Baseline requirements for developing an IT Service Management System

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Service Management System (aka. SMS) – The official definition

> *"Management system to direct and control the <u>service management activities</u> of the organization"*

> *"Set of capabilities and processes to direct and control the organization's activities and resources for the planning, design, transition, delivery and improvement of <u>services</u> to deliver value"*

> *"Means of delivering value for the customer by facilitating outcomes the customer wants to achieve"*
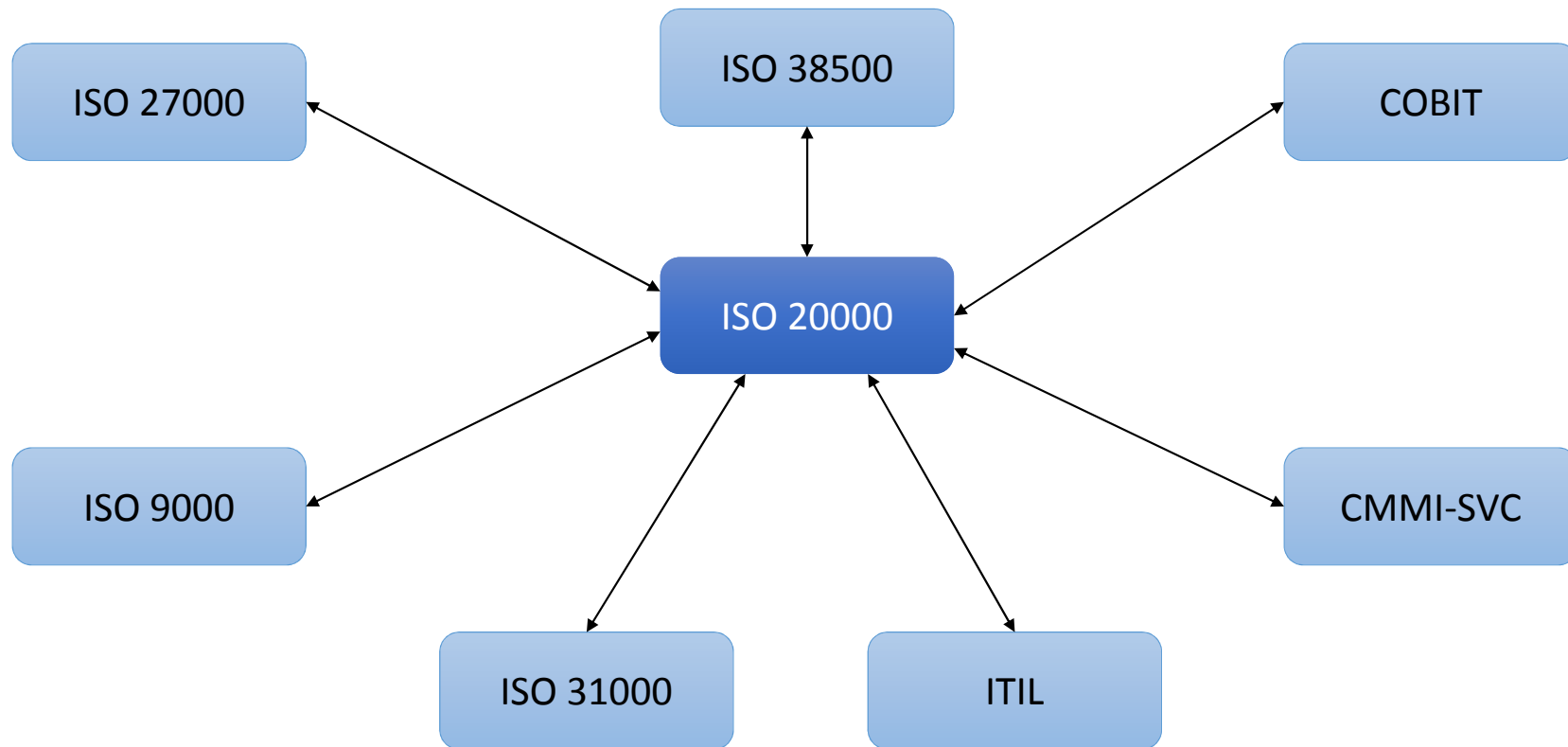
Source: ISO/IEC 20000-1:2018

