

201010101=2018

IT Service Management Systems Gap Analysis

ISO 20000-1:2018 Gap Analysis

ISO 20000-1: 2018 is an international standard for IT Service Management Systems. It is the replacement for ISO 20000-1: 2011 which will be withdrawn on 29th September 2021.

This Gap Analysis enables you to determine where you are on your journey toward ISO 20000-1: 2018 from either having no IT Service Management System in place or migrating from the 2011 version.

For organisations that already demonstrate effective leadership, especially for those Senior Management. Teams familiar with ISO 9001: 2015, ISO 27001: 2013 or ISO 22301: 2012 standards, you may already be on your way toward meeting the requirements.

While the standard is based on Annex SL, it does have additional requirements. Also, while the term 'Documented Information' is used as per other Annex SL standards, the standard also uses terms such as 'create', 'record', 'document' or 'be documented'. In these cases, the assumption is they can be treated in the same manner as the requirements for 'Documented Information'.

The standard also requires items to be 'determined'; organisations to 'monitor and report'; events to be carried out at 'planned intervals' and 'designated individuals' to be identified for certain

tasks. While strictly none of these require Documented Information, you may consider that it would be of benefit to the Management System to do so.

This document, which highlights clauses which were not previously covered or have significantly changed from 2011, should be used in conjunction with the ISO 20000-1: 2018 standard.

You should use this Gap Analysis as an aid towards confirmation that your management system complies with the requirements of ISO 20000-1: 2018.

Please note that this gap analysis is for your own internal use only and should not be returned to Alcumus ISOQAR.

This clause underpins the Annex SL Standards and establishes the context of the IT Service Management System (SMS). It gives you the opportunity to identify all internal and external issues that are relevant, and may affect, the strategic direction of the organisation and the SMS. You will also need to identify the needs and expectations of customers and other interested parties that are relevant to your management system. These groups can include workers, shareholders, sub-contractors, regulatory groups etc. Finally, you'll need to establish, implement, maintain and continually improve the management system.

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
4.1 Understanding the organisation and its context	Your organisation needs to be able to demonstrate that you have determined external and internal issues that are relevant to your organisation's purpose and that affect its ability to achieve the intended outcome(s) of its SMS. Depending on the size and/or complexity of operations, a simple approach such as asking "what if" questions can be useful, or more structured tools such as a SWOT (Strengths, Weaknesses, Opportunities and Threats) or PESTLE (Political, Economic, Social, Technological, Legal, Environmental) analysis can be used. Consideration should be given to: The internal and external issues relevant to your organisation The process of monitoring the internal and external issues and how you have considered the impact of any changes to the issues						

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
4.2 Understanding the needs and expectations of workers and other interested parties	Your organisation needs to be able to demonstrate that you have identified, monitored and reviewed all interested parties that are relevant to the SMS and its requirements. Consideration should be given to: - customers and service users (internal and external) and their needs and expectations - other interested parties such as suppliers or regulatory bodies that are relevant to the SMS - which of these needs and expectations are, or could become, legal, regulatory or contractual requirements						
4.3 Determining the scope of the service management system	The standard requires you to consider the context of the organisation (Clause 4.1) and interested parties (Clause 4.2). You need to identify any boundaries to your scope and applicability of the system. This could include the whole organisation or specific functions. The scope must include the services in scope and the name of the organisation managing and delivering the services. The SMS scope definition states the services which are in scope. This can be all or some of the services delivered by the organisation.						
	Note: the preferred format for the scope should be: The Service Management System of [service provider] supporting the provision of [services] to [customers] from [locations]						

