence provided in the Work Package must be clearly presented to aid understanding.	Chapter and section headings should be used appropriately as defined in the Work Package Outline Template.	E
CC5	The information and evidence provided at the Interview must be clearly presented to aid understanding.	This is assessed at Interview	N/A
Plan and Analyse			
Each of the requirements in this section relate to the planning and analysis skills which must be demonstrated within the Work Package. In particular, the candidate must demonstrate the capability to analyze, evaluate, justify, and plan the application of specific principles, methods and techniques from all ITIL lifecycle stages to real-life situations, to achieve tangible business and IT outcomes.			
PA1	The candidate must clearly describe the characteristics of the organisation(s) described in the Work Package before the execution of the assignment(s).	This must include information on the size, geographical locations, general structure and culture of the parts of the organisation(s) involved in and benefiting from the assignment(s)	E
PA2	The candidate must clearly describe how they analysed the requirements of the assignment(s), and how they identified the potential approaches to the assignment(s).	This should be linked to the selected Elements	E
PA3	The candidate must clearly describe all potential approaches that they considered to address the assignment(s). If there was only one option they must clearly justify the reason for this.	No marks will be awarded unless at least two potential approaches are described without clear justification as to why only one option was considered.	E

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PA4	The candidate must clearly describe how they evaluated the potential approaches, and how they selected and justified the preferred approach.	Candidates must demonstrate their ability to assess and choose appropriate ways to approach the assignment(s)	E
PA5	The candidate must clearly describe how they designed and planned the application of the selected approach and the Elements .	This should include the setting of any delivery milestones . Candidates may include diagrams to illustrate the design.	E
Apply, Adapt and Implement			
Each of the requirements in this section relate to the use of application, adaptation, and implementation skills which must be demonstrated within the Work Package. In particular, the candidate must demonstrate the capability to adapt, apply and implement specific principles, methods and techniques from all ITIL lifecycle stages to real-life situations, to achieve tangible business and IT outcomes.			
AAI1	The candidate must clearly describe their role, activities, and responsibilities in the assignment(s)	The candidate must have been both responsible for and actively involved in the delivery of the activities described in the Work Package. Where the candidate performed the work as part of a team, they must clearly state the activities that they were individually responsible for.	E
AAI2	The candidate must clearly describe how they obtained approval to implement the selected approach.	Describe the steps that were taken to get approval, and how the approving body was persuaded to approve the selected approach. If approval was given prior to the candidates involvement this must be clearly described.	O
AAI3	The candidate must clearly describe how they implemented the selected approach for the assignment(s).	It is recognised that the actual application may be done by others. If this is the case, the candidate must detail what activities they undertook themselves.	E
AAI4	The candidate must clearly describe how they used all of the Elements selected for the Work Package in the assignment(s) to achieve the desired IT and business outcomes.	This should include how they were used to support the delivery of the selected approach	E
AAI5	The candidate must clearly describe how they managed the activities of themselves and others throughout the assignment(s).		E
AAI6	The candidate must clearly describe and justify how they adapted the selected Elements to achieve the desired IT and business outcomes and to fit the specific requirements of the organisation(s) .	This must be related to the selected ITIL Elements. If there was no adaptation, the candidate must explain and justify why it was not required.	E

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AAI7	The candidate must clearly describe how they worked with one or more non IT business functions during the assignment(s).	This must be in support of the delivery of the activities in the Work Package. Examples of non IT business functions include Sales, Quality Management, and Finance.	O
AAI8	The candidate must clearly describe how they applied one or more principles, methods or techniques from bodies of knowledge from outside ITIL® to support the delivery of the assignment(s).	Each use must be justified, referenced to the appropriate body of knowledge, and clearly linked to the selected Elements. Examples are management techniques, team building techniques, planning principles. Bodies of knowledge may be specific to the organisation(s) or widely available.	O
AAI9	The candidate must clearly describe how they selected and used appropriate measures to demonstrate the effective application of ITIL.	Measures can include Key Performance Indicators, measured before, during, and after the assignment.	O
AAI10	The candidate must clearly describe and justify how they applied ITIL in the assignment(s) to create new and innovative solutions and how the application was unique or groundbreaking . If there was no innovation the candidate must clearly justify why this was the case.	Where no innovation was used, the candidate must clearly justify why this was the case.	O
Organisation Culture and Communiton			
Each of the requirements in this section relate to the organisational change and communication skills which must be demonstrated within the Work Package. In particular, the candidate must demonstrate the capability to manage, influence and achieve improvements in attitude, behaviour and culture, including the use of appropriate communication skills.			
CC1	The candidate must clearly describe and justify the methods used for communications , both formal and informal, with colleagues, customers and all other stakeholders during the assignment(s).	This should include both one way and two way communication methods.	O
CC2	The candidate must clearly describe how they managed, influenced and achieved improvements in the attitude, behaviour and culture of the organisation(s) and affected individuals throughout the assignment(s).		E

