

IT service management —

Part 2: Code of practice for service management

ICS 35.020

Committees responsible for this British Standard

The preparation of this British Standard was entrusted by Technical Committee BDD/3, Information services management, upon which the following bodies were represented:

- British Broadcasting Corporation (BBC)
- British Computer Society (BCS)
- Office of Government Commerce (OGC)
- IT Service Management Forum (itSMF)
- Liaison — IST/15
- Co-opted members

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Foreword

BS 15000-2 has been prepared by technical committee BDD/3 and is based on the knowledge and experience gained by experts working in the field.

BS 15000 is issued in two parts:

- *Part 1: Specification for service management;*
- *Part 2: Code of practice for service management.*

As a code of practice, this British Standard 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 British Standard should be used in conjunction with BS 15000-1, the specification associated with this code of practice. It may also be used in conjunction with DISC PD 0005, *A Management Guide to IT Service Management*, and may be used in conjunction with DISC PD 0015, *IT Service Management — Self-assessment Workbook*. DISC PD 0005 serves as a management introduction to the detailed guidance in ITIL. The individual ITIL books offer expanded information and guidance on the subjects addressed within the scope of BS 15000-2, supported by the itSMF's *Pocket Guide to IT Service Management and Dictionary of Service Management Terms, Acronyms and Abbreviations*. DISC PD 0015 is a checklist that complements this specification. BS 15000-1 and BS 15000-2 have been developed as a result of demand from industry, commerce, and the public sector.

It is assumed that the execution of the provisions of this standard is entrusted to appropriately qualified and competent people.

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Attention is drawn to the Data Protection Act 1998 [1].

BSI Committee BDD/3, whose constitution is shown in this British Standard, takes collective responsibility for its preparation under the authority of the Standards Board. The Committee wishes to acknowledge the personal contributions of:

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Summary of pages

This document comprises a front cover, an inside front cover, pages i and ii, pages 1 to 25 and a back cover.

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Introduction

Why is Part 2 needed?

This Code of Practice describes the best practices for service management processes within the scope of BS 15000-1.

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.

BS 15000-1 is a specification for service management and should be read in conjunction with this document, BS 15000-2.

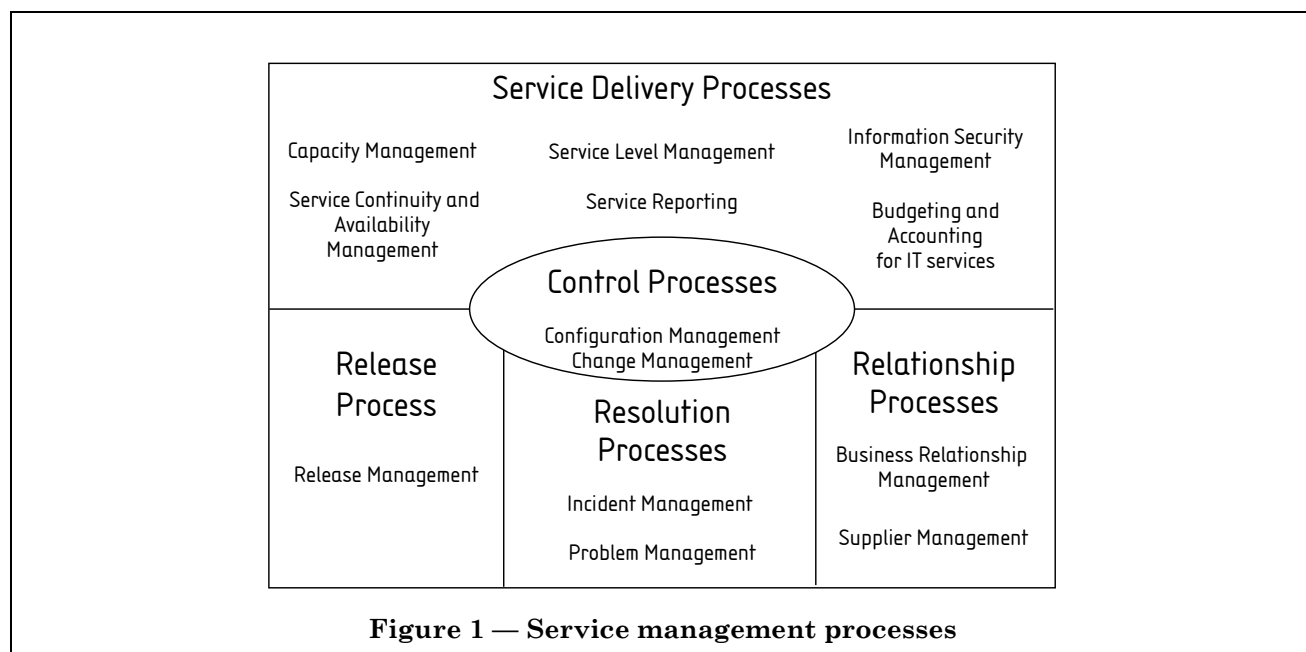
The BS 15000 series enables organizations to understand how to enhance the quality of service delivered to their customers, both internal and external.