ISO/IEC 20000 family

❑ ISO/IEC 20000 consists of the following parts:
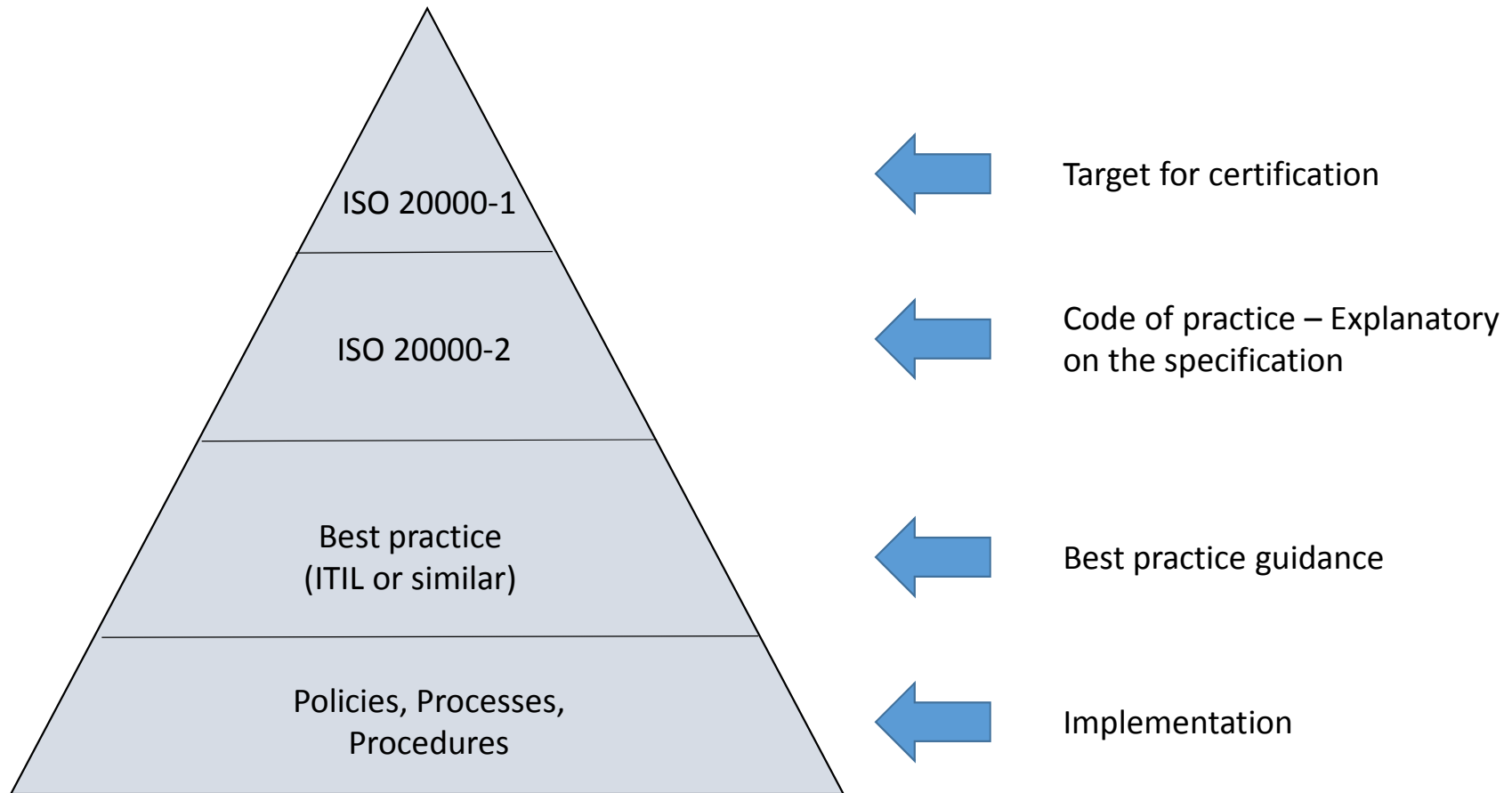
Big and getting bigger!