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
4.3 Determining the scope of the service management system (continued)	Instead of a list of services, an alternative format is: The Service Management System of [service provider] supporting the provision to [customers] from [location] in accordance with the service catalogue.						
	If the service catalogue is mentioned in the scope, no individual service names should be given. The service catalogue may also contain the list of customers. The scope must also meet the requirements of APMG ISO/IEC 2000 Certification Scheme.						
	Annex A Précis of the AMPG ISO/IEC 2000 Certification Scheme Guidance on Scope Requirement: The scope must be in the name of a single legal entity. Requirement: When services described in a scope are limited to internal customers only, this must be specified. Customer names need not be specified in the scope. Locations in the scope can apply to customers and/or service provider locations depending on the relevance. Requirement: Subjective, marketing or redundant phrases are not permitted. For example 'provision of high-quality services', 'mission-critical services', 'high availability services' and similar phrases are not allowed. Product names may be accepted in circumstances where they add clarity to the scope definition.						

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
4.3 Determining the scope of the service management system (continued)	discouraged, although it is acknowledged they are sometimes necessary. Please note that it is SMS supporting the provision of services which are certified, not 'solutions' or 'systems'. Reference to business processes supported by the services should be kept to a minimum. Phrases such as 'including all the processes' and similar are redundant and will be removed. Requirement: Do not mention activities like 'consultancy', 'application development', 'project management' and similar. These are generally not services supported by a Service Management System (SMS) and if they appear in a scope, justification will be requested. Requirement: Do not mention process names, clause names or activities such as 'design', 'improvement', 'development', 'implementation' and similar. Certification will always cover all activities of the standard and prominence should not be given to some activities over others. Where a genuine service has the same name as a process, then it must be clearly identified as a service. Requirement: Do not refer to SMS documentation in the scope (with the exception of the service catalogue). Documents such as SLAs, contracts etc. are common to every SMS, and phrases such as 'in accordance with SLA/contract' are meaningless.						

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
4.3 Determining the scope of the service management system (continued)	When the service catalogue is mentioned in the scope, do not give its version number or date since the scope always refers to the current version. Requirement: Do not mention other frameworks in the scope. A common example is mention of ITIL® which is meaningless in this context and is also a registered trademark of the Cabinet Office. Requirement: Do not use vague phrases like 'such as', 'including', 'etc.'. These imply that there are other services included in the scope which are NOT being described. Requirement: Agreed changes to a certificate scope must be published in the certificates issued by the registered certification body. APMG assessors will provide guidance as to how this is to be achieved, based on the nature of required changes. In some cases it may be agreed that the reissue can be held off until the next audit. Proposed scopes will be submitted to APMG for opinion by Alcumus-ISOQAR. Please note that, in general, it can be very difficult to document an accurate scope which directly aligns with scopes from other standards such as ISO 9001 and ISO/IEC 27001. In general, keep the scope short, clear and to the point and follow the APMG preferred format as far as possible. The scope needs to be maintained as Documented Information.						

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
4.4 Service Management System and its processes	To comply with this clause you need to establish, implement, maintain and continually improve your SMS. This now requires the adoption of a process approach. Although every organisation will be different, documented information such as processes or written methods and procedures could support this. Consideration should be given to the process-based system including: • a list of processes, process sequences and interactions • methods to manage the processes (including those of procured services) • resources to support processes • process responsibilities and authorities • risks and opportunities of each process • how you ensure the system improves the processes and the SMS						

NEW Clause 5 - Leadership

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
5.1 Leadership and commitment	There are many items which must be created or determined. • A service management plan must be created, implemented and maintained. • Appropriate levels of authority are assigned for making decisions related to the SMS and services. • What constitutes value is determined for the organisation and its customers – the standard gives a definition of 'value' in clause 3.2.29 'importance, benefit or usefulness' • Ensure control of other parties involved within the service lifecycle • Ensure integration of the SMS within business processes • Ensure the resources required are available • Ensure communication of the importance of effective service management, achieving service management objectives, delivering value and conforming to SMS requirements • Ensuring SMS achieves intended outcomes • Directing and supporting persons to contribute to the effectiveness of the SMS and services • Promoting continual improvement • Supporting other management roles						

