

ISO/IEC JTC 1 "Information technology"

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SC 40 Business Plan 2023

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Description

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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 2022 – October 2023

SC 40 is focused on standardization in the areas of:

- Governance of IT
- Governance of data
- IT service management
- IT enabled services – business process outsourcing.

As of now, SC 40 has 35 P-members, 26 O-members and 14 liaison relationships, with BPS(Philippines) recently joining SC 40 as a P-member. SC 40 has published 28 ISO/IEC standards and 12 projects are under development in this reporting period with a roadmap for further projects initially through to 2026. Geographical balance, across SC 40 officers and editors, is important with representation from across Asia, Oceania, North America, Africa and Europe, with a gender balance of approximately 50/50.

SC40 work is focused on revision and significant upgrade of the ISO/IEC 38500 series of Governance of IT standards, the ISO/IEC 20000 series in IT service management and the ISO/IEC 30105 series in IT enabled services business process outsourcing (ITES-BPO) in addition to extension of these series through new management and generic standards with the current programme of work extending through to 2026. Detailed accomplishments for the current reporting period can be found below.

Our strategy is for SC 40 to be the centre of excellence and definitive knowledge source within ISO/IEC JTC 1, in the sphere of IT Governance, IT Service Management, and IT enabled services - business process outsourcing (ITES-BPO) for the responsible and strategic use of IT, data and digital capabilities.

While the last couple of years have been challenging with the COVID period affecting most aspects and members with SC 40, in the last reporting period there has been significant progress in the delivery of published standards, communication and adoption of standards with NBs, despite these challenges. SC 40 conducted its first Face-to-Face Plenary in June 2023 in London with remote access, enabling a renewed level of reconnection and energy to drive further forwards. Additionally, the benefits of effective and efficient virtual working between Plenaries and Interim meetings, enforced by COVID challenges, have also been realized and are being effectively utilized by all groups in addition to the successful Face to Face Plenary.

2. Chair's Remarks

2.1 Market requirements and Innovation

The standards developed and published within SC 40 are all relevant to IT regardless of the technology, the organizational type or by whom the IT is provided. The challenge of responsible effective and efficient governance of IT and data, IT service management and ITES-BPO services remains strong across both established and emerging technologies. The foundational standards of the series are horizontal in nature across IT.

The need for governance of IT and data is just as prevalent and relevant, today and looking forward, as it has been in the past. Business process outsourcing enabled by IT and the management of

services continue to be a fundamental and critical element of many organisations. While these environments are developing and changing the need for effective standards and guidelines remains.

SC 40 standards support a number of the United Nations Sustainable Development Goals, in line with JTC 1 objectives. SC 40 continues to develop standards that are useful and easy to implement and that can bring real benefits to organizations, their stakeholders, customers and employees.

Specifically, ISO/IEC 20000-1:2018 is the eighth most popular management system standard (MSS) globally and its reach has increased from approximately 7,800 certificates awarded in 2020 to almost 12,000 awarded in 2021. The ISO Annual Survey of Accredited Certification provides these figures and are based on the previous year's achievements. Almost 90 countries have organizations that have achieved the ISO/IEC 20000-1 certificate with China and the United States holding the top two positions.

In the European Union, there are a number of policy and legislative initiatives either published or underway related to data, for which data governance standardization will be a key enabler e.g., Data Act, Data Governance Act, Digital Services Act, and Digital Markets Act. This is just one example of the great interest and intent in all regions in governance of data and where JTC 1/SC 40, working collaboratively with other JTC 1 SCs and liaison organisations has relevant standards (and know-how) which can provide significant advantage. A previous example of such collaboration was the joint working group with JTC 1/SC 42 – which resulted in the publication in 2022 of ISO/IEC 38507 on the governance implications of the use of AI by organizations.

2.2 High level accomplishments

Preparatory work and development of new SC 40 projects in the areas of Agile, DevOps, Service Integration and Management (SIAM) and Sustainability within IT Service Management and ITES-BPO have been completed. In addition, a significant revision and extension to the 38500 Series of Governance of IT standards is planned, initially focused on Governance of Data and Governance of IT implementation guidance. The core ITES-BPO ISO/IEC 30105 series is being updated, revised and extended.

