

ISO/IEC JTC 1 "Information technology"

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SC 40 Business Plan 2021

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Description

This document is circulated for review and consideration at the November 2021 JTC 1 Plenary.

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

1. Executive Summary

PERIOD COVERED: November 2020 – October 2021

SC 40 has published 24 ISO/IEC standards since its formation, including the release of a new Technical Specification during this period. Twelve projects are currently under development.

As of now, SC 40 has 33 P-members, 24 O-members and 13 liaison committees and organisations.

All SC 40 Working Groups continued meeting virtually due to COVID-19 restrictions from February 2020. SC 40 had its virtual plenary in June 2021. The scope and work program of SC 40 are available [here](#).

2. Chairman's Remarks

2.1 Market requirements and Innovation

IT (digital technology and data) and its use by organizations are of growing importance for society, business and individuals. Over the last decade, there has been a rapid expansion in technologies and their application to systems, services and business models. Organizations and individuals operate within interconnected ecosystems. Decisions about IT, its use and access can significantly impact the value obtained. Digital transformation is no longer a project run by technologists; it is now a core business for thriving organisations.

The challenges for governance have also increased in this environment. Governing bodies should determine the role that their organization will play in the emerging business ecosystem. They need to set the direction for investments in technology and data and be involved in strategic decision making. They need to ensure that the organization is not adversely affected by disruptive technology while maximizing opportunities through innovation.

Over the last 12 months there were a significant number of governance related standards, published or under development. This growing focus on governance within ISO/IEC standardization efforts reflects societal recognition of its importance. Most new initiatives are on a case-by-case basis, with some focusing on specific topic areas, others relate to the impact of governance on management systems.

Market feedback from across the world shows the value of our guidance standards and management system standards. Businesses are seeking efficiencies, resilience and improved risk management. They are innovating using digital technology to attract new customers, delight existing customers and work seamlessly with their multiple outsourced suppliers.

Customers are wanting to purchase from trustworthy organisations, not just to use trusted technologies. Any breach within a supply-chain can compromise that trust and negatively impact brand value. The ITES- BPO and IT Service Management markets have grown to over USD350b and continue growing at 8.5-11% pa; our standards serve this important area of economic growth.

We are responding to more rapid adoption of technology and data analytics in new business models by expanding our standards in governance, service management and BPO to include data classification, platform ecosystems, the evolution of services and utilization of digital tools to

transformational processes from a product-centric to a service-centric business model.

2.2 Accomplishments

Our SC 40 website launched and provides a platform to communicate with a wider audience. Posts, articles, and videos are also made on LinkedIn, ISO and IEC platforms and JTC 1 Twitter.

SC 40 has submitted the 20000 series and 38500 standards as horizontal deliverables/publications.

2.3 Resources

A year on and the pandemic continues to impact on the ability of experts to participate, maintain strong relationships and progress the work program. In spite of the obstacles, SC 40 experts have generously given their time and approached meetings with respect and passion in the spirit of collaboration.

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. With all meetings being virtual, convenors and project editors rotate times to engage as many experts as possible. Some countries that do not have the resources to travel are now actively engaged.

Sadly, we have lost valuable contributors and leaders as they have retired and moved to the next stage of their career. However, inspired by the induction innovation of our WG 2 convenor and secretary we are working hard to welcome new members.

2.4 Competition and cooperation

Our strategy is for SC 40 to be a centre of excellence and definitive knowledge source of governance, services and BPO for the responsible and strategic use of IT, data and digital capabilities.

SC 40 continues to be proactive in cooperating with other committees and ad hoc groups within JTC 1, ISO and IEC. Over the last year this has expanded to include JTC 1/AHG 4 and a discussion with SC 27 of 20000 Part 7, as well as ongoing involvement in topics such as IT Security, AI, Excellence in Service, data usage, trustworthiness, information management and Management System Standards. Current liaisons include ISO committees ISO/TC 309, ISO/TC 312, ISO/TC 307, ISO/TC 46 and ISO/IEC JTC 1 subcommittees SC 27, SC 42, SC 7, WG 13 and JTCG.

3 Working Groups (WGs)

3.1 WG 1 – Governance of Information Technology

Governance – as a distinct discipline – is growing in relevance across all professional verticals including in IT and data. 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. 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 – Governance of IT, digital technology and data - 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.

3.1.1 WG 1 Accomplishment

- Currently, four projects are under development, which is detailed in the following sub-section.
- ISO/IEC 38500 has been submitted as horizontal deliverable/publication.

3.1.2 WG 1 Deliverables

- 38500 Revision: Aim to circulate CD by January 2022.
- 38503 – Assessment of the Governance of IT: Expecting publication in 2021/early 2022.
- 38505-3- Governance of data – Guidelines for Data Classification: The outcome of CRM instructs the project editor to revise the DTS text in line with the disposed comments. Update draft based on comment resolution will be submitted to secretariat by August 2021. Aim to publish TS by June 2022.
- 38508-Shared Digital Service Platform among ecosystem organizations: Aim to produce the final draft for PDS ballot by Nov-Dec. 2022; publish TS by March 2024.

