A GUIDE TO ISO/IEC 20000-1:2018 SERVICE MANAGEMENT

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ITSM PRESS

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ISBN Paperback: 9781912651344
ISBN eBook: 9781912651351

First Published in Great Britain by ITSM Shop Ltd

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1.
Introduction

This book provides a short introduction to the revised standard for Service Management, ISO/IEC 20000-1:2018. This 2018 edition is the third version of the international standard for service management, replacing the 2011 edition.

ISO/IEC 20000-1 provides requirements for the planning, design, transition, delivery and improvement of a Service Management System (SMS), which is the coordinated set of policies, processes, organizational structure, people, etc. to manage services.

When talking about Service Management, people often refer to it as 'IT Service Management' or 'ITSM'. However, especially in this age of digital transformation, services are not only the interest of the IT department, but are often the cornerstone of the business. ISO/IEC 20000-1 specifies a service management system (SMS), not an 'IT SMS'. The ISO/IEC 20000-1 standard has always stated that it is suitable for all types of services and all types and sizes of organizations: transport services, consultancy services, utility services, as well as IT services, cloud-based services, Internet of Things and other more technical services. Due to the generic nature of the standard, it can be applied to all.

This book contains the following chapters:

Chapter 2 deals with a general overview of Service Management and why you need it — services are everywhere, even if you don't realise it.

In Chapter 3, an overview is given of the ISO/IEC 20000-1 standard and of the other parts of the ISO/IEC 20000 series.

Guidance on how to implement the requirements of ISO/IEC 20000-1 is provided in Chapter 4.

Chapter 5 gives information about the certification process, in case your organization wants to get formal certification against the standard.

Concluding, in Chapter 6, two models are described that may help you go beyond the requirements of the standard and look at service management in a much broader way.

Appendix A lists further resources that may be helpful during your journey implementing ISO/IEC 20000-1.

Finally, Appendix B lists the main differences between the 2018 edition of the standard and the previous 2011 edition.

This is not an exhaustive guide to ISO/IEC 20000. It merely aims at being an introduction, so you can decide whether you want to pursue fulfilling the requirements of the standard or even get certified. Other books will surely be published that go into much more depth. See Appendix A for publications that are currently available and are relevant to the 2018 edition of ISO/IEC 20000-1.

2.
Service Management — why is it needed?

Some people associate Service Management with old-fashioned, rigid frameworks that slow down every effort to change a service for the better. Especially with today's fast-paced development of services, pushed by (and, in turn, leading to) rapidly evolving customer requirements, service developers believe they can live without delaying processes that prevent them from providing the customers what they are asking for at the time they want it. They say that traditional service management needs to make place for 'newer' frameworks, such as Lean, Agile, DevOps and related methodologies.

There are places where traditional service management has turned into an instituted delaying tactic, with common disputes between developers wanting to make changes as quickly as possible and operational people who want to ensure the services continue to run without any possible interruption. Depending on who wins at a certain time, the result may either be that there is a continual risk of service interruptions due to implementations going wrong or that the services become uncompetitive, because enhancements and innovations take too long to be brought to the market.

The question is whether service management is to blame for this, or the organizational culture. A standard like ISO/IEC 20000-1 does not prescribe how you should implement your Service Management processes; it only states what these processes should comply with. This leaves an enormous range of possibilities open for organizations to implement their processes in their own way, suited to their circumstances. Even a framework such as ITIL® 2011, which is far more prescriptive, is clear about adapting their processes to the organization's needs: *Adapt and Adopt* is the slogan. People who complain about the rigidity of Service Management therefore mostly have themselves (and their colleagues) to blame.

In practice, you can comply with all requirements of ISO/IEC 20000-1 in many ways, adapted to the management practices you have adopted and the services you provide. So ISO/IEC 20000-1 applies to both waterfall-type service implementations and restrictive change management practices and to continuous delivery practices with very quick change approval turnaround times. It all depends on what your Service Management policy (the high-level statement by which Service Management is governed) and your Service Management principles (the

related statements on what is permissible in, for example, change or incident management) are. These, in turn, depend on the culture of the organization.

The value of good Service Management is that it provides a structure for service provisioning that can be adapted to the culture of the organization. People working within this structure know what level of flexibility and autonomy they have to make their own decisions around their jobs. Customers will know that they can expect consistent value from the services they purchase from the service provider. And management knows they have a structure in place that helps them be efficient, reduce costs and keep satisfied customers.

3.
The ISO/IEC 20000 Standard

The ISO/IEC 20000 Series of Documents

ISO/IEC 20000 is not a single document — there is actually a series of about ten documents, of which the primary standard (i.e. ISO/IEC 20000-1:2018) is one. ISO decided to distinguish these documents as parts of the 20000 series and assign dashed numbering to them, hence the number of the primary standard is 20000-1.