- Part 1 (2018): Service management system requirements
- Part 2 (2012): Guidance on the application of service management systems
- Part 3 (2012): Guidance on scope definition and applicability of ISO/IEC 20000-1
- Part 5 (2013): Exemplar implementation plan for ISO/IEC 20000-1 [Technical Report]
- Part 6 (2017): Requirements for bodies providing audit and certification of service management systems
- Part 9 (2015): Guidance on the application of ISO/IEC 20000-1 to cloud services
- Part 10 (2018): Concepts and vocabulary
- Part 11 (2015): Guidance on the relationship between ISO/IEC 20000-1:2011 and service management frameworks: ITIL® [Technical Report]
- Part 12 (2016): Guidance on the relationship between ISO/IEC 20000-1:2011 and service management frameworks: CMMI-SVC [Technical Report]
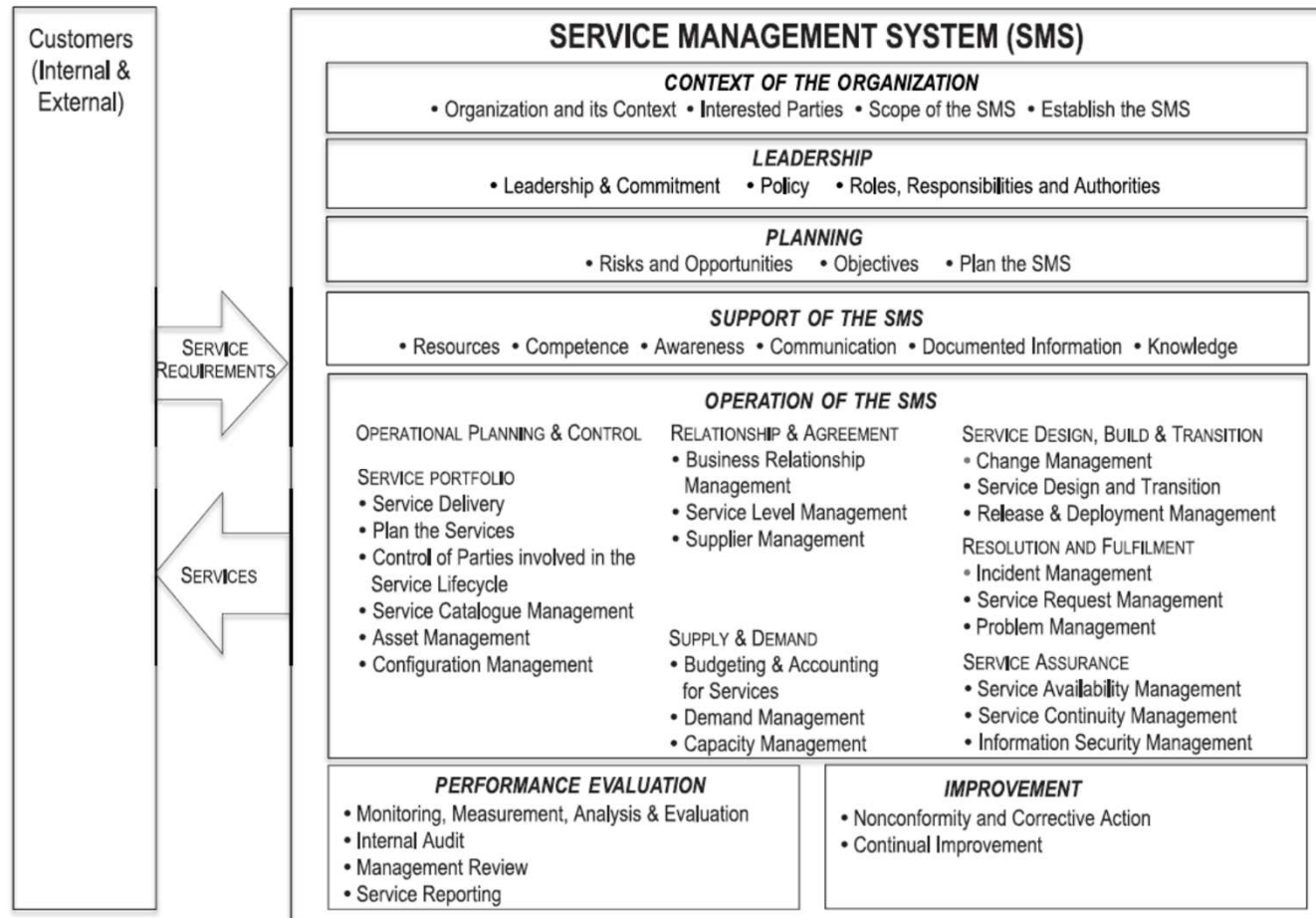
Relationship of ISO/IEC 20000 to other standards and frameworks