NEW Clause 5 - Leadership

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
5.2 Policy	A service management policy is required. This now has similar requirements to other Annex SL policies. Top management shall establish a service management policy that: • is appropriate to the purpose of the organisation • provides a framework for setting objectives • includes a commitment to satisfy applicable requirements • includes and commitment to continual improvement • is available as documented information • is communicated within the organisation • is available to interested parties as appropriate Consideration should be given to when the policy was last reviewed/amended and details of any changes required to meet the requirements of Clause 5.2. The clause has 2 sub-clauses but these are fairly self-evident. The policy needs to be maintained as Documented Information.						
5.3 Organisational roles, responsibilities and authorities	Responsibilities and authorities shall be assigned for: • ensuring the conformity of the SMS to the standard • reporting on the performance of the SMS While not requiring a specific member of staff (as the 2011 standard required) this generally replaces clause 4.1.4 Management Representative (of the old standard) but clearly the role can be assigned to several persons or roles.						

Clause 6 - Planning

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
6.1 Actions to address risks and opportunities	This is similar to other Annex SL standards except as well it requires you to: • give assurance the SMS can achieve intended outcomes • prevent or reduce undesired effects • achieve continual improvement In addition, it also requires you to 'enhance desirable effects'. There are 3 sub-clauses:						
6.1.1	When planning for the SMS, the organisation shall consider the issues referred to in 4.1 and the requirements referred to in 4.2 and determine the risks and opportunities that need to be addressed to: • give assurance that the SMS can achieve its intended outcome(s) • prevent, or reduce, undesired effects • achieve continual improvement of the SMS and the services						
6.1.2	Determine and document: a) Risk related to: the organisation not meeting service requirements the involvement of other parties in the service lifecycle b) The impact on customers of risks and opportunities c) Risk acceptance criteria d) Approach to the management of risk						
6.1.3	The organisation shall plan: a) How to address the risks b) How to: · integrate and implement the actions · evaluate effectiveness						

Clause 6 - Planning

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed					
6.2 Service man	6.2 Service management objectives and planning to achieve them											
6.2.1 Establish objectives	The organisation shall establish objectives that:											
6.2.2 Plan to achieve objectives	The organisation shall determine: • what will be done • resources • responsibility • completion time • evaluation of results											
6.3 Plan the Ser	vice Management											
6.3 Plan the Service Management	The organisation shall create, implement and maintain a Service Management Plan that includes or contains reference to: a list of services known limitations obligations authorities and responsibilities resources approach to other parties technology how effectiveness is measured, audited, reported and improved 											

Clause 7 - Support of the Service Management System

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
7.1 Resources	The organisation shall determine and provide: • human resources • technical resources • information resources • financial resources						
7.2 Competence	The organisation shall determine necessary competence of their staff and ensure they are competent and evaluate the effectiveness. This shall be retained as Documented Information.						
7.3 Awareness	Persons doing work shall be aware of:						
7.4 Communication	The organisation shall determine internal and external communication including: • on what to communicate • with whom to communicate • how to communicate • responsibility for communications						

Clause 7 - Support of the Service Management System

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
7.5 Documented	d Information					'	
7.5.1 General	The organisation shall determine the Documented Information required.						
7.5.2 Creating and updating Documented Information	The organisation shall ensure appropriate: identification and description format review and approval of Documented Information.						
7.5.3 Control of Documented Information	The organisation shall ensure documented information: • is available for use • protected from loss of confidentiality, improper use and loss of integrity Note: Those familiar with Information Security and ISO 27001 will be aware of the acronym CIA (Confidentiality Integrity and Availability). ISO 20000-1 adds 'improper use'. This may need to be added to the CIA consideration making it CIIA to include 'improper use'. Control shall address: • distribution, access, retrieval and use • storage and preservation • retention and disposal The organisation also needs to consider Documented Information of external origin. This will probably include contracts, SLA's, terms and conditions both with customers and suppliers as required elsewhere in the standard.						

