

ISO/IEC 20000

Your implementation guide



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...making excellence a habit.™

What is **ISO/IEC 20000**?

ISO/IEC 20000 is the first internationally recognized standard for an IT Service Management System (ITSMS). It's split into two parts: ISO/IEC 20000-1 outlines the minimum requirements and ISO/IEC 20000-2 which provides additional guidance to help you with implementation.

ISO/IEC 20000 is the best practice framework to help organizations build an ITSMS that adapts to the changing technologies, aligns with business objectives and provides efficiency in performance.

At BSI, we have the experience, the experts and the support services to help make sure you get the most from ISO/IEC 20000. This guide shows you how to implement ISO/IEC 20000 in your organization to remain resilient over the long term, reassuring clients and supporting business growth. We also showcase our additional support services, which help you not only achieve certification, but continue to deliver a quality service, reduce risk and protect your business.

“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.”

Nada Moussa,

Alternative Network plc, UK-based IT and telecoms provider

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How **ISO/IEC 20000** works and what it delivers for you and your company

ISO/IEC 20000 is a business improvement tool that can help you build a resilient IT service management system that not only adapts to fast-changing technologies but ensures you align to business objectives to deliver results. It's a great way to demonstrate you consistently deliver a high quality service and gives you a competitive advantage to attract new business.

ISO/IEC 20000 makes sure that you work with stakeholders to have the best IT services in place, which are regularly monitored, tested and enhanced over time. By reviewing processes at regular intervals, you will identify opportunities for improvement and deliver a better service to your customers.

Benefits of ISO/IEC 20000*



68%
Inspires trust
in our business



44%
Reduces
business risk



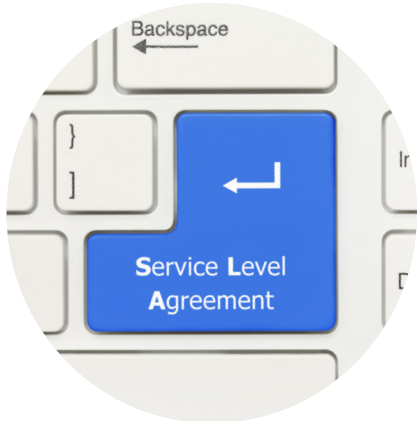
54%
improves product
and services



Supports you to meet ITIL
best practice requirements

“The ISO/IEC 20000 system has delivered considerable time savings – increasing efficiency in the region of 20%.”

Richard Smith, Tegen Ltd, UK-based IT Solutions provider



How **ISO/IEC 20000** works

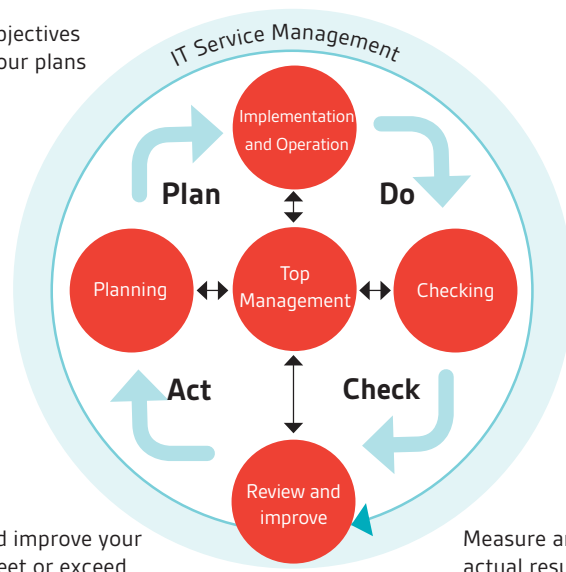
ISO/IEC 20000 is based on the management system model for continual improvement.

