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management—Part 2: Code of
practice**

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Contents

	Page
Introduction	1
1 Scope	2
1A Normative references	2
2 Terms and definitions	3
3 The management system	3
3.1 Management responsibility	3
3.2 Documentation requirements	3
3.3 Competence, awareness and training	4
3.3.1 General	4
3.3.2 Professional development	4
3.3.3 Approaches to be considered	5
4 Planning and implementing service management	5
4.1 Plan service management (Plan)	5
4.1.1 Scope of service management	5
4.1.2 Planning approaches	6
4.1.3 Events to be considered	6
4.1.4 Scope and contents of the plan	6
4.2 Implement service management and provide the services (Do)	7
4.3 Monitoring, measuring and reviewing (Check)	7
4.4 Continual improvement (Act)	8
4.4.1 Policy	8
4.4.2 Planning for service improvements	8
5 Planning and implementing new or changed services	8
5.1 Topics for consideration	8
5.2 Change records	9
6 Service delivery processes	9
6.1 Service level management (SLM)	9
6.1.1 Service catalogue	9
6.1.2 Service level agreements (SLAs)	9

6.1.3	Service level management (SLM) process	11
6.1.4	Supporting service agreements	11
6.2	Service reporting.....	11
6.2.1	Policy	11
6.2.2	Purpose and quality checks on service reports	12
6.2.3	Service reports	12
6.3	Service continuity and availability management	12
6.3.1	General	13
6.3.2	Availability monitoring and activities	13
6.3.3	Service continuity strategy	13
6.3.4	Service continuity planning and testing	14
6.4	Budgeting and accounting for IT service	14
6.4.1	General	14
6.4.2	Policy	15
6.4.3	Budgeting	15
6.4.4	Accounting.....	15
6.5	Capacity management	16
6.6	Information security management	16
6.6.1	General	16
6.6.2	Identifying and classifying information assets	16
6.6.3	Security risk assessment practices.....	17
6.6.4	Risks to information assets	17
6.6.5	Security and availability of information	17
6.6.6	Controls	17
6.6.7	Documents and records.....	18
7	Relationship processes.....	18
7.1	General	18
7.2	Business relationship management.....	19
7.2.1	Service reviews	19
7.2.2	Service complaints	20
7.2.3	Customer satisfaction measurement	20
7.3	Supplier management	20
7.3.1	Introduction	20

7.3.2	Contract management	21
7.3.3	Service definition	21
7.3.4	Managing multiple suppliers	21
7.3.5	Contractual disputes management	22
7.3.6	Contract end	22
8	Resolution processes	22
8.1	Background	22
8.1.1	Setting priorities	22
8.1.2	Workarounds	22
8.2	Incident management	23
8.2.1	General	23
8.2.2	Major incidents	24
8.3	Problem management	24
8.3.1	Scope of problem management	24
8.3.2	Initiation of problem management	24
8.3.3	Known errors	24
8.3.4	Problem resolution	25
8.3.5	Communication	25
8.3.6	Tracking and escalation	25
8.3.7	Incident and problem record closure	25
8.3.8	Problem reviews	25
8.3.9	Topics for reviews	26
8.3.10	Problem prevention	26
9	Control processes	26
9.1	Configuration management	26
9.1.1	Configuration management planning and implementation	27
9.1.2	Configuration identification	27
9.1.3	Configuration control	28
9.1.4	Configuration status accounting and reporting	29
9.1.5	Configuration verification and audit	29
9.2	Change management	30
9.2.1	Planning and implementation	30
9.2.2	Closing and reviewing the change request	31

9.2.3	Emergency changes	31
9.2.4	Change management reporting, analysis and actions	31
10	Release process	31
10.1	Release management process	31
10.1.1	General	32
10.1.2	Release policy	32
10.1.3	Release and roll-out planning	32
10.1.4	Developing or acquiring software	33
10.1.5	Design, build and configure release	33
10.1.6	Release verification and acceptance	34
10.1.7	Documentation.....	34
10.1.8	Roll-out, distribution and installation	35
10.1.9	Post release and roll-out	35
	Bibliography.....	36

Foreword

This translation has been made based on the original Japanese Industrial Standard established by the Minister of Economy, Trade and Industry through deliberations at the Japanese Industrial Standards Committee according to the proposal of establishing a Japanese Industrial Standard from Japan Information Processing Development Center (JIPDEC), with a draft being attached, based on the provision of Article 12 Clause 1 of the Industrial Standardization Law.

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Attention is drawn to the possibility that some parts of this Standard may conflict with a patent right, application for a patent after opening to the public, utility model right or application for registration of utility model after opening to the public which have technical properties. The relevant Minister and the Japanese Industrial Standards Committee are not responsible for identifying the patent right, application for a patent after opening to the public, utility model right or application for registration of utility model after opening to the public which have the said technical properties.

