

BS15000: Past, Present and Future

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The first BS15000 audits

The first successful BS15000 audits, done under the official *itSMF* certification scheme, have been completed.

Moving to ISO

The BSI has accepted the business case for BS15000 to become an International standard. This change is subject to agreement by other national standards bodies and if agreed is expected to take 18 months.

- Planning and implementing service management processes
- Planning and implementing new or changed services
- The 13 processes shown in Figure 1

The standard is in two parts. BS15000-1 is a formal *Specification* that defines what is required for service management processes to reach best practice standards. It is against Part 1 that audits are performed. BS15000-2 is a supporting *Code of Practice* that describes best practices and by doing so explains the requirements of Part 1. It is not itself part of the requirements. The standard is part of the BS15000 series, which includes a *Self-Assessment Workbook* and a *Management Guide to Service Management*.

The origins of BS15000

The standard was produced by the BSI's Service Management Group. This group consists of industry experts representing a range of organisations and professional bodies, with practical understanding of service management.

This BSI group started work in the dim

and distant 80's, initially producing a code of practice covering four core processes. This was replaced in 1998 by a second edition covering the 13 processes shown in Figure 1.

At this stage attention was directed to producing the standard now referred to as BS15000. The first edition of BS15000 was published in 2000. At the same time the group also published the *IT Service Management – A Self-Assessment Workbook (PD 0015)*. The workbook is used to check the quality of service management processes.

As well as the BSI group many organisations have been involved in review and testing the BS15000 series. Thanks for this work are due to the organisations in Figure 2.

What is this "BS15000"?

BS15000 is the world's first standard specifically aimed at Service Management. It is published by the British Standards Institution. The standard defines the features of service management processes that are essential for delivery of high quality services. BS15000 is based on the knowledge and experience of experts working in service management.

BS15000 covers:

- Scope of service management
- Terms and definitions
- Requirements for a "Plan-Do-Check-Act" management system

Fig. 1- BS 15000 Service Management Processes



Fig. 2 - Contributing Organisations

- Barclays, BBC Technology, BCS, Centrics, CGEY, ConnectSphere, Co-operative Bank, Elsevier, Friends Provident, GlaxoSmithKline, Harvard Systems, IT Service Improvement, itSMF, Littlewoods Home Shopping, Mainland Sequoia, Marval, NAO, National Air Traffic Services, NFC Europe, NTL, Office of Government Commerce, Office of National Statistics, Police IT Organisation, Proctor & Gamble, Quint Wellington Redwood, Royal Hull Hospital, Shell International, South Staffordshire Health Authority, Stock Exchange, Stoke on Trent City Council, Xansa, Yorkshire Building Society

The role of "Early Adopters"

It was agreed that the BS15000 series should be tested before a certification

scheme was developed. This was done with the support of the “*Early Adopters*”, 16 organisations who provided valuable feedback based on actual use of BS15000.

The Early Adopters views can be summarised as:

- Realistic as a broad minimum
- Fair, understandable and consistent
- More specific than ISO 9000
- Provides a suitable benchmark

During this test stage feedback was also solicited from professional auditors, quality expert, operational service delivery managers and practitioners. Following improvements based on the feedback the BS15000 series was re-published in 2002.

A Management System

The major improvement was the addition of the “*Plan-Do-Check-Act*” methodology. This aligned BS15000 with management system standards such as

symptoms and causes of inadequate service management. It helps managers understand the benefits of implementing the processes.

The *Self-Assessment Workbook* was also updated to keep in step with the BS15000 standard.

Who is the standard for?

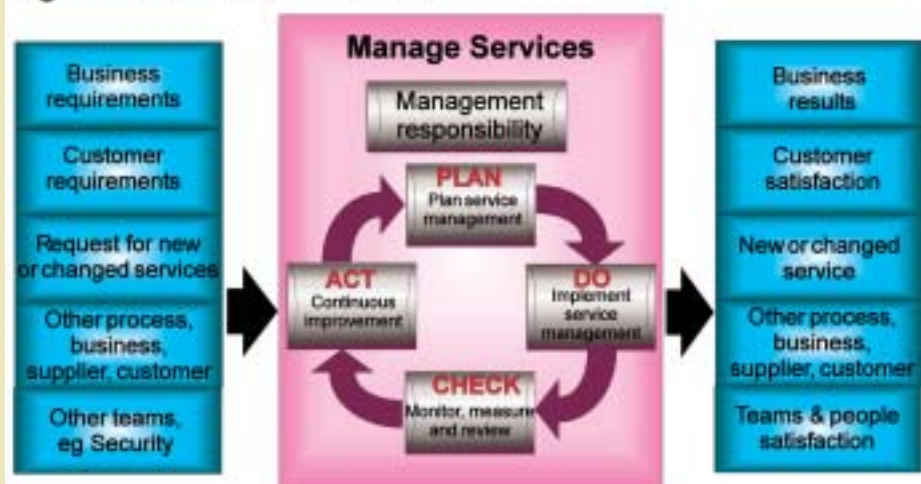
The standard is of use to all service providers, but in particular IT service providers. As BS15000 is process based the requirements are independent of organisational form, and can be used by large and small organisations, across all sectors. It applies to commercial service organisations as well as in-house service providers.