The standard provides a framework of requirements for organizations to:

- Develop an IT service management plan that clearly defines objectives and targets
- Define service delivery requirements
- Clarify roles and responsibilities
- Regularly review how effectively IT services are performing
- Identify opportunities for improvement

Plan
Establish objectives and draft your plans

Do
Implement your plans



Act
Correct and improve your plans to meet or exceed your planned results

Check
Measure and monitor your actual results against your planned objectives

The Plan-Do-Check-Act (PDCA) cycle is the operating principle of ISO management standards. By following this cycle, you can effectively manage – and continually improve – your organization's effectiveness.

Some of the core concepts of ISO/IEC 20000 are:

Concept	Comment
Management responsibility	The actions that top management must take in order to support the successful implementation and maintenance of an ITSMS
Interested parties	A person or entity that can affect, be affected by, or perceive themselves to be affected by a decision or activity in your ITSMS. Examples include contributing service providers, suppliers, customers or competitors.
Communication	Specific guidance on what needs to be communicated to whom as an ITSMS is being planned, implemented, maintained or improved
Documented information	Written details of the ITSMS and supporting information, such as service level agreements and change management process, which help control or maintain your system
Nonconformity and corrective action	Nonconformities are identified via the audit process as the non-fulfilment of a requirement of the standard. Corrective actions are the actions an organization must take in order to fulfil the requirement
Preventive action	Through regular reviews and root cause analysis, preventative actions can be put in place to reduce the likelihood on an issue escalating or problem occurring
Management review	The process by which management evaluates the progress and achievements of the ITSMS and review opportunities for improvement
Service delivery	The focus on putting appropriate plans, procedures, reporting and agreements in place to ensure service delivery is effective and efficient for you and your stakeholders

Key requirements of **ISO/IEC 20000**



Clause 1: Scope

The first clause details the scope of the standard.

Clause 2: Normative references

There are no normative references, for example other additional requirements in other standards, that have to be considered. This clause is retained in order to maintain the same numbering as ISO/IEC 20000-2, guidance on the application of Service Management Systems.

Clause 3: Terms and definitions

This clause provides an overview of the key terms and definitions detailed in the standard.

Clause 4: Service management system general requirements

Clause 4 covers the general requirements of the IT Service Management System (ITSMS), management responsibility, documentation, resource management as well as putting PDCA into action.

Initially the clause focuses on management responsibility, who must commit to plan, establish, implement, operate, monitor, review and maintain the ITSMS and services. This ensures that the importance of the ITSMS and its role is communicated in the organization. Top management will define the scope and objectives of the system. They will develop and maintain the service management policy to

ensure it's appropriate, meets the objectives and continually improves.

The clause moves on to look at processes operated by other parties and ensuring they are governed appropriately. Procedures that support the effective operation of your ITSMS need to be documented, maintained and controlled.

Resources are key and you need to identify the human, technology, information and financial resources necessary to plan, implement and effectively manage your ITSMS overtime.

Finally the clause focuses on how you put PDCA into action

Plan: You'll start with developing a service management plan, which brings together a number of ITSMS requirements. It involves defining the scope of your system, including your ITSMS objectives, service requirements, measurement effectiveness and contractual obligations and regulatory requirements.

Do: Your attention moves onto how to implement and operate your system and provide services as defined in your plan. This will include activities such as budgeting, risk and resource management, assigning roles and responsibilities, and monitoring and reporting on performance.

Check: You now need to monitor, measure, and review your system against your objectives, as agreed in the initial plan.



An internal audit programme needs to be carried out, as well as management reviews. Both of these must be performed at planned intervals and the findings will need to be retained as documented information.

Act: To maintain and improve the system, you'll develop a policy that provides criteria to evaluate and prioritize opportunities for improvement. A procedure to outline responsibilities and actions for implementing and managing improvements is also required. Approved improvements shall be planned and reviewed against targets.

Clause 5: Design and transition new or changed services

This clause focuses on identifying and evaluating the requirements for new or changed services, and where appropriate you'll design and transition the approved services.

You'll need to involve and regularly communicate with interested parties who contribute to these services throughout the process. All approved new services must be tested before you put the service live using the release and deployment management service.