JIS Q 20000 consists of the following 2 parts under the general title “*Information technology—Service management*”:

Part 1: Specification

Part 2: Code of practice

Information technology—Service management—Part 2: Code of practice

Introduction

This Japanese Industrial Standard has been prepared based on the first edition of **ISO/IEC 20000-2** published in 2005 without modifying the technical contents of the original International Standard.

In this Standard, clause **1A** which is not included in the corresponding International Standard is added and the portions given dotted underlines are the matters not stated in the original International Standard.

As a code of practice, this part of **JIS Q 20000** 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 part of **JIS Q 20000** should be used in conjunction with **JIS Q 20000-1**, the specification associated with this code of practice.

It is assumed that the execution of the provisions of this part of **JIS Q 20000** is entrusted to appropriately qualified and competent people.

This part of **JIS Q 20000** describes the best practices for service management processes within the scope of **JIS Q 20000-1**.

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.

JIS Q 20000-1 is a specification for service management and should be read in conjunction with this part of **JIS Q 20000**.

The **JIS Q 20000** series enables service providers 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 providers 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 service providers 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 **JIS Q 20000** series draws a distinction between the best practices of processes, which are independent of organizational form or size and organizational names and structures. The **JIS Q 20000** series applies to both large and small service providers, 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

This part of **JIS Q 20000** represents an industry consensus on quality standards for IT service management processes. These service management processes deliver the best possible service to meet a customer'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 **JIS Q 20000**. This part of **JIS Q 20000** recommends that service providers should adopt common terminology with **JIS Q 2000-1** 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.

As a process based standard this code of practice is not intended for product assessment. However, organizations developing service management tools, products and systems may use both the specification and the code of practice to help them develop tools, products and systems that support best practice service management.

This part of **JIS Q 20000** provides guidance to auditors and offers assistance to service providers planning service improvements or to be audited against **JIS Q 20000-1**.

JIS Q 20000-1 specifies a number of related service management processes as shown in figure 1.

NOTE : The International Standard corresponding to this Standard is as follows.

ISO/IEC 20000-2:2005 *Information technology—Service management—Part 2: Code of practice* (IDT)

In addition, symbols which denote the degree of correspondence in the contents between the relevant International Standard and **JIS** are IDT (identical), MOD (modified), and NEQ (not equivalent) according to **ISO/IEC Guide 21**.

1A Normative references

The following standards contain provisions which, through reference in this text, constitute provisions of this Standard. The most recent editions of the standards (including amendments) indicated below shall be applied.

JIS Q 20000-1 *Information technology—Service management—Part 1: Specification*

NOTE : Corresponding International Standard: **ISO/IEC 20000-1** *Information technology—Service management—Part 1: Specification* (IDT)

JIS Q 27002 *Information technology—Security techniques—Code of practice for information security management*

NOTE : Corresponding International Standard: **ISO/IEC 17799** *Information technology—Security technology—Part 1: Code of practice for information security management* (IDT)