Other parts of the 20000 series are as follows. Note that with the release of the 2018 edition of Part 1, all dependent parts that are currently published still refer to the 2011 edition and will be updated.

ISO/IEC 20000-10 (also known as Part 10) is the general introduction to the series, which has descriptions of the aim of ISO/IEC 20000, of the various other parts and of other ISO standards that are related to it. It also contains all terms and definition used in the series.

ISO/IEC 20000-2 (Part 2) is a larger document. Part 1 specifies concise and precise requirements which can be audited. Part 2 provides further guidance on how to interpret and how to implement the requirements in Part 1.

ISO/IEC 20000-3 (Part 3) provides guidance on how to define a scope for Part 1: we will see that this is an important part of implementing the standard, which may become complex if you are using one or more internal or external suppliers.

ISO/IEC 20000-5 (Part 5) is an example of an Implementation Plan for implementing an SMS according to part 1. As well as a project plan, it also includes guidance on areas such as a business case and templates.

ISO/IEC 20000-6 (Part 6) provides requirements for certification bodies when they audit an SMS based on ISO/IEC 20000-1). Part 6 is valid for both the 2011 and the 2018 editions of part 1.

ISO/IEC 20000-7 (Part 7) gives guidance on the integration and correlation of ISO/IEC 20000-1, ISO 9001 and ISO/IEC 27001.

ISO/IEC 20000-11 (Part 11) gives a comparison between Part 1 (2011 edition) and the Information Technology Infrastructure Library (ITIL) 2011.

Appendix A – ISO/IEC 20000 Resources

Note: ISO standards listed below refer to the latest versions. Check on iso.org for the most current version of standards.

[1] ISO/IEC 20000-1, Information Technology — Service Management – Part 1: Service management system requirements

[2] ISO/IEC 20000-2, Information technology — Service management — Part 2: Guidance on the application of service management systems

[3] ISO/IEC 20000-3, Information technology — Service management — Part 3: Guidance on scope definition and applicability of ISO/IEC 20000-1

[4] ISO/IEC 20000-5, Information technology — Service management — Part 5: Exemplar implementation plan

[5] ISO/IEC 20000-6, Information technology — Service management — Part 6: Requirements for bodies providing audit and certification of service management systems

[6] ISO/IEC 20000-7, Information technology — Service management — Part 7: Guidance on the Integration and Correlation of ISO/IEC 20000-1:2018 to ISO 9001:2015 and ISO/IEC 27001:2013

[7] ISO/IEC 20000-10, Information technology — Service management — Part 10: Concepts and terminology

[8] ISO/IEC TR 20000-11, Information technology — Service management — Part 11: Guidance on the relationship between ISO/IEC 20000-1:2011 and service management frameworks: ITIL®

[9] ISO/IEC TR 20000-12, Information technology — Service management — Part 12 Guidance on the relationship between ISO/IEC 20000-1:2011 and service management frameworks: CMMI-SVC®

[10] ISO/IEC TR 20000-13, Information technology — Service management — Part 13 Guidance on the relationship between ISO/IEC 20000-1:2018 and service management frameworks: COBIT5 *(in preparation)*

[11] ISO/IEC 20000-1 – IT Service Management – A Practical Guide, ISO, 2018

[12] ISO 9001, Quality management systems — Requirements

[13] ISO/IEC 27001, Information technology — Security techniques — Information security management systems — Requirements

[14] ISO 19011 — Guidelines for auditing management systems

[15] Agutter, Claire et al. — VeriSM™, a Service Management Approach for the Digital Age. Van Haren, 2017

[16] Van der Haven, Dolf J.H. — Service Management: It’s all about the People. ITSM Press, 2018

About the Author

Dolf van der Haven was born in Muiderberg, The Netherlands, in 1971. Originally a Geophysicist, he has a broad background in IT, Telecommunications, Management, Psychotherapy and Service Management. He currently works as a Service, Quality and Information Security Management Consultant at Verizon Enterprise Solutions and is Co-founder and Managing Director of Powerful Answers, a Service Management consultancy based in Bulgaria, The Netherlands and the Czech Republic. He is also member of ISO/IEC Joint Technical Committee 1, Subcommittee 40, which develops the ISO/IEC standard series 20000 (Service Management) and 38500 (Governance of IT), among others.

Previous publications include *The Healing Elephant* (2008 in Dutch, 2009 in English), about psychotherapy; *The Human Face of Management* (2014) about people management; *Service Management – It's all about the People* (2018) about service management; *An Introduction to ISO/IEC 38500* (2018) about Governance of IT and *A Quick Guide to the Integral Service Management Framework* (2018).

Dolf lives in Groenekan, The Netherlands, with his partner and their 130 chickens.