ISO/IEC 20000-1
Service Management

Your implementation guide

bsi.

What is ISO/IEC 20000-1?

ISO/IEC 20000-1 is the international standard for Service Management Systems (SMS). In changing service delivery environments, it helps you respond to increasing service demands and deliver value for customers, users and your organization.

Your best practice framework for service management, ISO/IEC 20000-1 makes sure that you integrate your service requirements into your wider business processes. It requires you to work with stakeholders to ensure you have the best services in place, which are regularly monitored, tested and improved over time. By reviewing processes at regular intervals, you will identify opportunities for improvement, deliver a better service to your customers and build resilience throughout your supply chain.

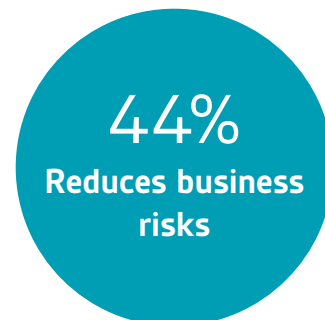## What kind of organizations can benefit from the standard?

"ISO/IEC 20000 sends a powerful message that we have the processes to cover the design, transition, delivery and improvement of services that fulfil our clients' requirements. It helps us stand out."

Leading UK-based telecommunications provider

ISO/IEC 20000-1 is ideal for any service provider, large or small, who wants to provide assurance in the quality of the services they deliver. It is commonly used for IT services, facilities management and business services.

Whether you're an internal service department or an external service provider, ISO/IEC 20000-1 is the best practice framework you need to provide a consistent, reliable service.

BSI clients who have adopted an ISO/IEC 20000-1 SMS tell us they benefit in the following ways*:

69%
Inspires trust in our business

59%
Improves products and services
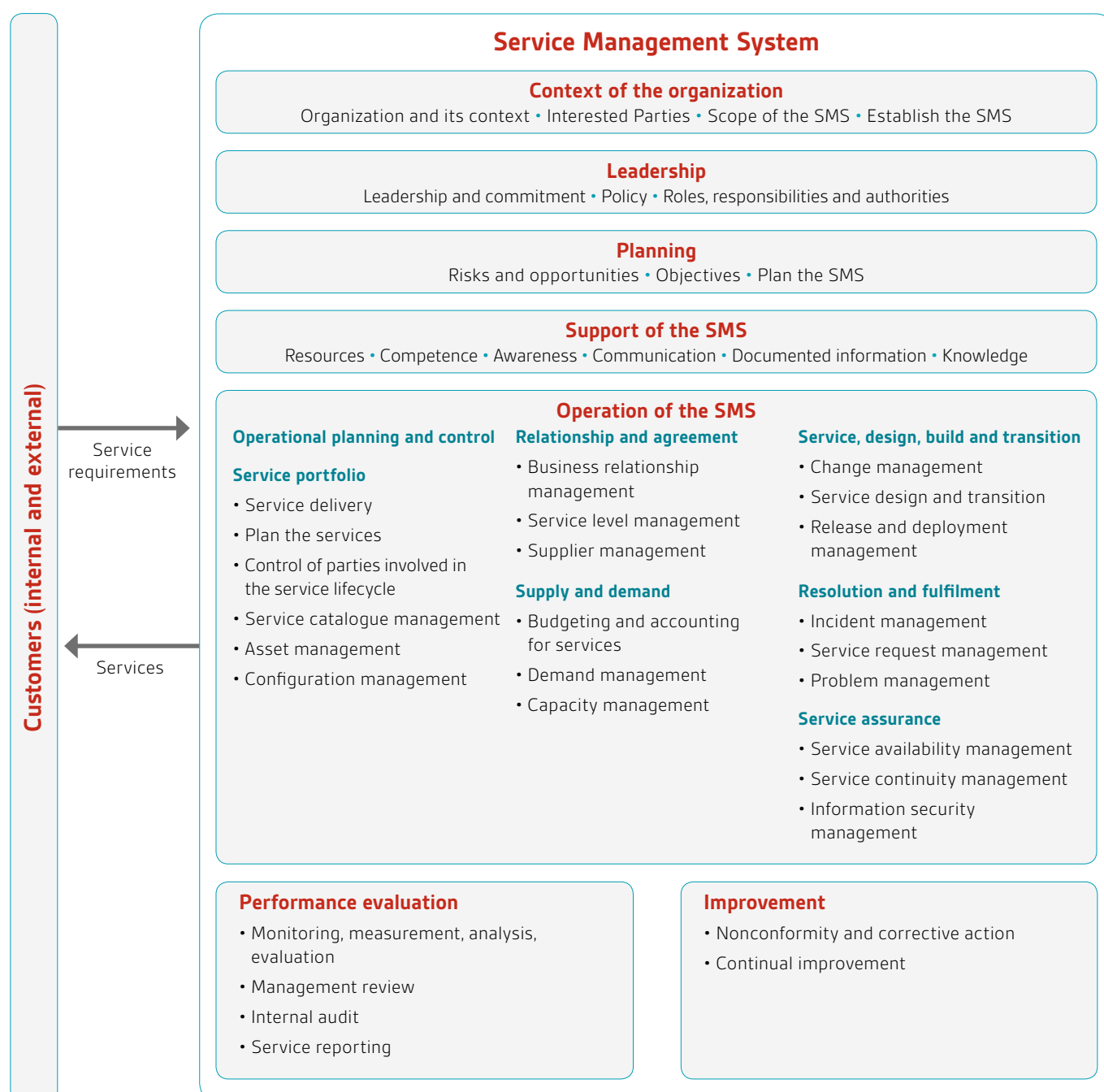
44%
Reduces business risks