Section 3 contains detail of the standards that have been published or are close to being published in this reporting period.

To support this program, SC 40 is focused on increasing the visibility of standards to the community. In an initiative spearheaded by WG2 IT Service Management, outreach, marketing, and engagement with the community is actively being developed. Our community needs increased awareness of our standards to maximize the effectiveness of ISO/IEC standards in this area. Though this initiative is at an early stage, increased engagement is being achieved through several mechanisms including the release of 11 topical papers, in line with JTC 1/AG1 advice on communication.

The ISO/IEC 30105 series has been translated by Japanese and Chinese National Bodies thus allowing a significant new section of the global community of ITES-BPO access to translations of SC 40 standards assisting major markets for JTC 1 standards.

SC 40 held a successful Plenary in June 2023, in mixed mode of Face-to-Face with significant remote access. This plenary provided a welcome and highly effective reconnection after multiple years of remote only and enabled much forward-looking discussion, action planning and delivery. A clear work plan for the next few years across SC 40 and its working groups is now being implemented.

SC 40 previously submitted the 20000 and the 38500 standards as horizontal

deliverables/publications and continues to pursue this initiative under the process within ISO/IEC.

2.3 Resources

After six years as Chair and many more years of contribution to SC 40 and its working groups, Jan Begg stepped down and was replaced by the new Chair commencing January 2023. In 2023, there have been multiple very strong convenor candidate nominations, from both existing and new to convenor members, leading to appointment of convenors for a 3-year term through ballot or currently in ballot. These nominees represent industry, consulting and academia, different National Bodies and gender.

Within the roles of editors, there is a 50/50 balance of gender and representation from across Asia, Oceania, North America, Africa and Europe. Mentoring and a survival guide for new and inexperienced editors has proved successful and several new editors have taken this role within the last year. There are active co-editor roles to involve and provide early opportunities to members to contribute to the editing process. Further steps on succession planning for all roles and exposure to different opportunities are being identified, particularly with the opportunity to contribute to other JTC 1 activities and liaisons.

2.4 Competition and cooperation

Our strategy is for SC 40 to be a centre of excellence and definitive knowledge source of IT governance, IT service management and business process outsourcing 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 and ISO. SC 40 is represented in SMCC, JTC 1/AG 21 and JTC 1/AHG 4. Current liaisons include ISO committees ISO/TC 176, ISO/TC 279, ISO/TC 307, ISO/TC 309, ISO/TC 312 and ISO/PC 343. Within ISO/IEC JTC 1, there are active liaisons with WG 11, WG 13, JTCG and the following subcommittees SC 7, SC 27, SC 38, SC 39, SC 42. Deeper and stronger relations are being developed with SC 40 members actively involved in many of the above groups in addition to the liaison role. As part of the Go Forward action plan, SC 40 CAG and liaisons are developing a high-level liaison roadmap for each collaboration in order to further strengthen relationships and inter group cooperation.

New liaisons have been established to four new areas in June 2023 and identification of liaisons with JTC 1/AG19 and JTC 1/WG15 are in progress as well as other JTC 1 AGs and WGs.

External liaisons are in place with ISACA, EU Commission, itSMF International, OASIS and IAF. The liaison with ISACA is very active and ISACA is represented and strongly contributes and cooperates with SC 40, primarily on the topic of governance of IT and governance of data. The liaison with itSMF International is being significantly strengthened.

SC 40 is working actively on its new liaison relationship with the European Commission, to help raise awareness of its work program with relevant EC policy officers, and to develop a greater understanding of the EC policy priorities in the area of governance of data so that it may inform the future work program of SC 40.

In recognition of this key role for standards, the European Standards Organizations (CEN and CENELEC) are expected to very soon approve a proposal to establish a Focus Group (FG) titled 'Data, Data Spaces, Cloud and Edge'. This proposal includes specific attention to liaisons, including with JTC 1/SC 40. The FG will make recommendations to the boards of CEN and CENELEC on European standardization requirements in these areas. To ensure that the standards published and under development by SC 40 are considered during the assessment of the need for European standards, SC

40, via its European national body members, will promote its work program with the FG. Additionally, SC 40 will make a contribution on its work program to the development of the 2024 Rolling Plan on ICT Standardization.

