



Introduction

ISO/IEC 20000 is the international norm for Information Technology Service Management (ITSM). ISO/IEC 20000 is the offspring of the British Standard 15000 (BS 15000), a standard which originated in the 90s. In other words, the ISO/IEC 20000 standard has been contributing to the ITSM field of expertise for many years, even though it was formally launched in December 2005. Initially, the BS 15000 standard was introduced to measure the level of implementation of ITIL®'s best practices in an organization or its adherence to the goals of the ITIL processes.



The ISO/IEC 20000 Structure

When writing this white paper the ISO/IEC 20000 norm is composed of two parts;

- ISO/IEC 20000-1: 2005
- ISO/IEC 20000-2: 2005

Part 1, the **Specification**, is the formal specification of the standard. It requires a number of activities defined in 170 'shalls'. It also refers to processes and process interfaces.

Part 2, the **Code of Practice**, describes the best practices in detail and provides guidance and recommendations for the Service Management processes. Part 2 provides guidance to auditors and offers assistance to IT service providers who are planning service improvements. It lists guidelines and suggestions the service providers 'should' address when wishing to be audited against the ISO/IEC 20000-1 requirements and become certified.

Additional ISO/IEC 20000 parts are expected to be released in 2009 and 2010.

- ISO/IEC 20000-3
 - Provide advice regarding scoping, applicability and conformity
- ISO/IEC 20000-4
 - Process Reference Model
 - Process Assessment Model



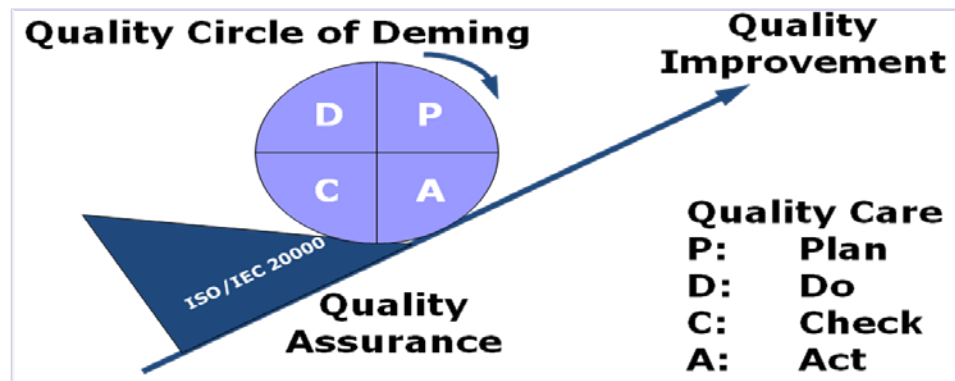
- ISO/IEC 20000-5
 - Sample Implementation Plan

ISO/IEC 20000 and ITIL

ISO/IEC 20000 is a norm that is based on the ITIL well-known ITIL processes, which makes it easy to recognize. This does not imply that an organization is required to embrace the ITIL best practices. One can also meet the ISO/IEC 20000 norms by adopting the COBIT framework for example, and/or best practices and norms stemming from CMMI, MOF, ISO/IEC 27001 and others. ISO/IEC 20000 is 'framework neutral'.

Besides well-known ITIL processes, ISO/IEC 20000 has added some customer relationship processes as well as supplier relationship processes.

It combines the world of quality and continuous improvement (Plan-Do-Check-Act) with IT's service provider processes, a quality management system that is part of the norm. With this, ISO/IEC 20000 provides an answer to the need of a clear and concise defined level of quality within the ITSM field of expertise.



The Quality Circle of Deming

Since ISO/IEC 20000 is also an international ISO/IEC norm, it is therefore also an independently determined norm, used by independent certified third party auditors. "Compliance to ITIL", if there ever was such thing, has become reality with the ISO/IEC 20000 norm in a non-biased and non-commercial way.

ISO/IEC 20000 incorporates all of the eight management principles of ISO 9000:

- Customer focus
- Leadership
- Involvement of people
- Process approach
- Continual improvement
- Factual approach to decision-making
- Mutual beneficial supplier relationship
- System approach to management



