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 service management activities 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 services 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:
  - Part 1 (2018): Service management system requirements
  - Part 2 (2012): Guidance on the application of service management systems
  - Part 6 (2017): Requirements for bodies providing audit and certification of service management systems
  - Part 10 (2018): Concepts and vocabulary

Big and getting bigger!
Relationship of ISO/IEC 20000 to other standards and frameworks
IT Service Management Framework

- ISO 20000-1
- ISO 20000-2
- Best practice (ITIL or similar)
- Policies, Processes, Procedures

- Target for certification
- Code of practice – Explanatory on the specification
- Best practice guidance
- Implementation
Content and structure at a glance
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 **more** 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

- 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

- 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**
  - 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?

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
- The organisation’s business strategy, business model and objectives
- The organisation’s level of flexibility and tolerance to change
- Identification of potential conflicting requirements
- The needs of the customers
- The users’ experience with the current services
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
- 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

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