Project Managers and Service Managers - enemies or close friends?
Project Management, Service Management and ISO/IEC 20000-1

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Agenda

• Introduction to ISO/IEC 20000-1
• Why service managers require a level of ability in project management techniques
• What project managers need to understand about services and service management
• Specific requirements in ISO/IEC20000-1 for close integration between project management and service management
• Q&A
Introduction to ISO/IEC 20000-1
Standards impact our lives

- International standards

- Regional and National standards

- Impact of no standards
Different types of standards

- Requirements – SHALL, Auditable for **conformity**, Certifiable
  - E.g. ISO/IEC 20000-1
  - ISO/IEC 20000-1 specifies **what** to do
  - You decide **how** to do it - Use any method or technology

- Guidance to **support** the requirement standards – **SHOULD**
  - E.g. ISO/IEC 20000-2/3/5/7/10/11

- Measurement models e.g. **maturity** based models
  - E.g. ISO/IEC 33054/33074 – PRM/PAM for service mgt
IT Services are essential to our lives

- Home schooling
- On-line shopping
- Zoom, Teams - running a business
- Banking
- Travel and holidays, print or download tickets
- Order on-line from menu in cafes/restaurants
- Report Covid test results, Track & Trace, Download Covid pass
- Etc etc ............
What is ISO/IEC 20000-1?

• ISO/IEC 20000-1 is the international standard for service management
• It specifies requirements for a service management system (SMS)
• Scope can be services or types of services offered to customers e.g.
  • a single service, group of services, or all services;
  • IT services, cloud services;
  • technology services to support any sector or function e.g. facilities management, business process outsourcing, finance, retail, tourism, utilities
• Part of a group of management system standards (MSS)
  • e.g. ISO 9001 (quality), ISO/IEC 27001 (information security)
• Conformity based standard
Key definitions

Service

• means of delivering value for the customer by facilitating outcomes the customer wants to achieve

• Note 1 to entry: Service is generally intangible.

Service management

• 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

• Note 1 to entry: This document provides a set of requirements that are split into clauses and sub-clauses. Each organization can choose how to combine the requirements into processes. The sub-clauses can be used to define the processes of the organization’s SMS.
SMS, service management and services

- Services do not work in isolation
- They need to be designed, built and operated from the service management system (SMS)
- The SMS will drive high quality service management which will deliver excellent services
- Note – it is the SMS that is assessed for ISO/IEC 20000-1 certification, not the services
What is the generic intended outcome of ISO/IEC 20000-1?

Introduction: ISO/IEC 20000-1 specifies a Service Management System that supports the management of the service lifecycle, including the planning, design, transition, delivery and improvement of services, which meet agreed requirements and deliver value for customers, users and the organization delivering the services.

Each organization also needs to develop their own intended outcomes of the SMS and the services.
ISO/IEC 20000-1 Contents
PDCA improvement cycle applied to ISO/IEC 20000-1:2018

Introduction
1 Scope
2 Normative references
3 Terms and definitions

Any improvement methodology can be used e.g. Lean, Six-sigma
## 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
- Business Relationship Management
- Service Level Management
- Supplier Management
- Change Management
- Release & Deployment Management

### OPERATIONAL PLANNING & CONTROL
- Service Delivery
- Plan the Services
- Control of Parties involved in the Service Lifecycle
- Service Catalogue Management
- Asset Management
- Configuration Management

### SERVICE DESIGN, BUILD & TRANSITION
- 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

### RESOLUTION AND FULFILMENT
- Budgeting & Accounting for Services
- Demand Management
- Capacity Management
- Problem Management

### CONTEXT OF THE ORGANIZATION
- Leadership & Commitment
- Policy
- Roles, Responsibilities and Authorities

SMS Framework from ISO/IEC 20000-1
Leadership and commitment

- 4. Context
- 5. Leadership
- 6. Planning
- 9.3 Management review
Top down design of strategically focused SMS

1. Issues/Factors relevant to the organization
2. Interested parties and their requirements
3. Service management plan
4. SM policy and objectives aligned to strategic direction
5. Risks and opportunities
6. Value for the customers and organization
7. Outcomes of the SMS
8. Assign decision makers for the SMS and the services
6.3 Plan the SMS – SM Plan is key document for the design of your SMS

- List of services in scope
- Known limitations
- Authorities and responsibilities for SMS and services
- Resources to operate the SMS and the services
- Approach for working with other parties
- Technology used to support the SMS
- How the effectiveness of the SMS and the services will be measured, audited, reported and improved
- Obligations – other standards, policies, legal and regulatory requirements etc
8 Operation of the SMS

8.1 Operational planning and control,
8 Operation of the SMS

6.1 Risks and opportunities
6.2 SM objectives
6.3 Plan the SMS

5 Leadership
4 Context
7 Support
ISO/IEC 20000-1:2018 customised HLS

8. Operation of the SMS

- 8.1 Operational planning and control
- 8.2 Service portfolio
- 8.3 Relationship and agreement
- 8.4 Supply and demand
- 8.5 Service design, build and transition
- 8.6 Resolution and fulfilment
- 8.7 Service assurance
8.2.2 Plan the services

- Document service requirements – existing, new, change
- Determine criticality of services
- Determine and manage dependencies and duplication
- Propose changes to align services with SM policy, objectives and requirements, considering limitations and risks
- Prioritise changes and proposals for new services with business needs and SM objectives, considering available resources
8.3 Relationships and agreements
8.2.3 Control of parties involved in the service lifecycle