ISO 27000

ISO 38500

COBIT

ISO 20000

ISO 9000

ISO 31000

ITIL

CMMI-SVC

IT Service Management Framework

Pyramid diagram from top to bottom:

- ISO 20000-1 → Target for certification
- ISO 20000-2 → Code of practice – Explanatory on the specification
- Best practice (ITIL or similar) → Best practice guidance
- Policies, Processes, Procedures → Implementation

Content and structure at a glance

Source: ISO/IEC 20000-1:2018

Customers (Internal & External)

SERVICE REQUIREMENTS

SERVICES

SERVICE MANAGEMENT SYSTEM (SMS)

CONTEXT OF THE ORGANIZATION
• Organization and its Context • Interested Parties • Scope of the SMS • Establish the SMS

LEADERSHIP
• Leadership & Commitment • Policy • Roles, Responsibilities and Authorities

PLANNING
• Risks and Opportunities • Objectives • Plan the SMS

SUPPORT OF THE SMS
• Resources • Competence • Awareness • Communication • Documented Information • Knowledge

OPERATION OF THE SMS

OPERATIONAL PLANNING & CONTROL

SERVICE PORTFOLIO
• Service Delivery
• Plan the Services
• Control of Parties involved in the Service Lifecycle
• Service Catalogue Management
• Asset Management
• Configuration Management

RELATIONSHIP & AGREEMENT
• Business Relationship Management
• Service Level Management
• Supplier Management

SUPPLY & DEMAND
• Budgeting & Accounting for Services
• Demand Management
• Capacity Management

SERVICE DESIGN, BUILD & TRANSITION
• Change Management
• Service Design and Transition
• Release & Deployment Management

RESOLUTION AND FULFILMENT
• Incident Management
• Service Request Management
• Problem Management

SERVICE ASSURANCE
• Service Availability Management
• Service Continuity Management
• Information Security Management

PERFORMANCE EVALUATION
• Monitoring, Measurement, Analysis & Evaluation
• Internal Audit
• Management Review
• Service Reporting
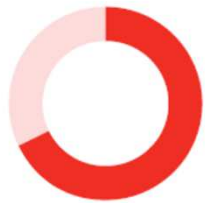
IMPROVEMENT
• Nonconformity and Corrective Action
• Continual Improvement

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Target audience

❑ A customer seeking services and requiring assurance regarding the quality of those services

❑ A customer requiring a consistent approach to the service lifecycle by all its service providers, including those in a supply chain

❑ An organization to demonstrate its capability for the planning, design, transition, delivery and improvement of services

❑ An organization to monitor, measure and review its SMS and the services

❑ An organization to improve the planning, design, transition, delivery and improvement of services through effective implementation and operation of an SMS

❑ An organization or other party performing conformity assessments against the requirements specified in ISO20000-1

❑ A provider of training or advice in service management

Why ISO 20000?

68%
Inspires trust
in our business

54%
improves product
and services
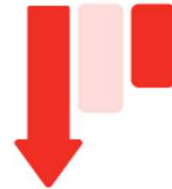
44%
Reduces
business risk

Supports you to meet ITIL
best practice requirements

Source: bsi, "ISO/IEC 20000, Your implementation guide"

What is in it for me?

❑ Uniform culture within organisation towards service management

❑ Improved alignment of IT services with organisation's business strategy

❑ Improved alignment of organisation's business strategy and customer's business needs

❑ Establishment of an overall framework covering all IT Service Management aspects, also (potentially) aligned with other existing management systems in the organisation

❑ More effective collaboration with customers and suppliers

What <u>more</u> is in it for me?

❑ Improved quality of services

❑ Improved public image and reputation

❑ Competitive advantages over other service providers

❑ Improved management and control of risks and costs

❑ Continuous adjustment to changing customer needs and market conditions through continuous improvement

❑ Evidence that best practice is followed

❑ Internationally accepted certification

Objectives of the service management system

❑ Defined by top management

❑ Should be aligned with the business objectives and the service management policy

❑ Measurable, monitored and communicated

❑ Key input to the service management plan

❑ Reviewed regularly

❑ Achievements are compared against the objectives

Service management objectives

❑ Enable increased business agility through faster delivery of new or changed services

❑ Optimise the cost of the services delivered through operational efficiency

❑ Increase quality of services while reducing risk

Responsibilities of management (1)

❑ Management leadership and commitment
   • Take responsibilities for the development and operation of the SMS and the services
   • Define the service management objectives
   • Approve the service management policy and plan
   • Approve the SMS scope and SMS policies, processes, procedures, etc.

