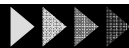


# How to achieve ISO/IEC 20000 – The key successful factors



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## Agenda



1. Trend and Challenge – IT service and ITSMS
2. Key Implementation Issues of ITSMS
3. Auditing issue – criteria overview, auditing stage
4. Auditing issue – common problems & tips





## Trend and Challenge – IT service and ITSMS

Focus on performance



Meet Business Strategy



ROI Focused



(Outsourcing / BPO)



### Focus Issue

1. Project -> Business growth
2. Linking business and IT strategies
3. Demonstrating the business value of IT
4. ....
5. ....

Gartner: *IT Leaders' Next Big Decisions* (2005)



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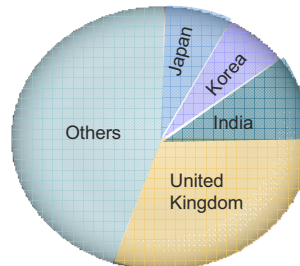


## Trend and Challenge – IT service and ITSMS

- ❖ By 2008, 'ITIL® Compliance' will be a buying criteria in **75%** of relevant IT sourcing decisions.

Gartner Inc., January 5, 2006

- ❖ More than 120 organizations applied for the ISO/ IEC 20000 certifications worldwide.
  - The top four countries: United Kingdom, India, Korea and Japan.

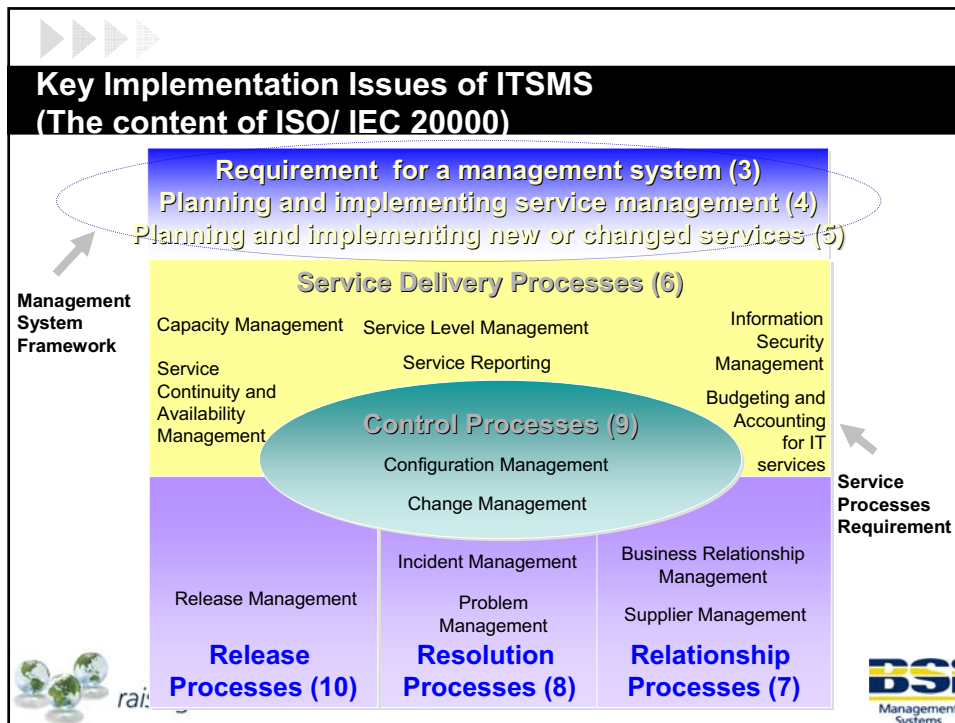


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- ▶▶▶▶
- ## Key Implementation Issues of ITSMS (The key activities must be performed)
1. Define the scope of the ITSMS
  2. Establish policy, objectives and requirements
  3. The processes that are to be executed
  4. Define management roles and responsibilities (ownership) such as
    - management responsibilities
    - service management overall
    - each of the 13 service management processes
  5. The interface between service management process and how to coordinated
  6. The approach to be taken in identifying, assessing and managing issues and risks to the achievements of the defined objectives.
  7. The approach for interfacing to projects that are creating or modifying services.
  8. The resources, facilities and budget necessary to achieve the defined objectives
  9. Tools are used to support the processes
  10. How the quality of the service will be managed, audited and improved.
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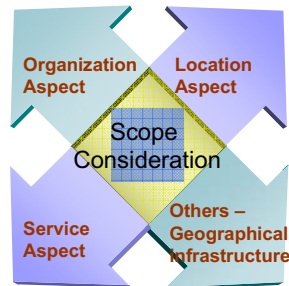


