
ISO/IEC JTC 1 "Information technology"

Secretariat: **ANSI**

Committee Manager: **Rajchel Lisa Mrs.**



SC 40 Business Plan 2020

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ISO/IEC JTC 1/SC 40 "IT Service Management and IT Governance"

Secretariat: **SA**

Committee Manager: **Ananth Suba Ms**



SC 40 Business Plan 2020

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BUSINESS PLAN FOR ISO/IEC JTC 1/SC 40
IT SERVICE MANAGEMENT AND IT GOVERNANCE

1. Executive Summary

PERIOD COVERED: November 2019 – October 2020

SC 40 published one Standard, one handbook, one Technical Report, and work progressed on 12 additional Standards. There are now 25 published ISO/IEC Standards under the direct responsibility of SC 40.

SC 40 currently has 36 P-members, 19 O-members and 11 liaison committees and organizations.

All SC 40 Working Groups met in Seoul, Korea in late 2019 and due to COVID-19 restrictions continued virtual meetings from February. The June 2020 Plenary was cancelled, and letter ballots progressed work until a virtual plenary held in August 2020, during which SC 40 members resolved to merge WG 4 and WG 2, transfer current work items assigned to WG 4 to WG 2 and adopt new terms of reference for all working groups. The scope and work program of SC 40 are available [here](#).

2. Chairman's Remarks

2.1 Market requirements and Innovation

Pandemic restrictions and declining economic conditions have combined to disrupt ways of working, and resulted in adoption of digital modes of communication, procurement and service delivery. The need for governance, management and support of new and existing technologies increased as organizations responded to staff and customers working from home. New business models rely on data governance, privacy and security, analytics to anticipate customers' needs, and data visualization to keep organizations financially viable. The standards within our scope - 38500, 20000 and 30105 series - provide guidance and the ability to verify effectiveness.

Regulators, academia and industry bodies continued focusing on ethical and trust issues relating to technology use, especially with regard to Artificial intelligence (AI), machine learning and data privacy. The Ad Hoc group initiated in June 2019 considered these and other evolving market requirements during its frequent virtual meetings that attracted experienced and new experts. The resulting report and resolutions are a significant step in the first wide-ranging review of ISO/IEC 38500 and related Standards in response to business and technology innovation.

2.2 Accomplishments

A major addition to the governance series was published in 2020 ISO/IEC 38506 – Governance of IT-enabled Investments. It reflects the more complex nature of technology procurement and implementation of significant investments.

The revision of the ISO/IEC 20000 IT Service Management series continues with ISO/IEC 20000-2:2019 Information technology -- Service management -- Part 2: Guidance on the application of service management systems being amended in July 2020 and The ISO Practical Guide for ISO/IEC 20000 being released in November 2019.

At the August 2020 Plenary SC 40 accepted the report and recommendations of the Ad Hoc group that considered the evolving digital transformation of organizations and their reliance on digitally enabled ecosystems and the potential revision of our foundation governance Standards.

The emerging trends in ITES-BPO industry are leading to new work in WG 3. This includes, Guidelines on risk management (DTS 30105-6), Exemplar for maturity assessment (TR 30105-7), Continual Performance Improvement of ITES-BPO (NP 30105-8), 30105 profiles for small business entities, etc. An ad hoc group has been completed within WG 3 on DX BPO and a potential new work item proposal on Digital maturity assessment in ITES-BPO has been considered.

2.3 Resources

There is good participation across all working groups, ad hoc groups and in SC 40's programme of work by National Bodies and Liaison Organizations. Electronic and mixed-mode meetings are utilized wherever possible to assist with progressing of the work program and to provide greater equity of access for all experts.

2.4 Competition and cooperation

SC 40 continues to be proactive in cooperating with other committees and ad hoc groups within JTC 1, ISO and IEC. This includes topics such as IT Security, AI, Excellence in Service, data usage, trustworthiness, information management and management system Standards. ISO committees include TC 309, TC 312, TC 307, TC 46 and ISO/IEC JTC 1 subcommittees SC 27, SC 42, SC 7, WG 13 and JTCG Task Force 14 revision of Annex L.

3 Working Groups (WGs)

3.1 WG 1 – Governance of Information Technology

Governance – as a distinct discipline – is growing in relevance, including in IT. This does not mean however, that JTC 1/SC 40/WG1 should lead any and every governance initiative in IT. Instead, WG1 work is divided into:

- JTC 1/SC 40's own projects, which focus on general areas of concern and where WG1 expertise has grown;
- JTC 1/SC 40 input into other projects – whether through liaisons, contributions, or joint work – where a perspective on governance issues is useful.
- JTC 1/SC 40/WG 1 is responsible for standardization activities in the domain on governance of information technologies as well as operational aspects of such governance..

3.1.1 WG 1 Accomplishment

- ISO/IEC 38506 –Information technology — Governance of IT — Application of ISO/IEC 38500 to the governance of IT enabled investments was published in 2020.