Clause 7 - Support of the Service Management System

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
7.5 Documented	Information						
7.5.4 Service Management System Documented Information	The following items are required as Documented Information: Scope of the SMS Policy and objectives for service management Service management plan Change management policy, information security policy and service continuity plan(s) Processes of the organisation's SMS Service requirements Service catalogue(s) – documented information above services the organisation provides to its customers Service level agreement(s) (SLA) Contracts with external suppliers Agreements with internal suppliers Agreements with internal suppliers Procedures that are required by this document Records required to demonstrate evidence of conformity to the requirements of this document and the organisations SMS						
7.6 Knowledge							
7.6 Knowledge	The organisation shall determine and maintain knowledge required as part of the Service Management System.						

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.1 Operational planning and control	This is the main operational section of the standard and relates to the provision of services. The organisation needs to plan, implement and control processes.						
8.2 Service port	folio						
8.2.1 Service delivery	This is management of the entire lifecycle of all services in the service catalogue(s). Service catalogues are a key requirement of the standard and are often quoted in the scope.						
8.2.2 Plan the service	Service requirements of existing, new and changed services shall be determined and documented. Determine the criticality of services Determine and manage dependencies Propose changes to align policy, objectives and service requirements Prioritise requests for change						
8.2.3 Control of parties involved in the service lifestyle	The organisation retains accountability for services provided by others. The organisation shall determine and apply criteria for evaluation and selection of other parties and shall determine and document: • services provided by other parties • service components supplied by other parties • processes or parts of processes supplied by other parties The organisation shall define and apply controls for other parties to: • measure and evaluate performance • measure and evaluate effectiveness						

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.2 Service port	folio						
8.2.4 Service management catalogue	The organisation shall create and maintain service management catalogue(s).						
8.2.5 Asset Management	The organisation shall ensure assets are managed. Clause 3.2.1 of the standard defines an asset as an "item, thing or entity that has potential or actual value to an organisation". Value isn't just financial and assets aren't just tangible. Brands and configuration items can be considered assets, as could information.						
8.2.6 Configuration Management	The organisation shall define and record configuration information including:						

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed					
8.3 Relationship	3.3 Relationship and Agreement											
8.3.1 General	The organisation may use suppliers or other parties to provide part of the service but not to provide or operate all services, service components or processes within the scope.											
8.3.2 Business relationship management	Customers, users and other interested parties shall be identified and documented. One or more designated individuals shall be responsible for managing customer relationships and maintaining customer satisfaction. The organisation shall establish arrangements for communicating the whole range of communications they determine are required for their Service Management System. Performance shall be reviewed at planned intervals. Satisfaction shall be measured at planned intervals. Complaints shall be recorded, managed to closure and reported.											
8.3.3 Service level management	The organisation and customer shall agree services to be delivered. One or more SLA's should be established including: • service level targets • workload limits • exceptions At planned intervals, the organisation shall monitor, review and report on: • performance against service level targets • actual and periodic changes to workload											

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed				
8.3 Relationship	3.3 Relationship and Agreement										
8.3.4 Supplier Management	There should be one or more designated individuals responsible for managing relationships.										
	Contracts should be documented, stating:										
	The organisation shall define and manage interfaces between their Service Management System and supplier. Performance shall be monitored at planned intervals. The contract shall be reviewed at planned intervals. Disputes shall be recorded.										
8.3.4.2 Management of internal supplier and customers acting as a supplier	The organisation shall develop and define agreements. Performance shall be monitored at planned intervals.										