With the increasing dependencies in support services and the diverse range of technologies available, service suppliers 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 suppliers 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 BS 15000 series draws a distinction between the best practices of processes, which are independent of organizational form or size and organizational names and structures.

The BS 15000 series applies to both large and small organizations, 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.



1 Scope

BS 15000-2 represents an industry consensus on quality standards for IT service management processes. These service management processes deliver the best possible service to meet an organization'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 BS 15000.

BS 15000-2 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.

BS 15000-2 provides guidance to auditors and offers assistance to organizations planning service improvements or to be audited against BS 15000-1.

BS 15000-1 specifies a number of related service management processes as shown in Figure 1.

2 Terms and definitions

For the purposes of this part of BS 15000 the terms and definitions given in BS 15000-1 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 BS 15000-1.

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 continuous 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.

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.

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) process;
- e) process control records.

3.3 Managing documents

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.

3.4 Competence, awareness and training

Objective: To ensure that service management personnel are competent to undertake their role.

3.4.1 Introduction

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

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:

- 1) **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;
- 2) **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;
- 3) **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 formal 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.

In order to achieve teams of staff with appropriate level 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 supplier 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:

- i) short or long term nature of new or changed competencies;
- ii) rate of change in the skills and competencies;
- iii) expected peaks and troughs in the workload and skills mix required, based on service management and service improvement planning;
- iv) availability of suitably competent staff;
- v) staff turnover rates;
- vi) 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.

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.

Management 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 BS 15000-1.

NOTE Planning for operational changes is described in 8.2.

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).

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

- 1) service improvement;
- 2) service changes;
- 3) infrastructure standardization;
- 4) changes to legislation;
- 5) regulatory changes, e.g. local tax rate changes;
- 6) deregulation or regulation of industries;
- 7) mergers and acquisitions.

A service management plan should define:

- i) the scope of service management within the organization;
- ii) the objectives that are to be achieved;
- iii) the resources and facilities necessary to achieve the defined objectives;
- iv) the framework of management roles and responsibilities, including the management of third-party suppliers;
- v) the interfaces between service management processes and the manner in which processes are to be coordinated;
- vi) the approach to be taken in identifying, assessing and managing risks so the defined objectives are achieved;
- vii) a resource schedule expressed in terms of the dates on which funds, skills, and resources should be available;
- viii) the approach to changing the plan and the service defined by the plan;
- ix) how the organization will demonstrate continuing quality control (e.g. interim audits).

4.2 Implement service management and provide the services (Do)

Objective: To implement the service management plan and achieve the defined service objectives.

Attainment of best practice service management processes capable of meeting the requirements of BS 15000 will not be achieved if the original services do not meet the requirements outlined for the implementation in BS 15000-1.

Once implemented the service and service management processes should be maintained with the same level of rigour used in the original service management plan.

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.

4.3.1 Measurement and analysis

The organization should plan and implement the monitoring, measurement and analysis of the service, the service management processes and associated systems. The results of the analysis should provide input to the service improvement programme. Items that should be monitored, measured and analysed include:

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

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. In common with external certification and re-certification audits, internal audits and checks should be planned, carried out competently, and recorded as they would be for an independent external audit.

4.4 Continuous 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 supplier's own management structure, customers and other 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 service improvement plan, 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.