
**Information technology — Service
management —**

**Part 2:
Code of practice**

*Technologies de l'information — Gestion de services —
Partie 2: Code de bonne pratique*
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Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work. In the field of information technology, ISO and IEC have established a joint technical committee, ISO/IEC JTC 1.

International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 2.

The main task of the joint technical committee is to prepare International Standards. Draft International Standards adopted by the joint technical committee are circulated to national bodies for voting. Publication as an International Standard requires approval by at least 75 % of the national bodies casting a vote.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO and IEC shall not be held responsible for identifying any or all such patent rights.

ISO/IEC 20000-2 was prepared by BSI (as BS 15000-2) and was adopted, under a special “fast-track procedure”, by Joint Technical Committee ISO/IEC JTC 1, *Information technology*, in parallel with its approval by national bodies of ISO and IEC.

ISO/IEC 20000 consists of the following parts, under the general title *Information technology — Service management*:

- [ISO/IEC 20000-2:2005](https://standards.iteh.ai/catalog/standards/sist/2f2323f8-9b9d-4799-a8bb-ac3fb9c94da4/iso-iec-20000-2-2005)
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- *Part 1: Specification*
 - *Part 2: Code of practice*

Introduction

As a code of practice, this part of ISO/IEC 20000 takes the form of guidance and recommendations. It should not be quoted as if it were a specification and particular care should be taken to ensure that claims of compliance are not misleading.

This part of ISO/IEC 20000 should be used in conjunction with ISO/IEC 20000-1, the specification associated with this code of practice.

It is assumed that the execution of the provisions of this part of ISO/IEC 20000 is entrusted to appropriately qualified and competent people. An International Standard does not purport to include all necessary provisions of a contract. Users of International Standards are responsible for their correct application.

Compliance with an International Standard does not of itself confer immunity from legal obligations

This part of ISO/IEC 20000 describes the best practices for service management processes within the scope of ISO/IEC 20000-1.

Service delivery grows in importance, as customers require increasingly advanced facilities (at minimum cost) to meet their business needs. It also recognizes that services and service management are essential to helping organizations generate revenue and be cost-effective.

ISO/IEC 20000-1 is a specification for service management and should be read in conjunction with this part of ISO/IEC 20000.

The ISO/IEC 20000 series enables service providers to understand how to enhance the quality of service delivered to their customers, both internal and external.

With the increasing dependencies in support services and the diverse range of technologies available, service providers can struggle to maintain high levels of customer service. Working reactively, they spend too little time planning, training, reviewing, investigating, and working with customers. The result is a failure to adopt structured, proactive working practices.

Those same service providers are being asked for improved quality, lower costs, greater flexibility, and faster response to customers. Effective service management delivers high levels of customer service and customer satisfaction.

The ISO/IEC 20000 series draws a distinction between the best practices of processes, which are independent of organizational form or size and organizational names and structures. The ISO/IEC 20000 series applies to both large and small service providers, and the requirements for best practice service management processes do not change according to the organizational form which provides the management framework within which processes are followed.

Information technology — Service management —

Part 2: Code of practice

1 Scope

This part of ISO/IEC 20000 represents an industry consensus on quality standards for IT service management processes. These service management processes deliver the best possible service to meet a customer's business needs within agreed resource levels, i.e. service that is professional, cost-effective and with risks which are understood and managed.

The variety of terms used for the same process, and between processes and functional groups (and job titles) can make the subject of service management confusing to the new manager. Failure to understand the terminology can be a barrier to establishing effective processes. Understanding the terminology is a tangible and significant benefit from ISO/IEC 20000. This part of ISO/IEC 20000 recommends that service providers should adopt common terminology and a more consistent approach to service management. It gives a common basis for improvements in services. It also provides a framework for use by suppliers of service management tools.

As a process based standard this code of practice is not intended for product assessment. However, organizations developing service management tools, products and systems may use both the specification and the code of practice to help them develop tools, products and systems that support best practice service management.

This part of ISO/IEC 20000 provides guidance to auditors and offers assistance to service providers planning service improvements or to be audited against ISO/IEC 20000-1.

ISO/IEC 20000-1 specifies a number of related service management processes as shown in Figure 1.