* Source: BSI Benefits survey - BSI clients were asked which benefits they obtained from ISO/IEC 20000-1

The key requirements of ISO/IEC 20000-1

Clause 1: Scope

This sets out the requirements for the management system and its intended application. ISO/IEC 20000-1 is aimed at providing a framework for a service management system (SMS) that not only helps you plan, design, transition and deliver services but ensures they continually improve and deliver value.

Figure 1: The Service Management System (SMS)

Customers (internal and external)

Service requirements →

← Services

Service Management System

Context of the organization
Organization and its context · Interested Parties · Scope of the SMS · Establish the SMS

Leadership
Leadership and 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 and control

Service portfolio
- Service delivery
- Plan the services
- Control of parties involved in the service lifecycle
- Service catalogue management
- Asset management
- Configuration management

Relationship and agreement
- Business relationship management
- Service level management
- Supplier management

Supply and demand
- Budgeting and accounting for services
- Demand management
- Capacity management

Service, design, build and transition
- Change management
- Service design and transition
- Release and 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
- Management review
- Internal audit
- Service reporting

Improvement
- Nonconformity and corrective action
- Continual improvement

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Clause 2: Normative references

There are no normative references. This clause was retained simply to maintain consistent numbering across all ISO management system standards.

Clause 3: Terms and definitions

This section provides formal definitions of important terms used throughout the standard. It's split into two sections, starting with an alphabetical listing of terms specific to management system standards. This is then followed by terms specific to service management.

Clause 4: Context of the organization

This clause 'sets the scene' for the organization and the scope and boundaries for the service management system.

The organization has to determine the internal and external issues that may affect its ability to achieve the intended outcomes of its SMS. In this case the term 'issue' covers factors that can have both positive and negative impact on the organization's ability to deliver services of agreed quality to customers.

The organization is also required to determine the needs and expectations of 'interested parties' with regard to the SMS and the services. This means that the system cannot operate in isolation – those who have an interest in the outcomes of the SMS – employees, shareholders, legal authorities, suppliers etc have to be considered.

Additionally, Clause 4 requires you to establish, implement, maintain and continually improve the management system in accordance with the requirements of the standard.

Clause 5: Leadership and commitment

This clause requires top management to demonstrate leadership and commitment to the SMS and ensure it achieves its intended outcomes.

Top management must establish the service management policy and objectives, ensuring they align to the strategic direction of the organization. This includes ensuring there's an understanding of what constitutes value for the organization and the customers.

There is also more focus on top management's commitment to continual improvement of the management system. Communication is key and top management have a responsibility to communicate the importance of achieving SM objectives, delivering value and conforming to the SMS requirements.

Finally, top management need to assign responsibilities and authorities for roles relevant to the SMS, as well as support those who are involved as the system is developed, implemented and improved. This includes ensuring resources required for the SMS are available.

Clause 6: Planning

This is all about planning the SMS. It requires organizations to create, implement and maintain a service management plan. This shall include a list of services, obligations, resources and technology required to support delivery; the approach for working with other parties involved in the service lifecycle; and how the effectiveness of the SMS will be managed.