3 Current work items, risks and opportunities

3.1 WG 1 – Governance of Information Technology

Governance – as a distinct discipline – is growing in relevance across all professional verticals including in information technology and data. JTC 1/SC 40/WG 1 is responsible for standardization activities in the domain on governance of information technology 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 information technology. 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 are detailed in the following sub-section.

3.1.2 WG 1 Deliverables

- ISO/IEC FDIS 38500 Information technology - Governance of IT for the organization
- ISO/IEC 38501 Information technology - Governance of IT - Implementation guidance
- ISO/IEC 38505-1 Information technology - Governance of data - Part 1: Application of ISO/IEC 38500 to the governance of data
- ISO/IEC CD TS 38508 Information Technology - Governance of IT - Governance Implications of the Use of Shared Digital Service Platform among Ecosystem Organizations

3.1.3 WG 1 Strategies, risks, and opportunities

The use of technology in business has undergone a significant revolution since the development of the ISO/IEC 38500 model and principles. Given these changes and the soon to be released new publication of the ISO/IEC 38500 standard, a review of the ISO/IEC 38500 family is necessary. Therefore, JTC 1/SC 40/WG 1 intends to review and revise the ISO/IEC 38500 standards to align with the upcoming new publication of 38500. Strategies for WG 1 regarding the Governance of IT were formulated in a June 2020 report by the SC 40 Ad hoc Group 1, which were further discussed during the June 2023 Plenary meetings. A new roadmap was created in London in June 2023, outlining the goals for the next three years. To ensure coherence across the various standards within the family, JTC 1/SC 40/WG 1 will focus on identifying clear objectives for the working group, constantly prioritizing our work, developing a style guide, refining processes, and providing clearer guidelines for editors and members involved in our committee.

To promote the adoption and integration of the 38500-series of Standards in other standardization systems worldwide, JTC 1/SC 40/WG 1 will intensify its liaison efforts. This will involve identifying dependencies or discrepancies and taking the necessary actions to address them.

JTC 1/SC 40/WG 1 will adopt a more proactive approach to recruiting new experts with diverse governance expertise and from different age groups. This will help diversify the committee's membership and facilitate knowledge transfer from senior members.

Furthermore, JTC 1/SC 40/WG 1 will identify additional areas within the governance domain that could be covered through the production of white papers. These white papers will supplement the

existing ISO/IEC 38500 family of standards, enhancing public understanding of this domain, and contribute to better marketing of our standards.

3.2 WG 2 – Service management – Information technology

JTC 1/SC 40 WG 2 is the standards development environment for service management, including the ISO/IEC 20000 series. The series consists of international Standards, Technical Specifications 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 accomplishments of SC 40/WG 2 during this time period focus on preparatory systematic review activities, communication, sustainability, and continuing the framework/methodology series (SIAM, Agile/DevOps).

The Project Leader for ISO/IEC 20000-1 led a comprehensive review of this document and the work concluded with a confirmation recommendation for the ISO SR ballot. ISO/IEC 20000-10 also completed its preparatory systematic review activities, and it was decided to revise ISO/IEC 20000-10 (underway).

The outcome of both reviews was a comprehensive list of topics which a Project Leader Task Group (all Project Leaders for the 20000 series), reviewed and created recommendations on how to address each topic. From this thorough review, plans have been made and actioned to address each recommendation (e.g., to write a white paper for posting on the microsite or to hold until the next revision). The major outcome is the upcoming Technical Report of example scenarios on the application of ISO/IEC 20000-1 (SC 40 Resolution 310/2023) to supplement ISO/IEC 20000-2 Guidance.

WG 2 has been very active in the production of informative documentation (white papers, short articles, meeting updates) published on the JTC 1/SC 40 microsite as well kicking off a new LinkedIn group. Both sources of communication have had early successes and the communication plan developed at the recent Plenary meeting has already shown an increase in activity (hits on the microsite) and membership (members and conversations on the LinkedIn group).