3.1.2 WG 1 Deliverables

- 38503 – Assessment of the Governance of IT: CRM held virtually instructs the project editor to revise the CD text in line with the disposed comments as agreed at the meeting. The draft of DIS will be reviewed in Delft, Netherlands. DIS will be submitted by Feb 28, 2021.
- 38508- Governance of data – Guidelines for Data Classification: aim for WD2 circulation during September 2020 for comments; the comments on WD2 will be reviewed in Delft, The Netherlands; aim for DTS ballot during March 2021.

3.1.2.1 JWG Deliverables

- 38507-Governance Implications of the use of AI by organizations: a 8 week CD ballot is due by August 6, 2020.

3.1.3 WG 1 Strategies, risks, and opportunities

In pursuing the 'two-track' approach outlined in clause 3.1 above, JTC 1/SC 40/WG 1 will pursue liaison work as a way to promote the use or inclusion of the 38500-series of Standards in work developed elsewhere in the global standardization system. In particular this will mean during the coming year:

- JTC 1/SC 40/WG 1 is committed to aligning core governance terminology and providing greater shared understanding of the differences between governance and management as distinct disciplines, both within SC 40 but more broadly too.
- JTC 1/SC 40/WG 1 will provide input to ISO/TC 309 regarding core terminology and leverage our core competences and experience. WG 1 seeks to influence work in specific technology areas, such as on governance of cybersecurity (and follow up within JTC 1 of the US NIST Cybersecurity Framework); the relationship of governance within the domains of the 'Internet of Things' (IoT), 'Big Data' and data analytics, and most recently in governance of Artificial Intelligence.
- JTC 1/SC 40/WG1 experts are participating in JTC1 WG13 Trustworthiness for the development of a Trustworthiness ontology. The ontology could be valuable and relevant for clarifying the difference between the concepts of governance and management in the future work of updating 38500.

3.2 WG 2 – Service management – Information technology

JTC 1/SC 40 WG2 is the Standards development environment for the ISO/IEC 20000 series. The series consists of international Standards and technical reports for service management which are used by organizations, auditors, trainers, consultants and customers. ISO/IEC 20000-1 specifies requirements for a service management system (SMS).

3.2.1 WG 2 Accomplishments

The ISO Practical Guide for ISO/IEC 20000 was released in November 2019 (www.iso.org/news/ref2459.html).

ISO/IEC 20000-2:2019 Information technology -- Service management -- Part 2: Guidance on the application of service management systems amended in July 2020.

3.2.2 WG 2 Deliverables

- ISO/IEC TR 20000-5 Information technology — IT service management — Part 5: Implementation guidance for ISO/IEC 20000-1 has completed its first working draft and has submitted the necessary documentation (Form 4) to transition from a TR to TS. Expected publication is early 2022.
- ISO/IEC TR 20000-11 Information technology — IT service management — Part 11: Guidance on the relationship between ISO/IEC 20000-1:2011 and service management frameworks: ITIL® has completed its first working draft and has submitted the necessary documentation (Form 4) to transition from a TR to TS. Expected publication is late 2021.

- ISO/IEC TR 20000-12 Information technology — IT service management — Part 12: Guidance on the relationship between ISO/IEC 20000-1:2011 and service management frameworks: CMMI- SVC® has submitted the necessary documentation (Form 4) to transition from a TR to a TS. Expected publication is late 2022.
- ISO/IEC TR 20000-13 Information technology -- Service management -- Part 13: Guidance on the relationship between ISO/IEC 20000-1 and service management frameworks: COBIT 2019 has completed its first working draft and has submitted the necessary documentation (Form 4) to transition from a TR to TS. Expected publication is late 2022.
- ISO/IEC WD 24286 Information technology – Continual Performance Improvement – Concepts and Terminology is at the WD stage (20.20)

NOTE 1: both P12 and P13 projects are impacted by the relationship between ISO and ISACA. Currently, there is a delay in getting the necessary cooperation between the two organizations. The complexity of the situation may impact both projects in moving forward with the necessary legal agreements.

3.2.3 WG 2 Strategies, Risks and Opportunities

The revision of ISO/IEC 20000, in alignment with the common high-level structure for all ISO MSSs, will further facilitate the ability of organizations to integrate their service management system (SMS) with other ISO MSSs, including ISO 9001 and ISO/IEC 27001. It will also support service integration and multi-supplier services.

With the increased global focus on the importance of services, and that services are now being recognized as an enterprise-wide deliverable (not just an IT output), a 'new' emphasis has developed within the global service management community – Enterprise Service Management (ESM). In ESM, the traditionally IT-defined service management principles and requirements are now being applied across the organization. There is a need for a standard to support the 'generic' service lifecycle and facilitate alignment across other ISO Standards supporting specific service types. To facilitate this need, SC40/WG2 has pursued the TMB initiative of 'horizontal deliverables' and are working within that structure to associate ISO/IEC 20000-1:2018 as a horizontal deliverable.

