

ISO/IEC JTC 1 "Information technology"

Secretariat: ANSI

Committee manager: Rajchel Lisa Mrs.



## SC 40 Business Plan 2025

| Document type   | Related content                                      | Document date | Expected action                    |
|-----------------|------------------------------------------------------|---------------|------------------------------------|
| Project / Other | Meeting: <a href="#">Chengdu (China) 10 Nov 2025</a> | 2025-09-21    | <b>COMMENT/REPLY</b> by 2025-10-13 |

### Description

This document is circulated for review and consideration at the November 2025 JTC 1 Plenary.



## **BUSINESS PLAN FOR ISO/IEC JTC 1/SC 40**

### **IT SERVICE MANAGEMENT AND IT GOVERNANCE**

**PERIOD COVERED: July 2025 to June 2026**

#### **1. Executive Summary**

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 36 P-members, 28 O-members and 11 liaison relationships. In the last reporting period, SC40 has published 2 standards and has 7 projects under development in this reporting period, with a roadmap for further projects initially through to 2026.

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) with revision and extension of these series.

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 Governance of IT including governance of data, IT Service Management, and IT enabled services - business process outsourcing (ITES-BPO) for the responsible and strategic use of IT, data and digital capabilities.

SC40 continues to focus on the development and adoption of appropriate standards, the increased visibility and promotion of usage of these standards and the challenge of resourcing the development and communication of these standards to the wider market.

#### **2. Environment**

The standards developed and published within SC 40 are relevant to all IT regardless of and independent of type of 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. As the integration and convergence of technologies increases, the standards that are independent of individual technology and relevant across this technological convergence will become increasingly more critical and essential to successful organizations.

The need for successful governance of IT and data is just as prevalent and relevant today and looking forward, as it has been in the past. Successful governance of IT is as critical, if not more so, across emerging technologies as proven technology and the governance needs to be in place ahead of or in line with the consideration of emerging technology. Stakeholders require guidance for governance of IT that is not siloed but operates across all technology, while considering specific implications where relevant.

Business process outsourcing enabled by IT and IT service management both 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. SC40 standards therefore remain relevant and evolving as the market develops.

SC 40 continues to develop standards that are useful and implementable within organizations. The perspective of the customer and stakeholder needs form the basis of the standards, whether guidelines or requirement standards. In the areas of scope of SC40, customer satisfaction, and identifying/responding to customer satisfaction are fundamental to the standards. Proposals from NBs are currently in progress to highlight the customer experience of IT service management systems and IT-enabled BPO.

SC 40 standards support several of the United Nations Sustainable Development Goals, in line with JTC 1 objectives.

### **3. Achievements and Benefits**

The last year has been very productive with 2 new or revised standards being published and several systematic reviews confirming existing standards at this time, as per the previous business plan.

There is an active schedule of work of standards in development and being revised going forward across the WGs. See section 7 for details of projects in development.

Though information on National Body adoption is limited and subject to further information gathering, the recently published standards have been or are in the process of being adopted in many National Bodies active within SC40.

It has been pleasing to note that ISO/IEC 38500 has been translated by Netherlands, Republic of Korea ISO/IEC 38503, ISO/IEC 30105 have been translated to Japanese, ISO/IEC 38505 have been translated in Republic of Korea and for the recently published ISO/IEC 38500: 2024 translation has commenced by Japan, Brazil and Portugal.

In addition, there has been considerable focus and effort during the year in communication and extending the visibility of SC40 standards to the market. There has been encouragement of active National Bodies to promote the standards within their countries as well as SC40 focussed efforts.

Of particular note, is the successful use of social media by WG2, within LinkedIn with membership of the group growing to over 800 members in September 2025. This has attracted the attention of IT Service Management practitioners and thought leaders who have not previously been involved in standards, and subsequently providing further visibility through their personal LinkedIn networks. This has also led to a several new members to the team. The ISO/IEC 38500 GOVERNANCE OF IT STANDARDS within LinkedIn that started as a small group in 2023 has now grown to 208 members in June 2025.

The provision of “white papers” to supplement the standards has been adopted across SC40. These papers have been included in the WG pages of the SC40 microsite. Activity and engagement with the LinkedIn groups are closely related to the posting of topics of wide interest within the respective topics.