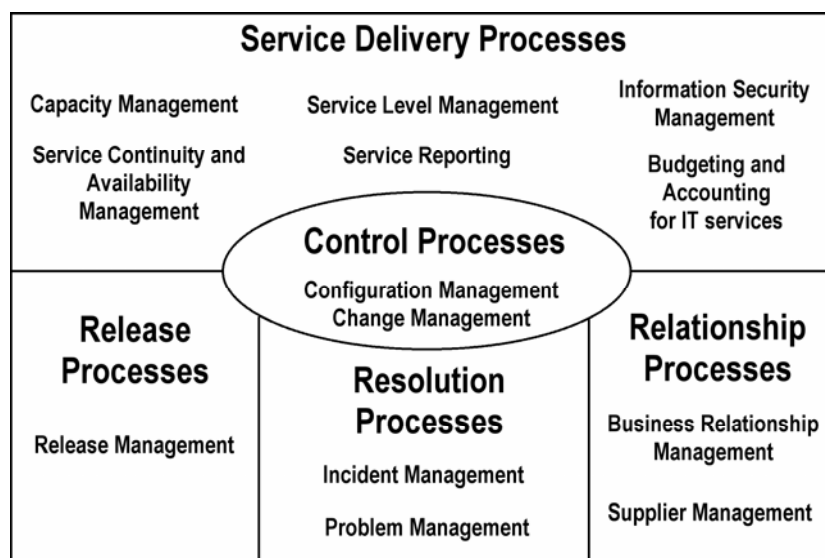


Figure 1 – Service management processes

2 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO/IEC 20000-1 apply.

3 The management system

Objective: To provide a management system, including policies and a framework to enable the effective management and implementation of all IT services.

3.1 Management responsibility

The role of management in ensuring best practice processes are adopted and sustained is fundamental for any service provider to meet the requirements of ISO/IEC 20000-1.

To ensure commitment an owner at senior level should be identified as being responsible for service management plans. This senior responsible owner should be accountable for the overall delivery of the service management plan.

The senior responsible owner's role should encompass resourcing for any continual or project based service improvement activities.

The senior responsible owner should be supported by a decision-taking group with sufficient authority to define policy and to enforce its decisions.

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3.2 Documentation requirements

The senior responsible owner should ensure that evidence is available for an audit of service management policies, plans and procedures, and any activities related to these.

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Much of the evidence of service management planning and operations should exist in the form of documents, which may be any type, form or medium suitable for their purpose.

The following documents are normally considered suitable as evidence of service management planning.

- a) policies and plans;
- b) service documentation;
- c) procedures;
- d) processes;
- e) process control records.

There should be a process for the creation and management of documents to help ensure that the characteristics described are met.

Documentation should be protected from damage due, for example, to poor environmental conditions and computer disasters.

3.3 Competence, awareness and training

3.3.1 General

Personnel performing work within service management should be competent on the basis of appropriate education, training, skills, and experience.

The service provider should:

- a) determine the necessary competence for each role in service management;
- b) ensure that personnel are aware of the relevance and importance of their activities within the wider business context and how they contribute to the achievement of quality objectives;
- c) maintain appropriate records of education, training, skills and experience;
- d) provide training or take other action to satisfy these needs;
- e) evaluate the effectiveness of the actions taken.

3.3.2 Professional development

The service provider should develop and enhance the professional competence of their workforce. Among the measures taken to achieve this, the service provider should address the following:

- a) **recruitment:** with the objective of checking the validity of job applicants' details (including their professional qualifications) and identifying applicants' strengths, weaknesses and potential capabilities, against a job description/profile, service management targets and overall service quality objectives;
- b) **planning:** with the objective of staffing of new or expanded services (also contracting services), using new technology, assigning service management staff to development project teams, succession planning and filling other gaps due to anticipated staff turnover;
- c) **training and development:** with the objective of identifying training and development requirements as a training and development plan and providing for timely and effective delivery.

Staff should be trained in the relevant aspects of service management (e.g. via training courses, self study, mentoring and on the job training) and their team-working and leadership skills should be developed. A chronological training record should be maintained for each individual, together with descriptions of the training provided.

3.3.3 Approaches to be considered

In order to achieve teams of staff with appropriate levels of competence the service provider should decide on the optimum mix of short term and permanent recruits. The service provider should also decide on the optimum mix of new staff with the skills required and re-training of existing staff.

NOTE The optimum balance of short term and permanent recruits is particularly important when the service provider is planning how to provide a service during and after major changes to the number and skills of the support staff.

Factors that should be considered when establishing the most suitable combination of approaches include:

- a) short or long term nature of new or changed competencies;
- b) rate of change in the skills and competencies;
- c) expected peaks and troughs in the workload and skills mix required, based on service management and service improvement planning;

- d) availability of suitably competent staff;
- e) staff turnover rates;
- f) training plans.

For all staff, the service provider should review each individual's performance at least annually and take appropriate action.

4 Planning and implementing service management

4.1 Plan service management (Plan)

Objective: To plan the implementation and delivery of service management.

4.1.1 Scope of service management

The scope of service management should be defined as part of the service management plan.

For example, it may be defined by

- a) organization;
- b) location;
- c) service.

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Management should define the scope as part of their management responsibilities (and as part of the service management plan). The scope should then be checked for suitability under ISO/IEC 20000-1.

NOTE Planning for operational changes is described in **9.2**.