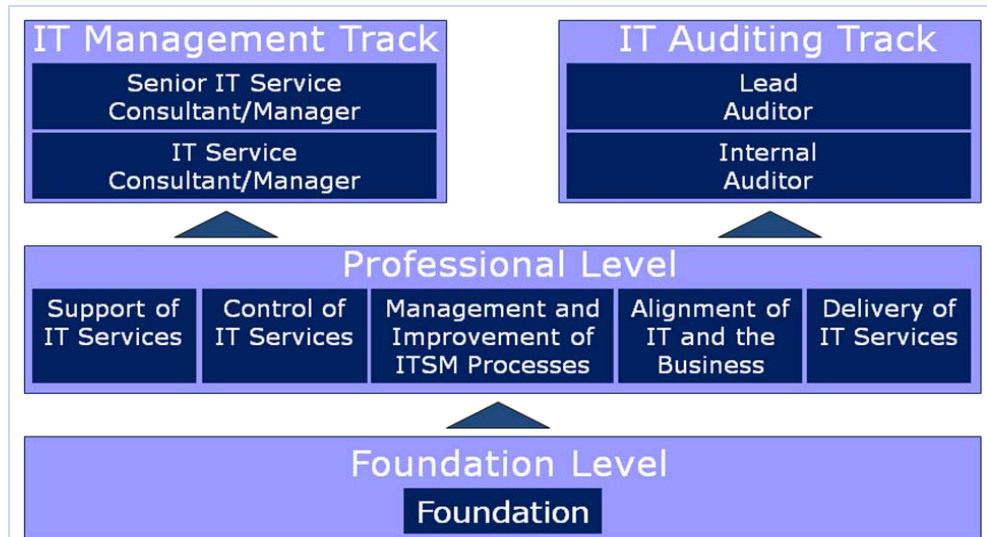
A Pragmatic Norm

Most likely, the best that ISO/IEC 20000 has to offer is that it is a very pragmatic norm. It is based on years of practical experience and with that it has become a collection of logical and clear requirements. One can apply it right away and the norm consists of only 16 pages. This is why we think ISO/IEC 20000 deserves special attention as well as among service providers as service consumers.

ISO/IEC 20000 not only provides the requirements to design service management, it also describes the requirements to set up a quality management system, or governance system if you will, as well as the processes in support of it all. The requirements are focused on supporting the delivery of IT services. ISO/IEC 20000 requires IT's leadership team is to commit to the process requirements, to the vision and mission of IT as well as to the documentation of IT's policies, processes, procedures, and work instructions as well as the competencies and the training and education of IT's staff.

ISO/IEC 20000 Qualification Scheme

Especially for IT professionals involved in quality improvements of IT services at every level, EXIN, in a joint effort with TÜV SÜD Akademie, has developed a certification program; IT Service Management according ISO/IEC 20000. This certification program for individuals is not only geared towards understanding the basic ISO/IEC 20000 requirements, but its advanced modules also focus extensively on the essential aspects of attitude, behavior and culture when seeking organizational change. It is this combination of knowledge and changeability that will determine the speed and the success of the adoption process of the ISO/IEC 20000 norms.



The ISO/IEC 20000 Qualification Scheme Structure by EXIN/TÜV SÜD



ISO/IEC 20000 Publications

When writing this white paper there are two recommended ISO/IEC 20000 publications available both published by Van Haren Publishing:

- ISO/IEC 20000 - An Introduction
- Implementing ISO/IEC 20000 Certification – The Roadmap

The standard can be purchased through the ISO organization's website.

ISO/IEC 20000 Contributions

The ISO/IEC 20000 standard is being adopted globally by 100s of companies and organizations already. Many have even been certified. Not so much to use the certification as a marketing advantage, but most often to show to the customers of IT's services that the IT department/organization is taking the quality of services seriously. Below you will find a list of considerations the ISO/IEC 20000 standard could be a valuable contribution:

- When comparing IT service providers. ISO/IEC 20000 provides uniform and common language as well as a norm for benchmarking
- When selecting an IT service provider. An IT organization can express added value when offering its services and distinguish itself from its competition
- When an IT department/organization is looking for ways to better understand the needs of the customer. ISO/IEC 20000 can be a norm to improve IT governance
- When needing guidance to determine which best practices to focus on first when adopting industry best practices to improve the effectiveness and efficiency of the IT department/organization
- When seeking increased transparency of IT service provision costs, risks, IT budgets and costs
- When looking for ways to implement changes faster and more effective and when seeking for a norm to improve efficiency and effectiveness
- When attempting to better align the IT department's/organization's services to a third party's services, creating a uniform chain of services in particular from a process perspective
- When looking for an effective method and uniform guidelines to outsource or offshore through a well-aligned process interfaces and common and consistent nomenclature. A norm which regulates outsourcing
- When seeking a norm for reliable and available quality IT services
- When looking for evidence that IT's processes are in compliance with international financial and security norms, rules and regulations
- When going for a broad range of quality improvements within the IT department/organization, as well as boosting IT's professional image
- When looking for an independent and non-biased baseline to weigh service providers against and use it as a norm

Most likely you will find a reason that resonates when going over this list which meets your short or long term service quality improvement needs.



ISO/IEC 20000 Benefits

ISO/IEC 20000 provides a framework and systematic approach to managing the IT Service Management processes to deliver an IT service that conforms to the customer expectations. Implementing ISO/IEC 20000 improves the effectiveness and efficiency of the business process and it saves money. Most companies implementing ISO/IEC 20000 have experienced an increase in process efficiency, higher customer satisfaction and improved service quality.

An ISO/IEC 20000 certified IT department or IT organization complies to globally accepted norms regarding the development and the delivery of IT services. For customers it will become easier to compare these IT service providers.

There are many other benefits of being certified or simply using the standard even when not seeking certification. Below you will find a few examples.