Additionally, clause 6 requires risks and opportunities to be determined with planned actions to address them, taking into consideration the issues from clause 4.

Organizations must also establish measureable objectives and plan how to achieve them.

Clause 7: Support

This clause begins with a requirement that organizations shall determine and provide the necessary resources for the SMS and the services.

Organizations shall ensure people are competent and have the awareness to perform roles that affect the performance and effectiveness of services delivered.

There are also requirements for relevant internal and external communications and control of documented information.

Finally, you'll need to determine and maintain knowledge necessary to support the operation of the SMS and the services.

Clause 8: Operation

This clause sets out the key requirements for operating your service management system.

Organizations must plan, implement and control the processes needed to meet the actions determined in clause 6. This includes planned service changes and control of outsourced processes.

Services must be managed throughout the entire service lifecycle. You need to determine criticality, manage dependencies and duplication and

prioritize proposed changes for new or changed services to align with the service management objectives.

Organizations must evaluate and select other parties involved in the service lifecycle and ensure effective integration to meet the service requirements.

A service catalogue shall be created and maintained, including intended outcomes and dependencies between services. Assets used to deliver services shall be managed. Configuration information will be defined, recorded, maintained and controlled for services.

Organizations shall identify business relationships and ensure an individual is responsible for managing customer and supplier relationships – including the creation of service level agreements and targets, which will be monitored and reviewed to ensure customer satisfaction is maintained.

You'll need to budget and account for services in accordance with financial management policies and processes, determine, monitor and report on demand and consumption of services, as well as plan and provide capacity to meet the demand.

Organizations must have a clear policy for change management that enables prioritization of requests. You must manage new or changed services through design, build, transition, release and deployment. Plus manage and resolve service requests, incidents and problems that occur.

Additionally, organizations must provide service assurance by reviewing and maintaining service availability requirements and targets; creating, implementing and maintaining service continuity plans; assessing and documenting information security risks; implementing security controls and managing and analysing security incidents.

Clause 9: Performance evaluation

This is all about measuring and evaluating your service management system to ensure that it's effective and helps you to continually improve.

You will need to consider what should be measured, the methods employed and when data should be analysed and reported on.

As a general recommendation, organizations should determine what information they need to evaluate performance and effectiveness.

Internal audits will need to be carried out, and there are certain "audit criteria" that are defined to ensure that the results of these audits are reported to relevant management.

Finally, management reviews will need to be carried out to ensure the continued suitability, adequacy and effectiveness of the SMS and the services.