## Key Implementation Issues of ITSMS (The scope definition of ITSMS)

- ❖ Organization must implement all of requirements of ISO/IEC 20000 in order to be certified (Clause 3 ~ Clause 10)
  - Proper ITSMS scope will allow organization to:
    - Verify the method of implementing whether is workable or not
    - Reduce the chance/ risk of failure to implement the ITSMS
    - Demonstrate the true value of the IT service
    - .....

- ❖ The scope of IT service management can be defined by:

Must focus on the relationship with supplier

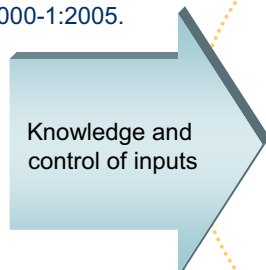


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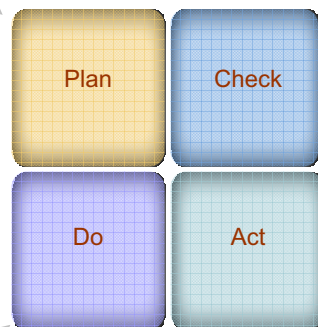


## Auditing issue (criteria overview)

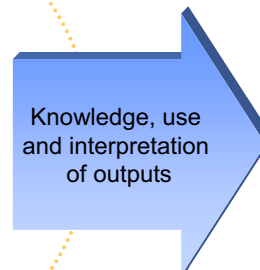
Organization must demonstrate that it has **“management control”** of **all of the processes** defined within the ISO/IEC 20000-1:2005.



All of ISO/IEC 20000 requirements must be implemented (Clause 3 ~ Clause 10) .



Registered Certification Body (RCB) will based on organization's scope to perform the audit



RCB will follow certain scheme to conduct the audit (i.e. ITSMF or UKAS (in future))



## Auditing issue (criteria overview)

The Auditor is responsible for assessing the:

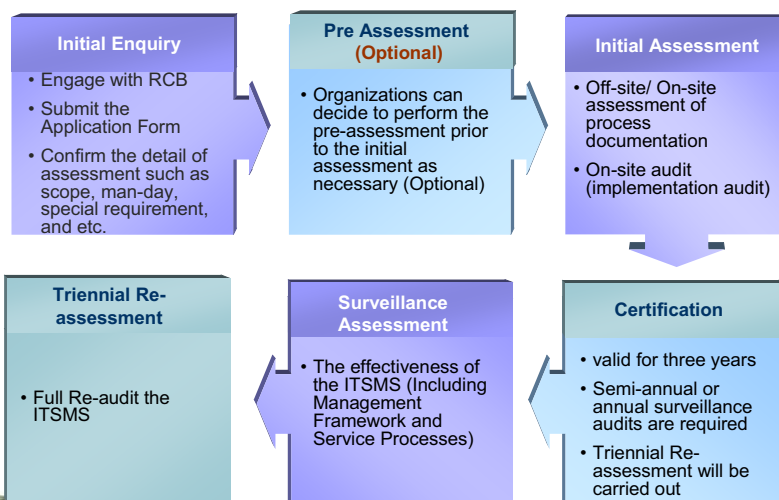
- ❖ Suitability of the scope of the audit;
- ❖ Implementations of PDCA cycle;
- ❖ Implementations of Service Management Processes (13 managements);
- ❖ Integration and management of the interfaces between processes;
- ❖ Flow of information and process control across interfaces (effectiveness)



