Project Managers and Service Managers- Enemies or Close Friends?

Introduction
Do service managers need a level of ability in project management techniques? Do project managers need to understand service management? What has ISO/IEC 20000-1, the international standard for service management, got to do with project management?

Are project managers and service managers in your organization friends or enemies?

Why service managers require a level of ability in project management techniques
When establishing a service management system (SMS) according to ISO/IEC 20000-1, a project needs to be set up. The project will have various project streams - Assessment and planning, Create or improve the SMS, People, Certification, Technology. A project manager will be needed with the usual project controls including a project board to track progress and make decisions as required.

Project management techniques are similarly required during service delivery for changes, transitions, improvements and many other areas too.

The project management techniques required by service managers cover planning / scheduling / tracking, budget control, scope and requirements management including change control, risk management, people and resource management etc. There is no specific project management method that is recommended and elements can be taken from many places such as Agile, Scrum, Prince, PMI to name but a few.

It can be beneficial to have a service management office which works in a similar way to a project management office (PMO) to support the service manager and any project managers working within the service environment.

What project managers need to understand about services and service management
It is important to understand the difference between a project and a service even though this can become blurred due to methods such as DevOps. How many times has a service manager been caught out because the project has not communicated well with them about the timings of go live or the requirements for running the service? Who gets the blame if the service goes wrong shortly after handover to service delivery? – not the project manager who has usually moved on by then. The differences are shown below and I am sure some will want to add or remove some items but this is generally accurate.

<table>
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<tr>
<th>Project</th>
<th>Service</th>
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<tr>
<td>✘ Develop the system or configure the application/infrastructure</td>
<td>✘ Operate the system to deliver the service to end users</td>
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<tr>
<td>✘ Plan and budget from inception to go live</td>
<td>✘ Plan and budget for many years</td>
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<td>✘ Requirements, design, build, go live</td>
<td>✘ Focus on keeping the service operational and resilient</td>
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<td>✘ Possibly short warranty period</td>
<td>✘ Manage incidents</td>
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<td>✘ Focus on functionality, budget and time</td>
<td>✘ Respond to changing business needs</td>
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<td>✘ Can be agile with multiple deliveries</td>
<td>✘ Manage the supply chain.</td>
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Acceptance criteria are critical to get right – for both the project and the service. Without this, the service will not be successfully delivered. Typical project acceptance criteria will focus on functionality, budget and
time. Typical service acceptance criteria will focus on much more to ensure that the service is prepared to go live. These criteria will typically cover:

- Documentation
- Testing completed and successful with notes of outstanding issues
- Performance tested and meets requirements
- Accessibility and availability as required
- Security built in
- Users prepared and trained
- Service level agreements in place
- Data transferred if necessary
- Technology tested and ready
- Service team trained and ready
- Suppliers ready.

**Specific requirements in ISO/IEC 20000-1 for close integration between project management and service management**

Terms such as Project, Project Manager or Project Management are not specifically stated in the requirements of ISO/IEC 20000-1 which focuses on service management. However, service management does involve planning, resourcing, acceptance criteria, testing and measurement of success. All of this falls within the scope of project management.

Planning is required in many places in ISO/IEC 20000-1 including:

- Plan the SMS
- Plan the services
- Plan the actions to address risks and opportunities
- Plan the actions to achieve SM objectives
- Plan to have sufficient capacity
- Create the service continuity plan
- Plan to achieve the approved improvements
- Develop audit programme and plans.

Service design and transition (SDT) needs to be run as a project. The requirements in ISO/IEC 20000-1 are split into three project stages – plan new or changed services, design, build and transition. This will be used for new services, changes which have the potential to have a major impact on customers or other services, decommissioning a service or transferring an existing service to or from the organization. This can be, for example, for changes which go above a certain cost/effort/risk threshold or those which use a new technology/skill. Each organization defines in its change management policy which changes will be managed using the SDT process. Other changes go through the normal change management process which in itself has many elements of project management techniques including management of risks, resources, budget and timescales.

Cooperation and collaboration between service and project managers is critical to the success of an SMS. There needs to be early discussions when a project to deliver a new service is being planned and a service representative involved in projects. The specification of clear non-functional requirements associated with the service delivery is important (e.g., information security, service availability and service levels). As we said above, clear service acceptance criteria for handover to delivery should be agreed by the project manager and built into project plans.

**Are Project Managers and Service Managers enemies or close friends?**

A mature successful organization will ensure that they are friends enabled by learning from each other, cross skilling, cooperation and collaboration.

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