Clause 6: Service delivery processes

Firstly, you need to put in place service delivery agreements so that the service requirements of the customer or internal team are clear and the best service can be delivered. Next, you need to put service reporting in place so the performance of your service delivery can be reviewed against agreed targets and you can identify nonconformities or opportunities for improvement.

This clause also identifies the importance of having continuity and availability of your services for both you and your customers. You need to assess the risks associated with the services not being available and identify your customers' requirements. You'll need to develop and test a plan that outlines availability requirements and procedures for getting the service back up and running.

You'll also need to have effective forecasting, budgeting and financial control over service delivery costs, as well as develop and maintain a capacity management plan to ensure you meet service requirements.

Finally, you need to ensure an information security policy and controls are in place. ISO/IEC 27000 family of standards can provide further guidance in this area.



Clause 7: Relationship processes

This clause focuses on building business relationships to support the operation of your ITSMS.

You'll need to identify the different requirements for customers, users and interested parties and regularly review your performance to ensure your service effectively delivers.

You'll also need to develop a documented contract with any suppliers delivering parts of your service management. This will ensure there is clarity between you and the supplier on the service delivered and allow you to review performance against agreed targets.

Clause 8: Resolution processes

This clause is all about setting up and training relevant employees on the procedure to deal with incident and service requests. You'll identify with the customer what is classified as a major incident and ensure top management are engaged when these occur so they can be resolved and reviewed.

To help reduce problems, incidents and potential impact, a documented procedure must also be produced for managing problems. This means you focus on any root causes and preventive actions that can be put in place.

Clause 9: Control processes

This clause is all about making sure there is appropriate control for your ITSMS.

You'll need to develop and maintain a configuration management database, a change management policy and a release policy to help control your ITSMS. Documentation must be developed and maintained to track any changes and all control processes must be reviewed at planned intervals to ensure they are efficient and allow you to identify opportunities for improvement.

Top tips on making **ISO/IEC 20000** effective for you

Every year we help tens of thousands of clients. Here are their top tips.

Top management commitment is key to making implementation of ISO/IEC 20000 a success.



“We now have more management meetings. Internal communication has improved, and the automation has increased accountability by raising awareness of individual responsibilities.”

Richard Smith, Tegen Ltd, UK-based IT solutions provider

Think about how **different departments work together** to avoid silos. Make sure the organization works as a team for the benefit of customers and the organization.



“We use standards to demonstrate that we are a safe operator for our customers’ most precious business assets. There’s no doubt that our certifications with BSI cements our service excellence.”

Jitesh Bavisi, Exponential-e, UK-based cloud and IT service provider

Review systems, policies, procedures and processes you have in place – you may already do much of what’s in the standard, and make it work for your business.



“Certification enables us to monitor, manage and analyse performance.”

Nada Moussa, Alternative Networks plc, UK-based IT and telecoms provider

Speak to your customers and suppliers. They may be able to suggest improvements and give feedback on your service.



“ISO/IEC 20000 is increasingly sought by clients as ITIL [Information Technology Infrastructure Library] becomes more popular in the IT industry, and is essential for bid applications and tender proposals.”

Brian Smith, Alternative Network plc, UK-based IT and telecoms provider

Train your staff to carry out internal audits. This can help with their understanding, but it could also provide valuable feedback on potential problems or opportunities for improvement.



“We engaged with our staff from the beginning, updating them about progress; we trained them as we changed our service boards and ticketing system, and it completely enhanced our internal operations.”