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CC3	The candidate must clearly describe how they have contributed to the development of IT service management thinking , or the IT service management profession , either inside or outside their own organisation.	<p>This should include more than one of the following (or similar) examples.</p> <ul style="list-style-type: none"> - evidence that the innovation(s) in IT service management that they have developed in the assignment(s) have been applied by one or more organisations outside the original target organisations(s) - authoring or contributing to publications - being on the editorial panel for a publication - authoring white papers - assisting official bodies in the development of IT service management or related standards - active participation in the development and support of professional service management communities(inside or outside the organisation) - mentoring and coaching service management staff - active membership of service management examination and/or qualification boards <p>The following are <u>not</u> valid to meet this requirement:</p> <ul style="list-style-type: none"> - contributing to “Blogs” and/or “Tweets” - writing reviews of publications - delivering a presentation 	O
Organisation Value and Investment Benefit			
Each of the requirements in this section relate to achieving organisational value and benefits through the use of ITIL. In particular, the candidate must demonstrate the capability to understand how to achieve and sustain benefits, including ROI, VOI, IT and business outcomes, through the application of ITIL® principles, methods, and techniques.			
VI1	The candidate must clearly describe any changes to the characteristics of the organisation(s) as a result of the assignment(s). If there were no changes, the candidate must clearly explain and justify why this was the case.	This should include information on any changes to the size, geographical locations, general structure and culture of the parts of the organisation(s) involved in the assignment(s) .	E
VI2	The candidate must clearly describe the tangible and intangible benefits and outcomes for both IT and the business that were expected to be achieved, and that were actually	This describes the expected non-financial benefits to both IT and the business. The desired business outcomes must be of significant importance to the business, not just to IT. The benefits can be both	E

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	achieved.	tangible and intangible.	
VI3	The candidate must clearly describe and explain the Return on Investment that was expected to be achieved, and what was actually achieved. If this is not available, the candidate must clearly justify why this is the case.	This describes the expected financial benefits to both IT and the business. If this is not available, the candidate must clearly justify why this is the case.	O
VI4	The candidate must clearly describe how they achieved the benefits and outcomes , including the contribution of the selected Elements .	This can include both tangible and intangible benefits.	E
VI5	The candidate must clearly describe and explain any variations between the benefits and outcomes expected and benefits and outcomes achieved .	Where there is no variation, the candidate must describe and explain how this was achieved	E
VI6	The candidate must clearly describe how they ensured that the benefits and outcomes achieved from the assignment(s) were sustainable and embedded in the organisation(s).	The benefits and outcomes must be capable of continued realisation with no reliance on the candidate or any other specific individual.	O
Issue & Risk Management			
Each of the requirements in this section relate to the management of issues and risks which must be demonstrated within the Work Package. In particular, the candidate must demonstrate the capability to understand how to identify constraints, issues, and risks from both a predictive and reactive perspective, and demonstrate the use of techniques to manage them.			
IR1	The candidate must clearly describe all constraints that were identified and how they were addressed .	These include any barriers to success	E
IR2	The candidate must clearly describe how risks were identified and managed throughout the assignment.	This should include comprehensive risk management techniques, not just recording.	O
IR3	The candidate must clearly describe any issues that arose and how they were managed throughout the assignment(s).	This can include anticipated issues with people, process, products, partners, culture, capabilities, and resources, as appropriate, as well as unanticipated issues	E

Requirements Section 4: Work Package Elements

Candidates must refer to the accompanying ITIL Master Elements document in relation to this aspect of their Work Package.

This mandatory section of the Qualification requires the candidate to specify which of the principles, methods and techniques from ITIL that they will apply (or applied) in their assignment(s).

The term 'Elements' is used to encompass these principles, methods, and techniques.

The candidate must ensure that they select the required number and coverage of Elements from each of the relevant categories, meeting the requirements below. All of these Elements must then be applied in their assignment(s).

Once a Proposal has been accepted, the Elements cannot be changed without approval from the Accreditor.

The following table details the requirements for selecting the Elements:

	Requirement	Guidance
Number of ITIL Elements to be selected	<p>The number of Elements selected for application in the assignments and described in the Proposal and Work Package must be between 10 and 20.</p> <p>Where the Proposal/Work Package includes multiple assignments, this total applies to the Proposal /Work Package overall, and not to each individual assignment.</p>	<p>Other Elements may be described but may not be marked in the subsequent assessment of the Work Package.</p> <p>It is recommended that candidates use no more than 4 assignments. If more than 4 are required this needs to be checked with the Assessors and requested as an exception.</p>
Coverage of ITIL Core Lifecycle Stages	<p>At least one Element must be selected from each of the ITIL V3 Core Lifecycle Stages.</p>	<p>Other Elements may be from any Lifecycle stage, as appropriate to the assignment/s.</p>
Element weighting selection requirements	<p>Elements must be selected in line with the following weighting requirements:</p> <ul style="list-style-type: none"> • There must be at least two elements weighted at 3 • There must be at least three elements weighted at 2 • There must be at least three elements weighted at 1 • There must be at least one Element at level 2 or 3 from each Lifecycle stage 	<p>Remaining Elements, up to the maximum of 20, can be any weighting depending on the assignment(s)</p>

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