❑ Authorise a member of the management team to ensure that the SMS is established, used, continually improved and in alignment with the changing needs of the business

❑ Ensure that appropriate communication procedures are established, applied and maintained

Responsibilities of management (2)

❑ Allocate resources for the setup and operation of the SMS and the services

❑ Ensure that service management authorities and responsibilities are defined and implemented

❑ Assign people to key roles of the SMS

❑ Represented in Management Review meetings

Documentation management

- ❏ Scope of the SMS
- ❏ Service management policy and objectives
- ❏ Service management plan
- ❏ Policies and plans
- ❏ SMS processes documentation
- ❏ Service catalogue
- ❏ SLAs with customers
- ❏ Contracts with external suppliers/ Agreements with internal suppliers
- ❏ Procedures and records
- ❏ Other SMS documents, as specified by the organisation

SMS documents

INDICATIVE
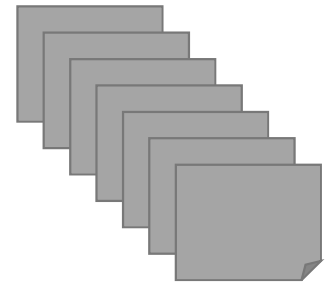
- Service Management Policy
- Service Management Plan
- Procedure for Document and Record Control
- Procedure for Internal Audit
- Continual Service Improvement Process
- Corrective and Preventive Action
- Risk Assessment and Treatment
- Service Catalogue
- Service Level Management Process
- Design and Transition of New or Changed Services
- Service Continuity and Availability Management Process
- Budgeting and Accounting for Services Process
- Capacity Management Process
- Information Security Management Process

- Information Security Management Policy
- Business Relationship Management Process
- Supplier Management Process
- Incident and Service Request Management Process
- Problem Management Process
- Configuration Management Process
- Change Management Process
- Release and Deployment Management Process
- Release and Deployment Planning
- Service Continuity Plan
- Availability Plan
- Capacity Plan
- Change Management Policy
- Annual Internal Audit Program

SMS records

INDICATIVE

- Corrective and Preventive Actions
- Internal Audit Reports
- Management Review Minutes
- Service Continuity Plan Tests and Results Reports
- Customer Complaints
- Availability Measurement Reports
- Supplier Performance Reports
- Incident Reports
- Service Requests
- Known Errors - Problem Records
- Requests for Change

- SLAs
- OLAs
- Contracts / Agreements
- Statutory and regulatory requirements
- Other documentation related to the SMS

Resources to implement and run the SMS

- Human (people to design, implement and operate the SMS)
- Technical (tools, hardware/ software, locations, etc.)
- Information (customer requirements and business needs, organisation's business needs, service management policies, etc.)
- Financial (for the SMS setup and its continuing operation)

Human resources

❑ Definition of roles, authorities and responsibilities

❑ Definition of competence, education, training, skills and experience requirements for each role

❑ Awareness and training sessions to be organised, where appropriate

Roles required for each SMS process

❑ Process owner

➡️
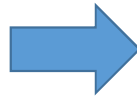
Responsible for:
- The design of the process
- Ensuring adherence to the process
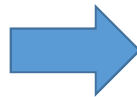- Measurement and improvement of the process