SC40 has adopted the use of targeted surveys to investigate and solicit information concerning the use of our standards. Internal and external surveys have been produced to assist with the identification of stakeholder needs and to understand the usage of our standards. Work is continuing to test how the use of surveys can be developed further to assist our understanding of needs as well as how standards are used, adopted within National Bodies and the connection between involvement in standards and certification against MSS.

Across SC40, the goal is to support UN SDGs and TMB commitment to the London Declaration, which is supported by the UN SDGs and the UNDP documents. While individual documents support specific UN SDGs, work is continuing to identify where clauses from the foundational standards could directly address SDG goals, targets and supporting indicators and investigating if this can be included in our standards.

#### **4. Participation and Collaboration/Cooperation**

As of now, SC 40 has 36 P-members, 28 O-members and 11 liaison relationships. The changes in the last year are Bangladesh and Russia have become P members and Belarus, Israel, Azerbaijan and Uzbekistan have become O members. In the SC40 September 2025 Plenary in Sydney, Australia, 62 delegates attended with additional members attending the related Workgroup meetings. Membership attending the recent Plenary is across 22 different NBs. The 2025 Plenary has been very successful and productive in terms of future strategy, specific standards development as well as engagement and inclusion across SC40. The welcoming and contribution of both new participating NBs and new attendees is of note. Recent changes in convenor positions have decreased the previous geographical balance, gender spread and regional representation though with a small number of WGs, this balance can change significantly with small changes.

SC 40 continues to be proactive in cooperating and collaborating with other committees and advisory/ad hoc groups within JTC 1 and ISO. SC 40 is represented in

JTCG, JTC 1/AG 22 and JTC1/CG1. Current liaisons include ISO committees ISO/TC 176, ISO/TC 307, ISO/TC 309, ISO/TC 312 and ISO/PC 343. TC 262 has been added during the recent Plenary. Within ISO/IEC JTC 1, there are active liaisons with WG 13, and the following subcommittees SC 7, SC 27 and SC 42 as well as specific WGs that are relevant to SC40. SC40 undertook a targeted review of liaisons and the approach to liaisons to provide for greater coverage, improved support to liaison representatives and wider coverage by a group rather than an individual. These changes are intended to both provide for succession planning, better provision of collaboration and ability to more closely be involved with WGs and SCs essential for SC40 work plan going forward. Deeper and stronger relations are being developed with SC 40 members actively involved in many of the above groups in addition to the liaison roles.

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.

Following the successful collaboration with SC42 in a JWG to develop ISO/IEC 38507, SC40 is currently commenting on, actively supporting and seeking further collaboration with SC42/WG3 on a potential new project concerning governance and management aspects of human oversight of AI. SC40 comments on related projects and standards where possible.

Attracting new members continues to be a challenge as is described in Section 6. SC40 is commencing a plan to specifically target NBs registered to SC40 but currently relatively inactive to understand how best they can be supported and engaged with SC40 work moving forward. There have been new attendees to the Plenary, WG meeting during the Plenary week and to fully virtual meeting throughout the year to develop standards and on key topics. These are truly welcomed, and their involvement has contributed to the outcomes achieved this year.

## **5. Objectives and Strategies**

Our overall objective is for SC 40 to be a centre of excellence and definitive knowledge source of IT governance, IT service management and IT-enabled business process outsourcing for the responsible and strategic use of IT, data and digital capabilities.

The strategy is to keep standards relevant, align and influence related standards, to encourage adoption of standards as National Body standards and to improve the visibility of the standards and the organization of developing and promoting standards in line with JTC1, ISO and IEC directions.

SC40 continues to look for new and improved ways to encourage the use of the standards and move to integrate ISO/IEC standards into the wider world within our

scope as well as progressing the collaboration with JTC1 SCs where our scope topics are of relevance.

SC40 CAG (Chair Advisory Group) is a mechanism to drive SC40 direction and coherence, increase SC40 visibility and promote the benefits and value of the standards within our scope.