3.1.2.1 JWG Deliverables

- 38507-Governance Implications of the use of AI by organizations: DIS ballot ended July 2021. During August and September 2021, CRM will be held virtually.

3.1.3 WG 1 Strategies, risks, and opportunities

The environment in which technology is used by business has been revolutionized since the model and principles within ISO/IEC 38500 were developed. As these changes warrant a review of the ISO/IEC 38500 family, JTC 1/SC 40/WG 1 will pursue reviewing and revising ISO/IEC 38500 family of standards. The strategies for WG 1 with respect to Governance of IT were developed in a June 2020 report of the SC 40 Ad hoc Group 1 – Review and Recommendations for ISO/IEC 38500 family of Standard.

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, 'Internet of Things' (IoT), 'Big Data' and data analytics, Artificial Intelligence, and other areas of emerging importance on the JETI radar (e.g. wearables, implantable and brain-computer interface).
- 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.
- JTC 1/SC 40/WG1 experts are encouraged to establish a closer relationship with JTC 1/AG 15 on standards & regulation. As data governance is an area increasingly subject to legislative oversight (e.g. EU's Data Governance Act), it will be important to ensure international standards are developed that may be leveraged by any such legislation.

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 specifications 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 JTC 1/SC 40 website led by JTC 1/SC 40 WG2 went live in early 2021. This site is expected to become a necessary communication outlet for SC 40 WG2 in the use, improvement and measurement of ISO/IEC 20000-1:2018 initiatives.

- ISO/IEC TS 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 been published.

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 transition from a TR to a TS and its DTS ballot. Following CRM activities, it should move to publication with an expected release date of Fall, 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® and 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 have both been withdrawn due to the lack of agreement between ISO and ISACA.
- ISO/IEC 22564-1 Information technology -- Service Management of Infrastructure – Part 1: Process Reference Model (PRM) for data centre services and ISO/IEC 22564-2 Information technology -- Service Management of Infrastructure – Part 2: Process Assessment Model (PAM) for data center services have been withdrawn based on ballot results. Continued discussions on how to represent this information from a service management perspective remain part of the SC 40 WG2 work plan.
- ISO/IEC WD 24286 Information technology – Continual Performance Improvement – Concepts and Terminology has been withdrawn and SC 40 WG2 will address the overall program of continual Performance Improvement at the Plenary and Interim meetings.
- ISO/IEC TR 22446: 2017 Information technology – Service management – Continual performance improvement (CPI) of IT-enabled services completed a surveillance review and will be withdrawn and incorporated in the overall planning for CPI.

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. As per weekly ISO reports, ISO/IEC 20000-1 is used and/or referenced in over 80 standards across the ISO library. It will also support service integration and multi-supplier services. As such, new work items that highlight these areas remain to the forefront of the SC 40/WG2 work program.

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, SC 40/WG 2 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 SC 40/WG 2. 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, SC 40/WG 2 must, with TC 312, link the delivery of excellent services to the achievement of customer delight and customer retention. Lastly, the increasing velocity of service change and the use of Agile and Lean methodologies, SC 40/WG 2 is working with JTC 1/SC 7/WG 29 and the incorporation and/or application of Agile and DevOps methodologies with service management.

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’s strategy is to follow recent business trends and find standardization needs in such as digital transformation, business process automations, agile delivery practices, and block chain and distributed ledger technologies (BC/DLT); and, to enhance 30105 series such as exemplar for maturity assessment, guidelines on risk management guidelines, continual performance improvement (CPI) of ITES-BPO as well as revisions of 30105 series. 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. Revision of 30105-1, 2, 3, and 5 have been initiated and their DIS have been target for May 2023.

3.3.1 WG 3 Accomplishments

- ISO/IEC DTS 30105-6 Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 6: Guidelines on risk management has been submitted for publication and expected to be released soon.

Currently, five projects are under development and detailed in the following section.

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 a new Part 8 - Continual Performance Improvement of ITES-BPO. WG 3 initiated 2nd CD ballot in July 2021 and is targeting to be published August 2022.
- 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. The DIS registration has been targeted for April 2022.
- Proposal for a new work item - Digital maturity assessment in ITES-BPO. An ad hoc group on DX BPO has been completed in June 2020. An NWIP ballot for TS 30105-9 was initiated in June 2021.
- Revisions of 30105-1/2/3/5. WG 3 decided to revise 30105-1, 2, 3 and 5. The initial WG meeting will be held in July 2021. The DIS registration has been targeted for May 2023.
- AGILE applicability for ITES-BPO:
An ad hoc group will evaluate AGILE techniques for applicability in ITES-BPO including change management and service delivery. An initial study report will be created in August 2021.
- Marketing and Promotion of ISO/IEC 30105:
An article on ISO/IEC 30105 was made available on LinkedIn and WG 3 information has been made available on the latest SC 40 web site.

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. Active participation from industry is always welcome.