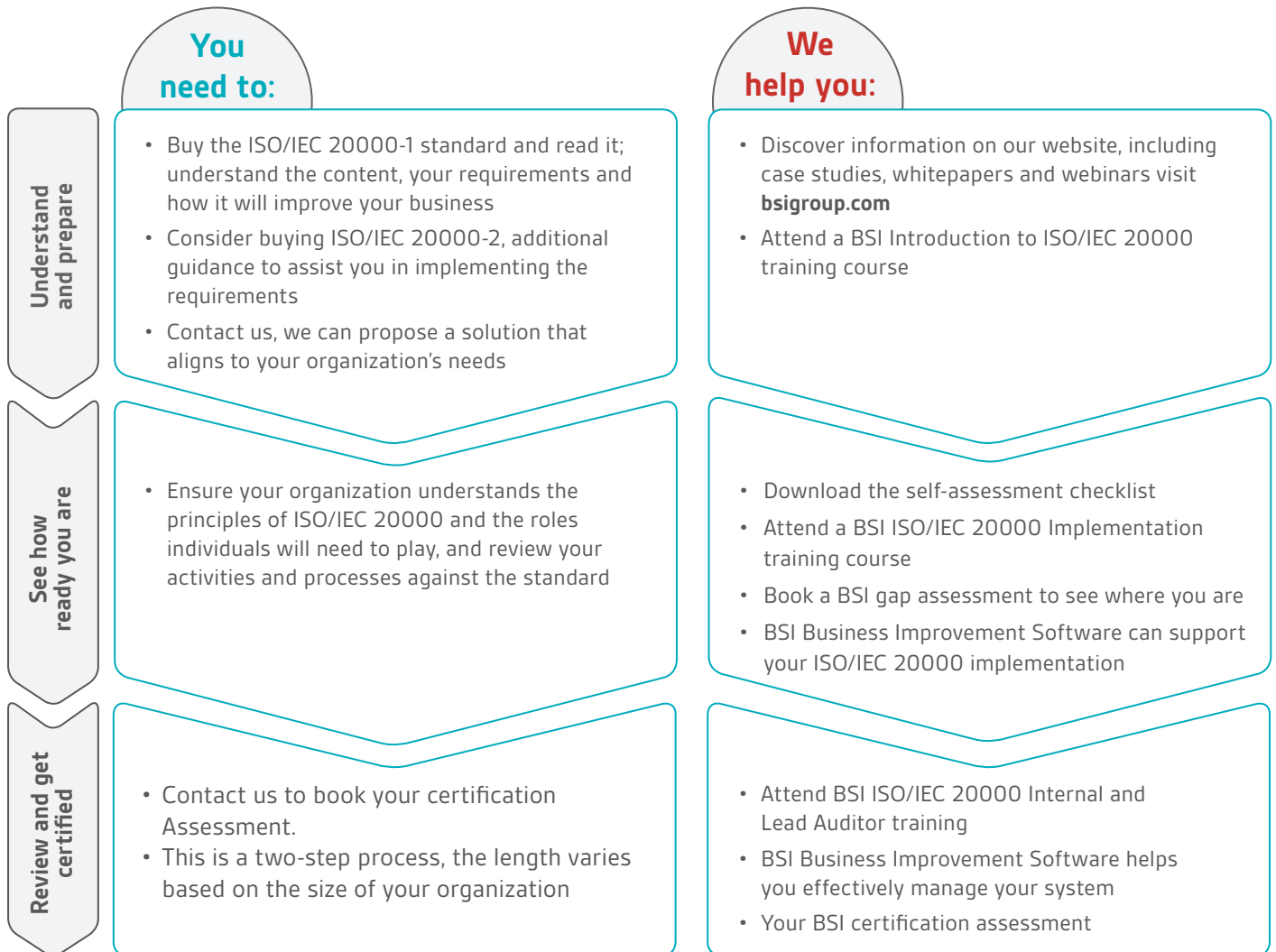
Richard Smith, Tegen Ltd, UK-based IT solutions provider

And finally, when you gain certification celebrate your achievement and use the **BSI Assurance Mark** on your literature, website and promotional material.



Your **ISO/IEC 20000** Journey

Whether you're new to IT Service Management or looking to enhance your current system, we have the right resources and training courses to help you understand and implement ISO/IEC 20000. We can help make sure your system keeps on delivering the best for your business.



Continually improve and make excellence a habit

Your journey doesn't stop with certification. We can help you to fine-tune your organization so it performs at its best.