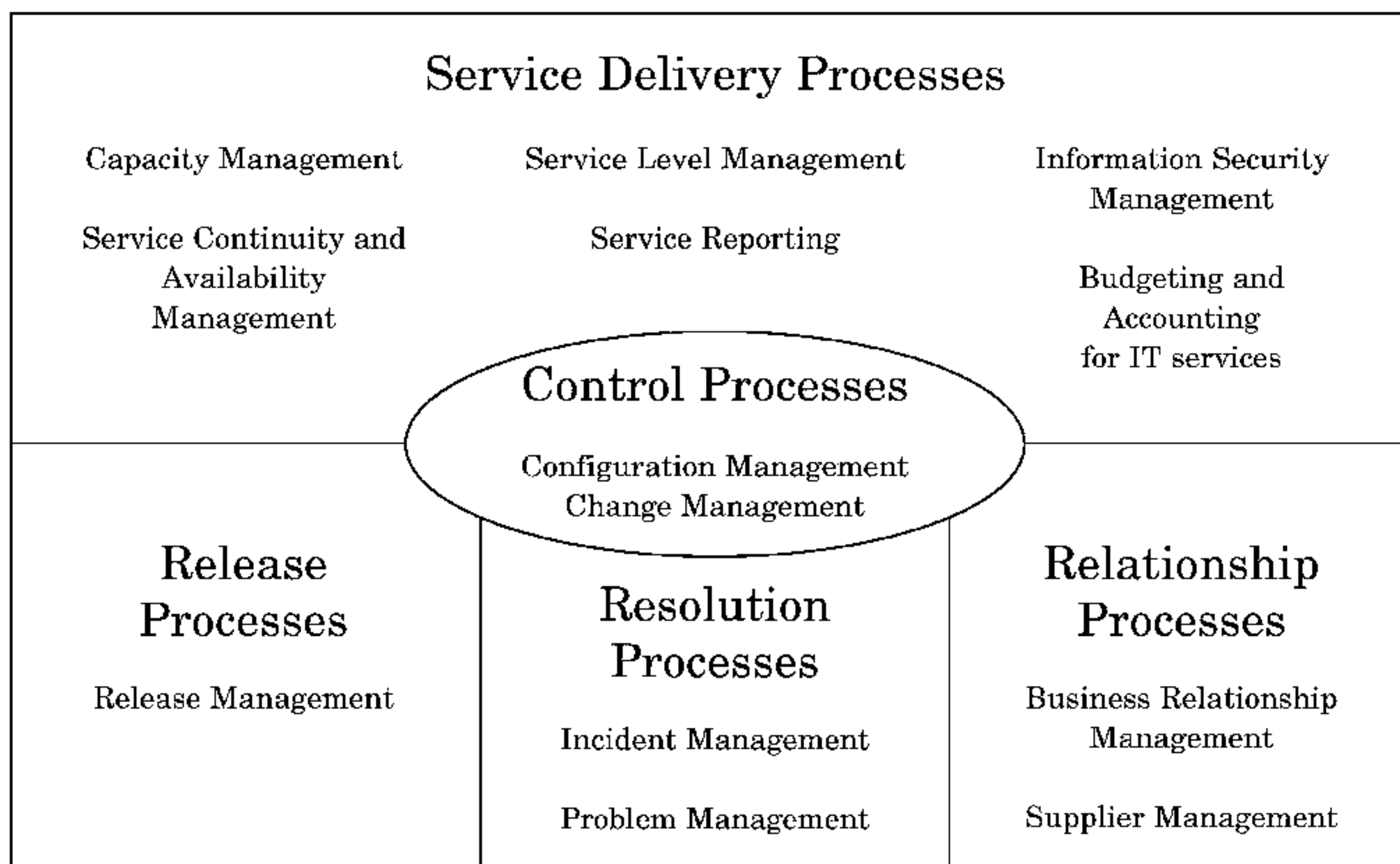


Figure 1 Service management processes

2 Terms and definitions

For the purposes of this document, the terms and definitions given in **JIS Q 20000-1** 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 **JIS Q 20000-1**.

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 continual 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) processes;
- e) process control records.

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.

3.3 Competence, awareness and training

3.3.1 General

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

The service provider 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.

3.3.2 Professional development

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:

- a) **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;
- b) **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;

- c) **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 training courses, self study, monitoring 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.

3.3.3 Approaches to be considered

In order to achieve teams of staff with appropriate levels of competence the service 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 service provider 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:

- a) short or long term nature of new or changed competencies;
- b) rate of change in the skills and competencies;
- c) expected peaks and troughs in the workload and skills mix required, based on service management and service improvement planning;
- d) availability of suitably competent staff;
- e) staff turnover rates;
- f) 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.

4.1.1 Scope 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 should 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 **JIS Q 20000-1**.

NOTE : Planning for operational changes is described in **9.2**.

4.1.2 Planning approaches

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).

4.1.3 Events to be considered

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

- a) service improvement;
- b) service changes;
- c) infrastructure standardization;
- d) changes to legislation;
- e) regulatory changes (e.g. local tax rate changes);
- f) deregulation or regulation of industries;
- g) mergers and acquisitions.

4.1.4 Scope and contents of the plan

A service management plan should define:

- a) the scope of the service provider's service management;
- b) the objectives and requirements that are to be achieved by service management;
- c) the resources, facilities and budgets necessary to achieve the defined objectives;
- d) the framework of management roles and responsibilities, including the senior responsible owner, process owners and management of suppliers;

- e) the interfaces between service management processes and the manner in which the activities and/or processes are to be co-ordinated;
- f) the approach to be taken in identifying, assessing and managing issues and risks to the achievement of the defined objectives;
- g) a resource schedule expressed in terms of the dates on which funds, skills, and resources should be available;
- h) the approach to changing the plan and the service defined by the plan;
- i) how the service provider will demonstrate continuing quality control (e.g. interim audits);
- j) the processes that are to be executed;
- k) tools as appropriate to support the processes.

4.2 Implement service management and provide the services (Do)

Objective: To implement the service management objectives and plan.

Attainment of best practice service management processes capable of meeting the requirements of **JIS Q 20000** will not be achieved if the original services do not meet the requirements outlined for the implementation in **JIS Q 20000-1**.

Once implemented the service and service management processes should be maintained.

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.

The service provider should plan and implement the monitoring, measurement, analysis and review of the service, the service management processes and associated systems. Items that should be monitored, measured, and reviewed include:

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

The results of the analysis should provide input to a plan for improving the service.

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. Internal audits and checks should be planned, carried out competently and recorded.