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed				
8.4 Supply and	4 Supply and demand										
8.4.1 Budgeting and accounting for services	The organisation shall monitor and report on actual costs at planned intervals.										
8.4.2 Demand management	The organisation shall, at planned intervals: • determine current demand and forecast future demand • monitor and report on demand										
8.4.3 Capacity management	A Capacity Plan is a key requirement of the standard. The organisation shall determine, document and maintain a Capacity Plan which shall include:										

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.5 SERVICE DE	SIGN, BUILD AND TRANSITION						
8.5.1 Change ma	nagement						
8.5.1.1 Change management policy	A change management policy is a key requirement of the standard. The organisation shall establish and document a policy to define: • service components under change management • categories of change including emergencies and how to manage • criteria to determine changes with major impact						
8.5.1.2 Change management initiation	The organisation shall use service design and transition. This shall be recorded and classified.						
8.5.1.3 Change management activities	The organisation shall consider risks and impacts. These shall be recorded.						

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed					
8.5 SERVICE DE	8.5 SERVICE DESIGN, BUILD AND TRANSITION											
8.5.2 Service de	3.5.2 Service design and transition											
8.5.2.1 Plan new or changed services	The organisation shall plan for new and changed services including:											
8.5.2.2 Design	The organisation shall design and document new or changed services including:											
8.5.2.3 Build and transition	New services need to be built and tested and deployment managed. Results should be reported to interested parties. This shall be documented.											

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.5 SERVICE DE	SIGN, BUILD AND TRANSITION						
8.5.3 Release an	d deployment management						
8.5.3 Release and deployment management	Types of release need to be defined. The deployment of new or changed services and service components into the live environment needs to be planned. A baseline of configuration items shall be taken before release. Success or failure of releases shall be monitored and analysed and information regarding this made available.						

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.6 Resoltuion a	nd fulfilment	,				•	
8.6.1 Incident management	Incidents shall be: recorded and classified prioritised escalated resolved closed Major incidents should be managed according to a documented procedure.						
8.6.2 Service request management	Service requests shall be: recorded and classified practised fulfilled closed						
8.6.3 Problem management	The organisation shall analyse data and trends to identify problems. Problems shall be: recorded and classified prioritised escalated resolved closed At planned intervals, problems shall be monitored, reviewed and reported.						

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed					
8.7 Service assu	.7 Service assurance											
8.7.1 Service availability management	At planned intervals risks shall be assessed and documented. The organisation shall determine requirements and targets which are documented, maintained and monitored.											
8.7.2 Service continuity management	Risks to service continuity shall be assessed and documented at planned intervals.											
8.7.3 Information security management	The organisation should have a documented Information Security System Management policy.											
8.7.3.1 Information security controls	As above, risks to information security shall be assessed and documented.											
8.7.3.2 Information security incidents	Incidents shall be: recorded and classified prioritised escalated resolved closed											

Clause 9 - Performance Evaluation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
9.1 Monitoring, measurement, analysis and evaluation	The organisation needs to determine means of monitoring, measuring, analysis and evaluating the Service Management System and retain documented information on this.						
9.2 Internal audit	The organisation shall have an audit program and audits are to be carried out at planned intervals.						
9.3 Management review	The organisation shall hold management reviews at planned intervals and retain documented information.						
9.4 Service reporting	The organisation shall determine and produce necessary reports for their Service Management System.						

Clause 10 - Improvement

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
10.1 Non- conformity and corrective action	This is linked to Clause 8.6.						
10.2 Continual improvement	This is linked to other clauses on objectives, SLA's and measures. They are required to be determined and documented.						

About Alcumus ISOQAR

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As one of the UK's largest UKAS accredited certification bodies we can audit, certify and train organisations across multiple sectors.

We work worldwide, so we can help businesses gain a competitive edge anywhere they need us.

About Alcumus

Alcumus is a leading provider of software-led risk management solutions providing clients with advice, expertise and support to help them identify and mitigate risks, navigate compliance and keep people safe. It supports both UK and International clients – many of whom are on the FTSE 100 index – with a wide range of risk management services. This includes products across Supply Chain Management, EHSQ Software, UKAS Accredited Certification and HR and H&S support services.

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