❑ Process manager
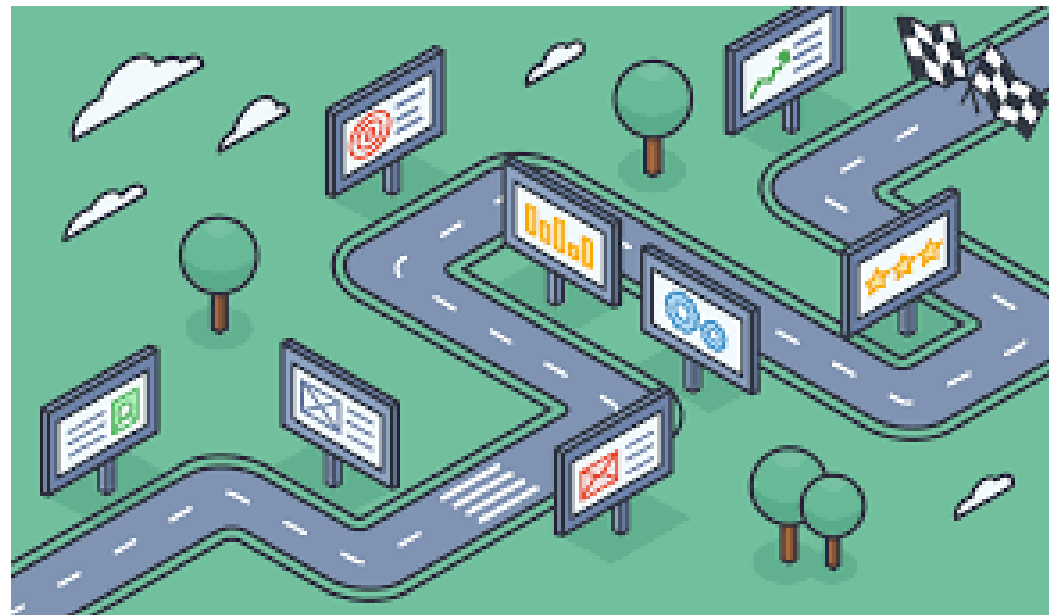
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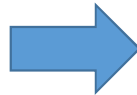
Responsible for:
- The operation of the process
- The management of the process resources

❑ Personnel performing the procedures of the process

➡️

Responsible for executing the procedures

SMS development: How to start?

SMS establishment

There are no magic recipes…
Look for an approach suitable to your needs and capabilities

Parameters impacting the SMS development approach (1)

- ❑ ISO 20000-1 level of understanding
- ❑ Scope and applicability of ISO 20000-1

Factors related to ISO 20000-1

- ❑ The organisation's business strategy, business model and objectives
- ❑ The organisation's level of flexibility and tolerance to change
- ❑ Identification of potential conflicting requirements

Factors related to the organisation's capabilities

- ❑ The needs of the customers
- ❑ The users' experience with the current services

Factors related to the customers' needs

Parameters impacting the SMS development approach (2)
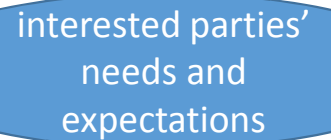
- ❑ Current situation regarding service management in the organisation
    - Practices
    - Responsibilities
    - Management support
    - Tools
    - HR experience and skills
    - Organisational culture
- ❑ The foreseen situation

Key considerations for SMS development

❑ Ensure management commitment ⓘ

❑ Establish team and ensure common understanding and good collaboration practices

❑ Aim at quick wins

❑ Work with suppliers and customers

❑ Fight resistance to change:
- Make people feel important – Assign responsibilities
- Awareness – Training

❑ Communications - Communications - Communications …

Plan the SMS …*before you start*

- ❑ Understand the organization and its context
- ❑ Understand what others are expecting from the SMS

interested parties' needs and expectations

- ❑ Define scope and limitations
- ❑ Evaluate risks and opportunities
- ❑ Establish objectives and a plan to achieve them

> Link everything together into a **service management plan** and get ready to implement, monitor and continually improve it

- ❑ Any specific plans for SMS processes shall be aligned with the service management plan

Service management plan minimum contents

❏ List of services

❏ Known limitations that can impact the SMS and the services

❏ Obligations such as relevant policies, standards, legal, regulatory and contractual requirements, and how these obligations apply to the SMS and the services

❏ Authorities and responsibilities for the SMS and the services

❏ Human, technical, information and financial resources necessary to operate the SMS and the services

❏ Approach to be taken for working with other parties involved in the service lifecycle

❏ Technology used to support the SMS

❏ How the effectiveness of the SMS and the services will be measured, audited, reported and improved

Source: ISO/IEC 20000-1:2018

Implement and operate the SMS: _Make it happen_

- ❑ Allocate financial resources

- ❑ Assign roles and responsibilities

- ❑ Allocate human, technical and information resources

- ❑ Risk assessment and management

- ❑ Development of service management policies, processes and procedures

- ❑ Management of service management processes

Think of SMS establishment as a complicated project

INDICATIVE & SIMPLIFIED

You need:

❑ A sponsor -> Top management

❑ To know where you stand -> Gap analysis against ISO 20000-1 requirements

❑ To know where you are heading and how to get there -> Define the business case and quantify what you need to achieve your goals (human, technical and monetary resources)

❑ To be careful -> Risks

❑ To have a plan -> Define activities and schedule