Clause 10: Improvement

This clause requires organizations to manage and respond to non-conformities, as well as determine and identify opportunities for continual improvement of the management system.
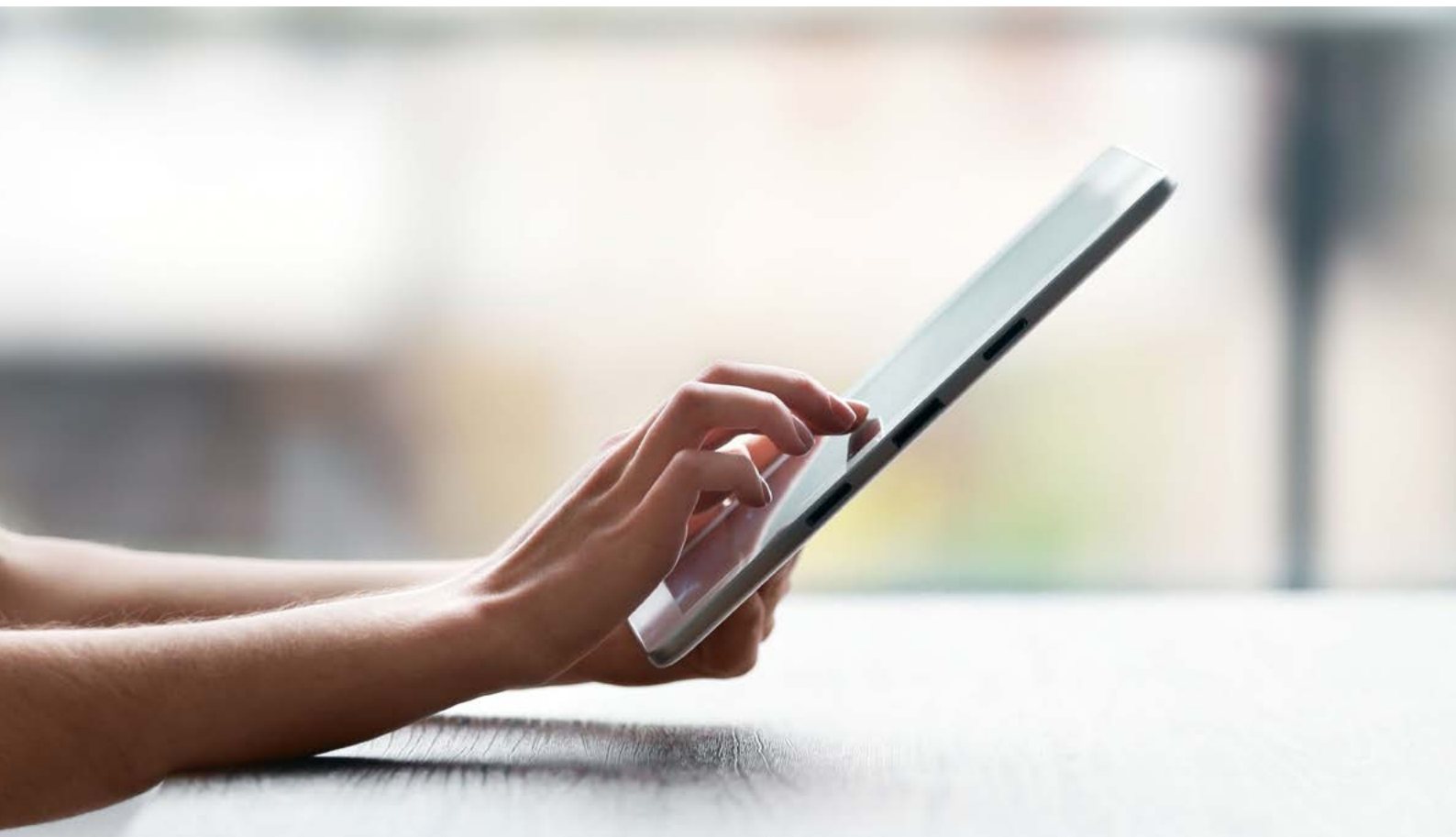
BSI Business Improvement Software

Gain insight and deliver continual improvements

Ensure you get the most from your ISO/IEC 20000-1 investment with our Business Improvement Software – a solution that can help you effectively manage your SMS. With pre-configured ISO content, it gives you the tools and information necessary to manage essential elements of your SMS.

The start of your ISO/IEC 20000-1 journey is an ideal time to implement BSI Business Improvement Software and benefit from:

- Effective document control

- Visibility of site and certificate performance

- Ability to log, track and manage actions related to audits, incidents/events, risk and performance

- Insight into trends that help you make business decisions to drive improvement through its customizable dashboards and reporting tools

Train with BSI

BSI is a world leader in helping clients develop the knowledge and skills they need to embed excellence in their organizations. Whether your organization is going to certify or is simply looking to implement a service management system, our training courses will help you embed the knowledge to maximize your ISO/IEC 20000-1 performance.

ISO/IEC 20000-1 courses include:

- **ISO/IEC 20000-1:2018 Requirements**
  (one day)

- **ISO/IEC 20000-1:2018 Implementing**
  (two days)

- **ISO/IEC 20000-1:2018 Internal Auditor**
  (two days)

- **ISO/IEC 20000-1:2018 Lead Auditor**
  (five days)

- **ISO/IEC 20000-1:2018 Senior Management Briefing**
  (half day)

Why BSI?

BSI has been at the forefront of ISO/IEC 20000-1 since the start. Originally based on BS 15000, developed by BSI in 2000, we've been involved in its development and the ISO technical committee ever since. That's why we're best placed to help you understand the standard.

At BSI we create excellence by driving the success of our clients through standards. We help organizations to embed resilience, helping them to grow sustainably, adapt to change, and prosper for the long term. We make excellence a habit.

About BSI

BSI is the business improvement company that enables organizations to turn standards of best practice into habits of excellence. For over a century BSI has championed what good looks like and driven best practice in organizations around the world. Working with over 86,000 clients across 193 countries, it is a truly international business with skills and experience across a number of sectors including automotive, aerospace, built environment, food, and healthcare. Through its expertise in Standards Development and Knowledge Solutions, Assurance and Professional Services, BSI improves business performance to help clients grow sustainably, manage risk and ultimately be more resilient.

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