- To qualify for new customers; more and more companies and organizations consider ISO/IEC 20000 certification an essential requirement for conducting business with a new vendor
- To enter global markets; the ISO/IEC 20000 standards are widely recognized
- To objectively measure the level of compliance to industry best practices
- To have better information available for numerous purposes
- To better streamline to various process improvements that may go on simultaneously in an IT department
- To provide guidance with prioritizing the best practices to be implemented in an IT department
- To give a company or organization a competitive edge
- To show a drive for quality services
- To objectively assess and benchmark IT's level of maturity
- To increase customer focus and transparency of value provided to the business
- To establish a mentality of continual improvement in IT

The Certification Process

The ISO/IEC 20000 certification process consists of seven steps:

1. Complete a questionnaire
2. Apply for an assessment
3. Conduct an optional pre-audit
4. Conduct an initial audit (stage 1)
5. Conduct the certification audit (stage 2)
6. Conduct surveillance audits
7. Conduct the re-certification audits

The very first step is to select a certification body, an independent certified organization which is authorized to perform ISO/IEC 20000 audits and certify organizations. The certification body will get the process going by forwarding the questionnaire and the application form for the assessment. Self-assessments or assessments done by an experienced consulting firm or a qualified internal auditor are worthwhile considering during



this phase. Auditors will be looking for records (proof, evidence) that the management system is operated in line with the documented management system. In other words 'show me that you are doing what you say you are doing'. A Corrective Action Plan (CAP) usually identifies the areas to be addressed to close the gaps that have been identified during the several audits. Besides CAPs, re-certification audits also result into Service Improvement Plans (SIPs).

Registered Certification Bodies

A Registered Certification Body (or RCB) is an organization which has been registered by the IT Service Management Forum (*itSMF*) and granted permission to operate under the *itSMF* ISO/IEC 20000 Certification Scheme. This also gives the RCB the right to use the scheme logo on certificates they issue to organisations meeting the requirements of ISO/IEC 20000, which in turn gives credibility to the certification.

One of the major requirements for registration under the Certification Scheme is that the Certification Body demonstrates its auditor independence and competence in IT Service Management. The purpose of this is to ensure the highest possible standards and hence maintain the value of the certification.

Currently RCB applications are only being accepted from Certification Bodies who are accredited in accordance with EN45012 by their relevant national accreditation body recognised by EA or IAF.

Useful ISO/IEC 20000 Links

Below you will find a few useful ISO/IEC 20000 links.

- ISO Organization: <http://www.iso.org>
- ISO/IEC 20000 Certification Exams: <http://www.exin-exams.com/>
- ISO/IEC 20000 Certification Training: <http://www.interpromusa.com/index.asp>
- ISO/IEC 20000 Books: <http://www.interpromusa.com/index.asp>
- ISO/IEC 20000 Special Interest Group *itSMF* USA: <http://www.itsmfusa.org>
- ISO/IEC 20000 Certified Firms: <http://www.isoiec20000certification.com/>
- ISO/IEC 20000 RCBs: <http://www.isoiec20000certification.com/>



More Information

Please visit our website for links to organizations such as the OGC and the *itSMF*, free White Papers, ITIL and ISO/IEC 20000 certification training courses, workshops, assessments, and consulting and coaching engagements.

And InterProm USA

Since 1997 InterProm USA Corporation, is a vendor neutral ITSM consulting and training firm. InterProm USA was actively involved in the first ITIL implementation project in the US during the mid-90s. Ever since, InterProm USA has helped more than 500 US companies and organizations of all sizes to benefit from ITIL in various ways, ranging from ITIL and ISO/IEC 20000 certification training courses, workshops, assessments, consulting and coaching and implementation projects. Our SPOT™ model is the representation of our core competencies to your benefit.

InterProm USA is an EXIN Accredited Training Provider (ATP). We use our own EXIN-accredited course materials and instructors. InterProm USA is accredited for all ITIL certification training courses.

InterProm USA prides itself by only using highly experienced instructors and consultants who have actually gone through and implemented ITIL best practices for more than a decade. Our top trainers and consultants have more than 15 years of full time ITSM/ITIL implementation experience.

About the Author



Mart Rovers is the President of InterProm USA Corporation, a Business Service Management (BSM) certification training and consulting company headquartered in Phoenix, Arizona, USA.

By working in the IT industry for 30 years and with 17 years of hands-on BSM/ITIL consulting and training experience, Mart is a veteran in the IT Service Management market space. He was amongst the first to consult in ITIL in Europe during the early 90s and he was actively involved in the first ITIL implementation project in the US in the mid-90s.

Mart has a strong passion for IT Service Management. He frequently mentors IT executives navigating them through an ITIL adoption initiative and he teaches all ITIL and ISO/IEC 20000 certification training courses.

Mart has co-authored several ITSM books; he has published numerous popular ITIL white papers and he is a frequent speaker at IT Service Management events throughout the nation. He holds a Master degree in MIS and Bachelor degrees in Mathematics and Marketing.

For more information call us at (+1) 480-699-9642, or visit and logon to our website at <http://www.interpromusa.com>.