4.1.2 Planning approaches

Multiple service management plans may be used in place of one large plan or programme. Where this is the case the underlying service management processes should be consistent with each other. It should also be possible to demonstrate how each planning requirement is managed by linking it to the corresponding roles, responsibilities and procedures.

Service management planning should form part of the process for translating customers' requirements and senior management intentions into services, and for providing a route map for directing progress.

A service management plan should encompass:

- a) implementation of service management (or part of service management);
- b) delivery of service management processes;
- c) changes to service management processes;
- d) improvements to service management processes;
- e) new services (to the extent that they affect processes within the agreed scope of service management).

4.1.3 Events to be considered

The service management plan should cater for service management process and service changes triggered by events such as:

- a) service improvement;
- b) service changes;
- c) infrastructure standardization;
- d) changes to legislation;
- e) regulatory changes, e.g. local tax rate changes;
- f) deregulation or regulation of industries;
- g) mergers and acquisitions.

4.1.4 Scope and contents of the plan

A service management plan should define:

- a) the scope of the service provider's service management;
- b) the objectives and requirements that are to be achieved by service management;
- c) the resources, facilities and budgets necessary to achieve the defined objectives;
- d) the framework of management roles and responsibilities, including the senior responsible owner, process owners and management of suppliers;
- e) the interfaces between service management processes and the manner in which the activities and/or processes are to be co-ordinated;
- f) the approach to be taken in identifying, assessing and managing issues and risks to the achievement of the defined objectives;
- g) a resource schedule expressed in terms of the dates on which funds, skills, and resources should be available;
- h) the approach to changing the plan and the service defined by the plan;
- i) how the service provider will demonstrate continuing quality control (e.g. interim audits);
- j) the processes that are to be executed;
- k) tools as appropriate to support the processes.

4.2 Implement service management and provide the services (Do)

Objective: To implement the service management objectives and plan.

Attainment of best practice service management processes capable of meeting the requirements of ISO/IEC 20000 will not be achieved if the original services do not meet the requirements outlined for the implementation in ISO/IEC 20000-1.

Once implemented the service and service management processes should be maintained.

Reviews should take place in accordance with 4.3.

NOTE The person that is appropriate for the planning and initial implementation may not be suitable for the ongoing operation.

4.3 Monitoring, measuring and reviewing (Check)

Objective: To monitor, measure and review that the service management objectives and plan are being achieved.

The service provider should plan and implement the monitoring, measurement, analysis and review of the service, the service management processes and associated systems. Items that should be monitored, measured, and reviewed include:

- a) achievement against defined service targets;
- b) customer satisfaction;
- c) resource utilisation;
- d) trends;
- e) major non-conformities.

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The results of the analysis should provide input to a plan for improving the service.

As well as service management activities on measurement and analysis senior management may need to make use of internal audits and other checks. When deciding the frequency of such internal audits and checks, the degree of risk involved in a process, its frequency of operation and its past history of problems are among the factors that should be taken into account. Internal audits and checks should be planned, carried out competently and recorded.

4.4 Continual improvement (Act)

Objective: To improve the effectiveness and efficiency of service delivery and management.

4.4.1 Policy

Service providers should recognize that there is always the potential to make delivery of services more effective and efficient. There should be a published policy on service quality and improvement.

All those involved in service management and service improvement should be aware of the service quality policy and their personal contribution to the achievement of the objectives laid out within this policy.

In particular all the service provider's staff involved in service management should have a detailed understanding of the implications of this on service management processes.

There should be effective liaison within the service provider's own management structure, customers and the service provider's suppliers on matters affecting service quality and customer requirements.

4.4.2 Planning for service improvements

Service providers should adopt a methodical and coordinated approach to service improvement to meet the requirements of the policy, from their own and from their customer's perspective.

Before implementing a plan for improving the service, service quality and levels should be recorded as a baseline against which the actual improvements can be compared. The actual improvement should be compared to the predicted improvement to assess the effectiveness of the change.

NOTE 1 Service improvement requirements can come from all processes.

Service providers should encourage their staff and customers to suggest ways of improving services.

NOTE 2 This may be done using suggestion schemes, quality circles, user groups and liaison meetings.

Service improvement targets should be measurable, linked to business objectives and documented in a plan.

Service improvement should be actively managed and progress should be monitored against formally agreed objectives.

5 Planning and implementing new or changed services

Objective: To ensure that new services and changes to services will be deliverable and manageable at the agreed cost and service quality.

5.1 Topics for consideration

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Planning for new or changed services should include reviewing:

- a) budgets;
- b) staff resources;
- c) existing service levels,
- d) SLAs and other targets or service commitments;
- e) existing service management processes, procedures and documentation;
- f) the scope of service management, including the implementation of service management processes previously excluded from the scope.

5.2 Change records

All service changes should be reflected in Change Management records.

This includes plans for:

- a) staff recruitment/retraining;
- b) relocation;
- c) user training;