BS15000 business benefits

Many companies are using BS15000 not only for their own benefit but also to help qualify and choose suppliers and partner organisations.

- Helps management by requiring ownership and responsibility at all levels
- Common inter-enterprise operational processes, giving easier management across a diverse environment, with inter-changeability of staff and service providers
- Reduced risk and thus reduced cost in using external service arrangements
- Assists with major organisational changes, such as mergers, by providing a standard approach across the new organisation
- Reliable, consistent and cost-effective services, giving competitive advantage
- Improve overall reputation and perception of IS.
- Shift the balance towards proactive processes
- Improves inter-departmental relationships by giving clarity on “who does what” and common goals
- A framework for staff training
- Framework for automation of service management

Fig. 3 Plan - Do - Check - Act



ISO 9000. This is shown in Figure 3. “*Plan-Do-Check-Act*” crosses all service management process. In practical terms this means that BS15000 requires more than a high standard for individual processes.

It is also essential to have senior management commitment, service management plans and policies, clear process ownership, for the individual processes to be integrated, and with interfaces clearly defined and well understood.

At this stage a *Managers’ Guide to Service Management* was published. It includes practical details such as the

Is BS15000 right for your organisation? Will it bring you business benefits? BS15000 is not a panacea for all quality issues but can bring a wide range of business benefits, even when service management processes fall far short of BS15000’s requirements.

The benefits include:

- Alignment of business strategy and IT services
- A framework for existing service improvement programmes and assists in building the business cases for new programmes
- Shows how your service *really* compares to best practices and best in breed service providers

In a Gartner research note (Gartner Strategic Planning, SPA-13-3434, Research Note, S. Mingay, M. Govekar, 4 March 2002) the standard was reported as a major step toward IT Service Delivery becoming mature and stable with a level of cross enterprise consistency.

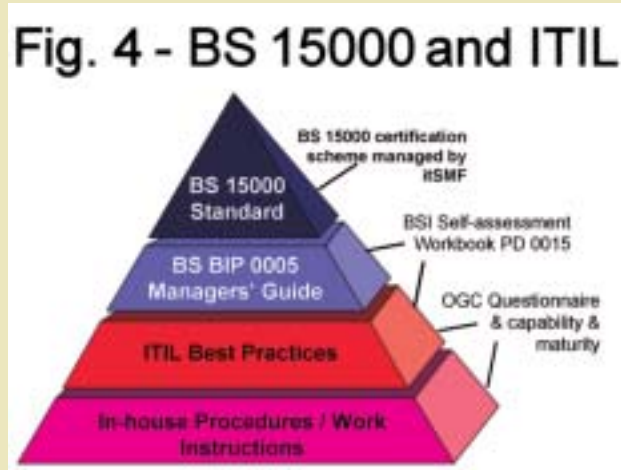
Gartner also predicted that international recognition or an international equivalent was needed for the standard to achieve full potential. This is now happening, with active take-up of BS15000 outside the UK and support for BS15000 to become an international standard.

BS15000 and ITIL

Following a concordat between the BSI, Office of Government Commerce and *itSMF*, BS15000 and ITIL were aligned. The alignment of BS15000 and ITIL does not mean you have to choose one – they are *not* interchangeable and serve different purposes:

- ITIL sets out the best practices that, if adopted, would assist an organisation to achieve the quality of service management required by BS15000.
- BS15000 sets the standards that service management processes should aim for, and objectively tests that best practices really have been adopted. ►

The relationship between the two sets of publications is shown in Figure 4.



The others?

Increased maturity in the service industry has seen an explosion in the production and use of best practice advice, capability and maturity models and standards. This includes not only ITIL but many others: TQM, Six Sigma, CobiT, EFQM, eSCM, ISO12207, BS8600, ISO15505, COPC-

2000, ISO15288, to name just some.

There are many examples of proprietary material. Useful ideas and techniques for service and process improvements are available from these other publications.

Experience has shown that it is beneficial to align service management improvements to the initiatives adopted in your organisation. The key distinction between BS15000 and other publications is that BS1500

is a management system that is specific to service

- are you doing the *right* things?
- and
- are you doing them *correctly*?

Some organisations use a ‘*bottom up*’ approach to adopting best practices, this can lead to duplication of effort, gaps and overlaps in processes. Implementing

BS15000 requires a “*top down*” approach that checks and eliminates these failings. Applied properly BS15000 will help organisations achieve significant improvements without wasting resources

The *itSMF* Certification Scheme

Claims to comply with BS15000 can be independently verified as part of a formal certification scheme. The *itSMF* created and now manage the official Certification Scheme which provides this independence. ■

How and where to buy the BS15000 series

The publications can be obtained from the BSI.

Visit: <http://www.bsi-global.com>.

itSMF are also a distributor of the BS15000 series.

Visit <http://www.itSMF.com>

[And of course members are entitled to discounts!]

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