- **Celebrate and promote your success** – download and use the BSI Assurance Mark to show you are certified.
- **BSI ISO/IEC 20000 Registered Auditor qualification** can help advance your auditing skills.
- **BSI Business Improvement Software** will help you to manage systems and drive performance.
- Your **BSI Client Manager** will visit you regularly to make sure you remain compliant and support your continual improvement.
- Consider **integrating other management system standards** to maximize business benefits.

BSI Training Academy

Boost your knowledge with our expertise: BSI has a comprehensive range of training courses to support implementation of ISO/IEC 20000 and help build the skills in your organization. Our expert tutors can transfer the knowledge, skills and tools your people need to embed the standards of excellence into your organization. What's more, the accelerated learning techniques applied in our courses will help make sure that what you learn stays with you.



Courses that help you understand ISO/IEC 20000 include:

Introduction to ISO/IEC 20000

- One-day classroom-based training course
- Learn about the structure and key requirements of ISO/IEC 20001
- Essential for anyone involved in the defining or planning an ISO/IEC 20000 IT Service Management System

Implementing ISO/IEC 20000

- Three-day classroom based training course
- Discover the stages of implementation and how to apply a typical framework for implementing ISO/IEC 20000
- Recommended for anyone involved in planning, implementing, and maintaining an ISO/IEC 20000 ITSMS

ISO/IEC 20000 Internal Auditor

- Two-day classroom based training course
- Learn how to initiate an internal audit; prepare and conduct audit activities; compile and distribute audit reports; and complete follow-up activities
- Ideal for anyone involved in auditing and maintaining the effectiveness of an ISO/IEC 20000 ITSMS

ISO/IEC 20000 Lead Auditor

- Five-day classroom based training course
- Gain the knowledge and skills required to lead and successfully undertake an effective ISO/IEC 20000 management system audit
- Recommended for anyone involved in, or leading a team, auditing an ISO/IEC ISO/IEC 20000 ITSMS

BSI Business Improvement Software

Accelerate implementation time and deliver continual improvements

The decision to implement a new management system standard is a huge opportunity to drive business improvement, but initiating, implementing and maintaining this can also be a challenge. Ensuring you get the most from your investment is a key driver to your future success.

BSI business improvement software provides a solution that can significantly reduce the cost and effort to implement an effective management system, such as ISO/IEC 20000. It can be configured to the requirements of ISO/IEC 20000 and provide your organization with the tools necessary to manage essential elements of ISO/IEC 20000 across your organization. The start of your ISO/IEC 20000 journey is an ideal time to implement BSI business improvement software to support your ITSMS.

It can help you to:

- Accelerate implementation time by up to 50%
- Manage your document control effectively
- Provide company-wide visibility on implementation of the standard so you know exactly where you are at any one time
- You can easily and accurately input actions related to audits, incidents/events, risk and performance
- Through its customizable dashboards and reporting tools it gives you early insight into trends that help you make business decisions early on and drive improvement

The savings are the costs you avoid because you could not see what was happening at the facility level.



Why BSI?



BSI has been at the forefront of ISO/IEC 20000 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.

For over a century our experts have been challenging mediocrity and complacency to help embed excellence into the way people and products work. With 80,000 clients in 182 countries, BSI is an organization whose standards inspire excellence across the globe.



Our products and services

We provide a unique combination of complementary products and services, managed through our three business streams; Knowledge, Assurance and Compliance.

Knowledge

The core of our business centres on the knowledge that we create and impart to our clients. In the standards arena we continue to build our reputation as an expert body, bringing together experts from industry to shape standards at local, regional and international levels. In fact, BSI originally created eight of the world's top 10 management system standards.

Assurance

Independent assessment of the conformity of a process or product to a particular standard ensures that our clients perform to a high level of excellence. We train our clients in world-class implementation and auditing techniques to ensure they maximize the benefits of our standards.

Compliance

To experience real, long-term benefits, our clients need to ensure ongoing compliance to a regulation, market need or standard so that it becomes an embedded habit. We provide a range of services and differentiated management tools which help facilitate this process.



Find out more
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