ISO/IEC 20000-1 sub-clause 8.6
Resolution and fulfillment
Operation of the service management system (ISO/IEC 20000-1 clause 8)

ISO/IEC TS 20000-5

Who?

ISO/IEC 20000-1 sub-clause 8.5
Service design, build and transition
ISO/IEC 20000-1 sub-clause 8.1
Context of the organization

ISO/IEC 20000-1 clause 10

ISO/IEC 20000-1 clause 4
ISO/IEC 20000-1 clause 6
ISO/IEC 20000-1 clause 5
ISO/IEC 20000-1 clause 9

ISO/IEC 20000-1 sub-clause 8.4
Supply and demand

ISO/IEC 20000-1 sub-clause 8.7
Implement a whole
Organizations that decide to implement only a subset of the requirements specified in ISO/IEC 20000-1.
Organizations that target the implementation of only one or a group of SMS processes
Organizations that decide to implement a whole SMS in a multi-phased project.
Organizations that have never implemented an SMS before and now decide to do so.
Organizations that have already implemented an SMS and need to change it to improve performance or effectiveness of the SMS.

ISO/IEC 20000-1 clause 10

LEVEL I
Context of the organization
ISO/IEC 20000-1 clause 4
Leadership
ISO/IEC 20000-1 clause 5
Planning
ISO/IEC 20000-1 clause 6
Support of the service management system
ISO/IEC 20000-1 clause 7
Operation of the service management system
ISO/IEC 20000-1 clause 8
Operational planning and control
ISO/IEC 20000-1 sub-clause 8.1
Service Portfolio
ISO/IEC 20000-1 sub-clause 8.2
Relationship and agreements
ISO/IEC 20000-1 sub-clause 8.3
Supply and Demand
ISO/IEC 20000-1 sub-clause 8.4
Service design, build and transition
ISO/IEC 20000-1 sub-clause 8.5
Resolution and fulfillment
ISO/IEC 20000-1 sub-clause 8.6
Service assurance
ISO/IEC 20000-1 sub-clause 8.7
Performance evaluation
ISO/IEC 20000-1 clause 10
Improvement
ISO/IEC 20000-1 clause 11

LEVEL II
Evolution of the SMS at three levels
In this approach, the SMS is established, implemented and improved at three levels of maturity

LEVEL III
Evolution of the SMS at three levels
In this approach, the SMS is established, implemented and improved at three levels of maturity

How?

ISO/IEC TS 20000-5

Implementation
Challenges and how they can be overcome

1. Initial support for the implementation of an SMS across the organization is not strong
2. Drivers are strong at the beginning but change during implementation
3. Top management buy-in issues
4. Cultural resistance
5. Shadow IT issues
6. Costs out of control
7. Mergers, acquisitions or transfers issues
8. Just filling out a checklist is a goal
9. Unrealistic implementation timescales

Phased implementation in different approaches

There are different approaches for defining the scope of each phase. The results of any gap analysis will determine which approach is appropriate for each organization. Some possible approaches are:

Planned:
Each phase contains a subset of SMS processes to be implemented or improved.

Approach 1:
A subset of SMS processes in each phase

Phased:
To implement ISO/IEC 20000-1 in Phases

Organizations can approach the implementation of an SMS in any way that works for them. This can range from a major project with aggressive timescales and targets, to something smaller, using methodologies such as Agile, in a more incremental manner and with different phases or iterations.

Phased implementation allows organizations to start simply and move forward by dividing the work to make it more manageable. Each phase can have a limited set of goals or objectives. This makes it easier to maintain progress and manage the expectations and needs of customers and other interested parties. Using feedback throughout and after each phase will quickly deliver incremental value, even if circumstances change.

Approach 2:
Evolution of the SMS at three levels
In this approach, the SMS is established, implemented and improved at three levels of maturity

LEVEL I
In this level, management support is obtained. Each process performs and achieves its intended purpose. Although the process purpose is achieved, the process is not implemented in a managed manner (e.g. planned, monitored, controlled and improved). Process activities or procedures are performed inconsistently across the organization. There is a tendency that processes are not followed by people involved in the operation of them, especially in a time of stress or crisis.

LEVEL II
In this level, management support is institutionalized. The role of each process and its effects on the performance of the whole SMS is established, managed and improved. Key conflicts are identified and resolved in a systematic way. The processes are institutionalized. Process improvement is based on quantitative and qualitative assessment. Management of processes is proactive using an understanding of the interrelationships of the process activities, inputs, outputs and measures.

LEVEL III
In this level, management support is institutionalized. Interested parties are defined and involved in the process activities. The defined processes are formally implemented, managed and can be improved. The processes are executed according to acceptable management policies and plans. Performance criteria for each process are defined. Processes are followed and operated under controlled conditions, even in a time of stress or crisis.