This change in how service management is viewed within the global industry greatly impacts the work of SC40/WG2. While ISO/IEC 20000-1:2018 is still the seminal standard addressing service management from an IT perspective, it must not only address information and digital technologies, it must be seen as applicable enterprise wide. No organization can deliver services without including the necessary technology – every service today has a basis in technology. But these services have become the business plan of the organization and now incorporate, address, and in some cases, have become the main elements of business strategic plans. Therefore, ISO/IEC 20000-1:2018 must also evolve, hence the work within horizontal deliverables. Secondly, services are now measured, directly or indirectly, by customer satisfaction, and ultimately, customer delight. We have seen the power of the customer voice, if only in today's global events. Therefore, SC40/WG2 must, with TC312, link the delivery of excellent services to the achievement of customer delight and customer retention.

3.3 WG 3 – IT enabled services-Business Process Outsourcing

ISO/IEC 30105 provides the Standards and guidelines on delivery and consumption of the lifecycle elements involved in the ITES-BPO industry. WG 3 plans to identify new work items from the emerging trends in the ITES-BPO industry and add new Standards for ITES-BPO. This includes, Guidelines on risk management (DTS 30105-6), Exemplar for maturity assessment (TR 30105-7), Continual Performance Improvement of ITES-BPO (NP 30105-8), 30105 profiles for small business entities, etc. In addition, the following subjects are being discussed in WG 3: Digital maturity

assessment in ITES-BPO, Adoption guidelines of Blockchain and distributed ledger technology (BC/DLT) in ITES-BPO, RPA use cases in ITES-BPO processes, and Exemplar for adoption of AGILE practices in ITES-BPO. An amendment of 30105-3 was published in March 2020. A revision of 30105-4 has been initiated and its DIS registration has been targeted for April 2022.

3.3.1 WG 3 Accomplishments

- ISO/IEC TR 30105-7 Information technology – IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes Part 7: Exemplar for maturity assessment was published in November 2019.
- ISO/IEC 30105-3:2016/AMD 1:2020 Information technology – IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes Part 3: Measurement framework (MF) and organization maturity model (OMM) – Amendment 1 was published in March 2020.

3.3.2 WG 3 Deliverables

- ISO/IEC 30105 (all 5 parts): Information Technology – IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes. Building on the series of Standards published in 2016 work is progressing on new Standards as described below.
- Proposal for new TS – “Guidelines on risk management”: Initial study completed and a PDTR submission was approved at 2017 plenary. This will be changed from a TR to a TS and will be a new part 6 of 30105.
- Proposal for a new work item - Continual Performance Improvement of ITES-BPO: Initial study completed and an NWIP submission was approved at 2018 plenary. This will be a new part 8 of 30105
- Proposal for a new work item – 30105 profiles for small business entities: Initial study has been suspended for an NWIP submission. The work has been resumed in June 2020.
- Revision of 30105-4 “ITES-BPO lifecycle processes Part 4: Terms and concepts” The project has been registered to revise 30105-4 by correcting errors on 30105-4:2016 and the new terms reflecting DTS 30105-6 and NP 30105-8. The DIS registration has been targeted for April 2022.
- Digital maturity assessment in ITES-BPO (potential new work item proposal). An ad hoc group on DX BPO has been completed in June 2020. A new work item proposal has been considered. This will be a new TS.
- Applicability of AI technologies such as RPA in ITES-BPO processes (tentative title): An ad hoc group was formed at the Lisbon plenary, which will investigate digitalization in ITES-BPO through service advancements including Robotic Process Automation (RPA) and Artificial Intelligence (AI). A study will be continued to gather use cases in the ITES-BPO industry.
- Adoption guidelines of Blockchain and distributed ledger technology (BC/DLT) in ITES-BPO: An ad hoc group was formed at the Lisbon plenary, which will collect BC/DLT use cases and identify requirements/gaps with ISO/IEC 30105 for proposing a TR or an NWIP for TS/IS. An initial study on the collected use cases has been completed. Due to the application limitations in the ITES-BPO industry, the next step has been suspended.
- Business analytics in ITES-BPO: An ad hoc group was formed at the Lisbon plenary following SC 40/SG 6, which will evaluate global Business analytics industry/market and propose possible documents (TR, TS, or IS) Initial study has been suspended.
- Exemplar for adoption of AGILE practices in ITES-BPO: An ad hoc group was formed at the Lisbon plenary, which will evaluate agile techniques for applicability in ITES-BPO including change management and service delivery. A TR will be proposed targeting in 2021 for the DTR ballot.

- Marketing and Promotion of ISO/IEC 30105:

An article on ISO/IEC 30105 has been planned to be available on social media. A draft article of ISO/IEC 30105 has been approved by ISO in terms of copyright. An article has been made available on LinkedIn.

3.3.3 WG 3 Strategies, Risks, and Opportunities

Process automation, transformation, analytics are emerging in business process services on top of AI and BC/DLT technologies. New business models, such as solution providers, digital transformation, etc. are also coming up. These emerging areas in the Business Process Outsourcing industry offers opportunity to explore new work items and guidance for the future.