The Sustainability task group has effectively researched the inclusion of sustainability factors to the 20000 series. This group has produced a draft Technical Specification for expert review and agreement to move forward to a full ISO project. The new project reached agreement at the SC 40 Plenary (SC 40 resolution 309/2023) and the Form 4 is to be circulated in July 2023.

Lastly, the Agile/DevOps task group has progressed to a new document within the 20000 series – providing guidance on how the Agile and DevOps methodologies can effectively be included in a service management system.

No new documents within the 20000 series have been published during this period.

3.2.2 WG 2 Deliverables

- ISO/IEC CD 20000-10 Information technology – Service management – Part 10: Overview and key concepts
- ISO/IEC DTS 20000-14 Information technology — Service management — Part 14: Guidance

- on the application of Service Integration and Management to ISO/IEC 20000-1
- ISO/IEC CD TS 20000-15 Information technology – Service management – Part 15: Guidance on the application of Agile and DevOps principles in a service management system
- ISO/IEC PWI TS 20000-16 Information technology – Service management – Part 16: Guidance for a sustainable service management system based on ISO/IEC 20000-1
- ISO/IEC AWI TR 20000-17 Information technology – Service management – Part 17: Scenarios for the practical application of ISO/IEC 20000-1
- ISO/IEC 20000-1:2018 Information technology – Service management – Part 1: Service management system requirements progressing through the formal, ISO-managed, systematic review ballot.

3.2.3 WG 2 Strategies, Risks and Opportunities

ISO/IEC 20000-1:2018 is the eighth most popular management system standard (MSS) globally and its reach has increased dramatically. As per weekly ISO reports, ISO/IEC 20000-1 is used and/or referenced in over 80 standards across the ISO library. ISO/IEC 20000-1 is the 'service' standard, and while it is based in information technology, the concept of 'service' has expanded across all business verticals. One strategy for SC 40/WG 2 is to continue to pursue its horizontal application. As such, WG 2 is communicating to other ISO and IEC groups to initiate collaborative efforts as a defined strategy and opportunity.

Other strategic initiatives include the continued expansion of the 20000-series with defined ISO documents as well as supporting articles and white papers which are posted in the SC 40 microsite and the specific WG 2 LinkedIn group.

The risks SC 40/WG 2 face are familiar – long-time experts are retiring, and we need to encourage new membership to step up and fulfill these roles, especially around editing. WG 2 continues to update our in-group documentation (*Project Leader's Survival Guide*, at time of this report, version 1.4), our own Style guide to ensure consistency across documents, and our own Commenting Guidance to assist new members and editors. With continued face-to-face meetings, we have been able to directly encourage and support new volunteers as well as pairing new Editors with experienced mentors. Both have achieved positive results.

Services have become pervasive and remain pervasive across all business verticals. With all services having some element of technology, SC 40/WG 2 must continue to not only address technology but the management of service itself. The customer voice continues to drive the service industry. The power of the customer voice is easily seen in social media and global events. SC 40/WG 2 continues to collaborate with ISO/TC 312 to link the delivery of excellent services to the achievement of customer delight and customer retention.

With these events in mind, several initiatives are being explored or progressed to new projects (see 3.1.2). These include:

- A new project providing guidance on how to apply ISO/IEC 20000-1 requirements in this changing environment
- A new project, to correspond to ISO emphasis on climate control, providing guidance on how to include sustainability to a new or existing service management system
- A new project to link the service management system to the methodologies of Agile and DevOps
- A continued view and exploration of:
 - o Developing measurement guidance
 - o Developing guidance for education and training within the university programs and encouraging the young professional to join standards development

3.3 WG 3 – IT enabled services-Business Process Outsourcing (ITES-BPO)

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 address standardization needs in areas such as digital transformation, business process automations, and agile delivery practices. Further to enhance 30105 series such as exemplar for maturity assessment, guidelines on risk management, continual performance improvement (CPI) of ITES-BPO and guidelines on extending process capability assessment for digital transformation 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 agile applicability and profiles for very small entities (VSEs).