- Sub contracted supplier
- External Supplier
  - Contract
- External Supplier
  - Contract
- Internal Supplier
  - Documented agreement
- Customer acting as a supplier
  - Documented agreement
- Organization
- External customer
  - SLA
- Internal customer
  - SLA

8.3.4 Supplier management
8.2.3 Control of parties
8.3.2 Business relationship management
8.3.3 Service level management
## ISO/IEC 20000 Series

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<td>Plans for future parts on SIAM and possibly use of Agile Devops with 20000-1</td>
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Why service managers require a level of ability in project management techniques
Implementing an SMS according to ISO/IEC 20000-1

• Run as a project
• Project manager required with usual project controls
• Various streams. Typically:
  • Assessment and planning
  • Create or improve the SMS
  • People
  • Certification
  • Technology (?)
Typical stages for ISO/IEC 20000 implementation

1. ISO20000 Awareness
2. Define Vision and Objectives; Scope Guidance
3. Initial assessment; Gap analysis; Plan ISO20000 programme
4. Business case; Approval to proceed; Sponsor agreed
5. Establish Programme; ISO20000 and ITIL education
6. Implementation; Continuous improvement
7. Re-assessment; Address observations
8. Certification audit
9. Address observations; Maintain compliance; Measure benefits; Extend scope
10. Select auditor and finalise scope

ISO20000
When are PM skills needed in service delivery

- Changes
- Transitions
- Improvements
- And many other areas too!!
Project management skills needed by service managers during service delivery

- Planning, scheduling, and tracking
- Budget control
- People & Resource management
- Risk management
- Scope & Requirements management
- And more

• Any PM method can be used
• Agile, Scrum, Prince, PMI, Waterfall, Lean etc. etc.
What project managers need to understand about services and service management
Project v Service

**Project**
- Develop the system or configure the application
- Plan and budget from inception to go live
- Requirements, design, build, go live
- Possibly short warranty period
- Focus on functionality, budget and time
- Can be agile with multiple deliveries

**Service**
- Operate the system to deliver the service to end users
- Plan and budget for many years
- Focus on keeping the service operational and resilient
- Manage incidents
- Respond to changing business needs
- Manage the supply chain
Undesirable handover from project to service
Successful projects??

Meet project acceptance criteria

Meet service acceptance criteria

Successful service delivery
Acceptance criteria

**Typical Project acceptance criteria**
- Functionality
- Budget
- Time
- ............

**Typical Service acceptance criteria**
- Documentation
- Testing complete and successful with notes of outstanding issues
- Performance tested and meets requirements
- Accessibility and availability as required
- Security built in
- Users prepared and trained
- Service level agreements in place
- Data transferred if necessary
- Technology tested and ready
- Service team trained and ready
- Suppliers ready
- ........
Specific requirements in ISO/IEC 20000-1 for close integration between project management and service management
Where to use PM skills and techniques in ISO/IEC 20000-1

• PM skills and techniques can be used in many places in service management

• Planning is required in many places in 20000-1:
  • Plan the SMS
  • Plan the services
  • Plan the actions to address risks and opportunities
  • Plan the actions to achieve SM objectives
  • Plan to have sufficient capacity
  • Create the service continuity plan
  • Plan to achieve the approved improvements
  • Develop audit programme and plans
  • etc
Service design and transition process scope

It needs to be run as a project

New service with the potential to have a major impact on customers or other services

Change to service with the potential to have a major impact on customers or other services

Categories of change that are to be managed by SDT

Remove or transfer of a service

Decommission a service

Transfer existing service in or out
8.5 Service design, build and transition

8.5.1.1 Change management policy

8.5.1.2 Record and classify

8.5.1.2 Removal, transfer, major impact, category for SDT

8.5.1.3 Change management activities

8.2.6 Configuration management

8.5.2 Service design and transition
- Plan
- Design
- Build and transition

8.5.3 Release and deployment management

Request for change, proposal for new or changed service
Service design and transition planning requirements

• Plan the new or changed service including at least:
  • authorities and responsibilities;
  • activities to be performed by the organization or other parties with their timescales;
  • resources;
  • dependencies on other services;
  • testing;
  • service acceptance criteria;
  • intended outcomes expressed in measurable terms;
  • impact on the SMS, other services, planned changes, customers, users and other interested parties.

• Removal/decommissioning and transfer of services have additional plan contents

• Configuration item control
Service design requirements

• Design of new or changed service to meet service requirements including at least:
  a) authorities and responsibilities of the parties involved in the delivery of the new or changed services;
  b) requirements for changes to resources and their skills;
  c) new or changed SLAs, contracts and other documented agreements that support the services;
  d) changes to the SMS including new or changed policies, plans, processes, procedures, measures and knowledge;
  e) impact on other services;
  f) updates to the service catalogue(s).
Service build and transition requirements

• The new or changed services shall be built and tested to verify that they meet the service requirements, conform to the documented design and meet the agreed service acceptance criteria.

• If the service acceptance criteria are not met, the organization and interested parties shall make a decision on necessary actions and deployment. Go or No Go

• Release and deployment management shall be used to deploy approved new or changed services into the live environment.

• Following the completion of the transition activities, the organization shall report to interested parties on the achievements against the intended outcomes set out in the plan. Part of post implementation review?
Cooperation and collaboration

- Early discussions when a project to deliver a new service is being planned
- Clear non functional requirements associated with the service delivery
- Clear service acceptance criteria for handover to delivery agreed by the PM and built into project plans
- Service representative involved in projects
Project and service managers – Friends or Enemies?
Mature successful organization

- Learn from each other
- Cooperate
- Collaborate
- Succeed
Questions?
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