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## Auditing issue (auditing stage)



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### **Auditing issue (common problems & tips)**

#### **The pitfall to avoid:**

- ❖ Inappropriate scope definition (for example, no clear interface between service processes or with 3rd party supplier)
- ❖ No clear role and responsibility of senior management or service process owner
- ❖ Not implement all of “shall” requirements
- ❖ Service management documents are defective (too long , the relationship between them is unclear, or no documentary evidence)
- ❖ No clear inter-relationship between service processes (for example, SLM – Business Relationship Mgmt – Supplier Mgmt)



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### **Auditing issue (common problems & tips)**

#### **The pitfall to avoid (cont'):**

- ❖ No clear evidence of how the interfaces of chain of suppliers are managed (Supplier management)
- ❖ No clear evidence of how all interfaces to the customers are managed (Business relationship management, and other management such as Service level management)
- ❖ The service management culture is not established (people not buy in) – resistance to change
- ❖ There is no effective configuration management in place (i.e. integrity of CMDB)



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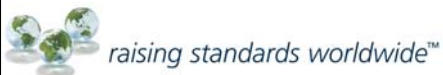




## Auditing issue (common problems & tips)

### Tips:

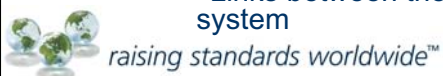
- ❖ Use checklist to check the compliance of the service management
- ❖ Have some one to carry out the pre-audit assessment (internal audit or independent party) before conduct official ISO20000 assessment
  - What to check?



## Auditing issue (common problems & tips)

### Key point to check (for example):

- ❖ **Background and review of documentation**
  - Service management policies and plans;
  - Process and procedures within the scope of ISO20000
  - Service level agreements (and supporting agreements and contracts)
  - Records required by the standard (change records, service reports, checklists, etc.)
  - Proposed scope for the audit ...
- ❖ **Detailed assessment (implementation audit)**
  - Interview the owners and users of the ITSMS
  - Review high, medium and/or low critical areas
  - Service objectives and targets
  - Service and management reviews
  - Links between the core documents within the system





## Auditing issue (common problems & tips)

### Tips:

- ❖ Use metrics and service reporting to evaluate the service capability (PDCA)
  - From performance, value, compliance, etc.
    - Reactive Metrics/ report
    - Proactive Metrics/ report
    - Forward Schedule Metrics/ report



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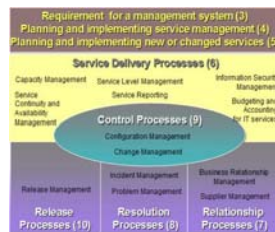
## Auditing issue (common problems & tips)

### What activities must be monitored:

- *Reporting on management responsibility*
- *Metrics for PDCA (Plan-Do-Check-Act of ITSMS)*
- *Metrics for implementing a new service*
- *Metrics for service management process*
- *Metrics for management of interfaces*



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## Auditing issue (common problems & tips)

### What kind of service reporting could be useful?

- Performance against service level targets
- Noncompliance and issues
- Workload characteristics, i.e. volume info of incident, problems.
- Performance reporting after major events
- Trend information
- Satisfaction analysis



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Source: BSI BIP0032



## Auditing issue (common problems & tips) – Example of service report

- ❖ Policy for service improvement: “service improvement will be targeted at delivering a faster and cheaper resolution service”
  - Metrics (higher level)
    - Trends in incident and volumes (cost reduction from problem avoidance)
    - Trends in avg fix time for all incidents and problems (cheaper and faster due to quicker methods of resolutions)
    - Trend in unit cost of incident/ problem solving, with targets (cheaper unit cost)
  - Metrics (lower level)
    - Number and types/ avg fix time of incidents and problem in each priority class.
    - Type and number of known error
    - Number of known errors eliminated permanently.
    - Cost of fixing incidents, including overheads.
    - Fix time for each hour of a working day/ for each person on a service desk.
    - The cause of the most frequently occurring incidents.

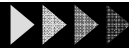


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Source: BSI BIP0032



# Thank You !



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