Preliminary work items on those new projects were approved at the SC 40 plenary 2023:

- PWI TS 30105-10 Guidelines on agile applicability
- PWI 30105-11 Overview framework of profiles for very small entities (VSE)
- PWI 30105-12 Profile specifications for VSE
- PWI 30105-13 Guidance on profiles for VSE
- PWI 30105-14 Assessment of profiles for VSE

WG 3 continues to revise 30105 series as well.

3.3.1 WG 3 Accomplishments

- ISO/IEC 30105-4 Information technology – IT Enabled Services-Business Process Outsourcing (ITES-BPO) Part 4 Key concepts (2nd edition) was published in November 2023.
- ISO/IEC 30105-8 Information technology – IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes – Part 8: Continual performance improvement (CPI) of ITES-BPO was published in December 2022.
- ISO/IEC TS 30105-9 Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 9: Guidelines on extending process capability assessment for digital transformation was published in June 2023

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

3.3.2 WG 3 Deliverables

- ISO/IEC 30105 (5 parts): Information Technology – IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes. Building on these 5 parts of Standards published in 2016, ISO/IEC TS 30105-6 (Part 6: Guidelines on risk management) was published in October 2021, ISO/IEC TR 30105-7 (Part 7: Exemplar for maturity assessment) was published in November 2019, ISO/IEC 30105-8 (Part 8: Continual performance improvement (CPI) of ITES-BPO was published in December 2022 and ISO/IEC TS 30105-9 (Part 9: Guidelines on extending process capability assessment for digital transformation) was published in June 2023.

Work is progressing on new Standards as described below.

- Revisions of 30105-1/2/3/5. These parts have been moved to the DIS stage as of May 2023.
- PWI TS 30105-10 (Part 10 Guidelines on agile applicability) was approved at SC 40 plenary June 2023.
- PWI 30105-11 (Part 11 Overview framework of profiles for very small entities (VSE)), PWI 30105-12 (Part 12 Profile specifications for VSE), PWI 30105-13 (Part 13 Guidelines on profiles for VSE) and PWI 30105-14 (Part 14 Assessment of profiles for VSE) were approved at SC 40 plenary June 2023

- Marketing and promotion of ISO/IEC 30105:
 - o An article on ISO/IEC 30105 was made available on LinkedIn and WG 3 information has been made available on the latest SC 40 website
 - o ISO/IEC 30105 has been promoted as national standards globally
 - o 30105-3 and 30105-4 were translated into Japanese and published as Japanese industry standards (JIS) Y 30105-3 and Y 30105-4 in February 2023 in addition to JIS Y 30105-1 and 30105-2 which were published in 2021
 - o 30105-1/2/3/4 and 5 were translated into Chinese and published as Chinese national standards (GB-T 30105-1/2/3/4 and 5) in May 2023

3.3.3 WG 3 Strategies, Risks, and Opportunities

Process automation, transformation, business analytics are emerging in business process services on top of emerging technologies such as AI (Artificial Intelligence) and BC/DLT (Blockchain and distributed ledger technology). New business models, such as solution providers, digital transformation, etc. are also coming up. These emerging areas in the ITES-BPO industry offers the opportunity to explore new work items and guidance for the future. WG 3 discusses a roadmap development on the ITES-BPO industry and a collection of use cases on various ITES-BPO applications in order to identify future standardization needs. Active participation from the industry is always welcome.

3.4 CAG and AG1

The SC 40 CAG provides the overall governance of SC 40 and identifying NB needs for SC 40. It is currently focusing on the overall strategy of SC 40, collaboration through liaisons and cooperation with other ISO committees and external parties.

Current work in progress includes further succession planning and growth of new members, ensuring the active contribution of participating and observing members and improving communication and outreach to strengthen the knowledge and usage of SC 40 and related standards.

The focus for the remainder of 2023 and into 2024 is contributing to JTC 1/AG 21, consolidation of the new Category A Liaison with EU Commission and responding to an ITU request for contribution on a gap analysis on digital transformation.

AG 1 was established last year and moving forward will focus on SC 40 level communication and leveraging off successful activities within WGs. As this is the 10th anniversary year of SC 40, there is an opportunity to use this as a basis for a wider communication event.