The WG3 (IT-enabled BPO) strategy is to enhance the applicability of ISO/IEC 30105 standards by closely following recent business trends and ensuring that the standards remain relevant to industry evolutions, including digital transformation and business process automation. By using ISO/IEC 30105 standards, ITES-BPO organizations are able to enhance service quality and efficiency, process improvement, and satisfaction management for consumer satisfaction improvement. Moreover, guiding ITES-BPO organizations to protect consumer's personal privacy through information and data security management. Consumers are a vital component of the BPO industry, and catering to consumer demand is a crucial avenue for enhancing performance. The ISO/IEC 30105 standards aim to provide additional solutions to the industry in order to maintain high service quality, including profiles for very small entities (VSEs). Additionally, WG3 plans to increase market exposure through the development of white papers, targeting specific user groups both globally and within National Bodies and an increased social media presence on platforms like LinkedIn, as well as active participation in industrial conferences and webinars. To fulfil the WG3 strategy, consistent collaboration and cooperation will be continuously reinforced inside and outside SC40.

WG2 (IT Service Management) has been following an aggressive plan prior to the potential revision of ISO/IEC 20000-1. As the service management community continues to develop (e.g., taking advantage of not only technical advances in IT but also management developments), additional documents in the form of technical specifications or white papers made available on the SC40 microsite or WG2's LinkedIn pages. This information has been developed with the intent of the augmenting current guidance document (ISO/IEC 20000-2:2019). The future of the environment (what does the business and consumer look like) and the UN SDGs and UNDP Enterprises documents have been foundational elements for business planning.

WG1 (Governance of IT and data) is responsible for standardization activities in the domain on governance of information technology as well as operational aspects of such governance. WG1's work is divided into:

- JTC 1/SC 40's own projects, which focus on general areas of concern – Governance of IT, 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.

WG1's strategy is to promote the adoption of ISO/IEC 38500:2024 and related documents in the series, ensure timely completion of high priority revision standards

ISO/IEC 38501 (now split into 2 parts standards), ISO/IEC 38502 and ISO/IEC 38505-1 and progress the work of the new standard under development on digital inclusion. Additionally, promoting the UNSDG goals through the various WG1 standards, ensure consistent collaboration and cooperation inside and outside SC40 and increase market adoption of 38500-series of Standards by enhancing our communication strategy and using communication tools such as 38500 presentation deck, microsite, LinkedIn and surveys. Furthermore, 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, enhance public understanding of this domain, and contribute to better marketing of our standards. WG 1 will adopt multiple approaches 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.

**6. Factors affecting completion and adoption of the Work Program (Suggestion: Roadblocks? Risks/ to project completion?)**

The key factor of challenge and risk to the development of standards within SC40 is that the smaller number of members who are consistently active as editors, members of editorial groups and significant review and commenting on standards versus the total registered members of our groups. This is consistent across the working groups. The progress and delivery in recent times have been at a high level however looking forward several key active contributors' have or are intending to retire. This is compounded by the challenges in attracting new and "younger people" into standards development.

Our work with groups both international and at some national levels suggest, that the concept of standards with active participation as opposed to attending meetings for interest and suggestions is not popular within younger generations. Newer entrants to the industry also have little knowledge of standards. Interestingly, even companies that are certified and generate income from use of our standards are not always keen to devote the necessary time to improve, develop or propagate the standards through ISO.

Through the use of social media and assistance of "agitators" and experts with large social media networks, open micro meetings events, new members are joining but at insufficient levels to replace the long-term experts. Considerations on connections with universities, IT organizations etc to attract earlier career input are being made but again require more input and time from existing members who are already devoting much time and commitment.

Steps are being taken to translate white papers to multiple languages to help generate understanding and usage, support for members to whom English is not a first language has also been helpful. This can be a barrier and has been helped by small groups with common language working together initially.

While many National Bodies adopt the International Standards, it is more difficult to ascertain actual usage of the standards.

A specific challenge around governance of IT is the clarity of the difference of governance and management and why this is important, including across standards committees and national boundaries. The group is looking to provide further guidance in the future. This is an area where SC40 needs to take leadership and has initiated plans to move this forward.

## **7. Structure, Current Projects, and publications**

SC40 consists of three Working Groups related to the individual scope elements of SC40, an active CAG (Chair Advisory Group), Advisory groups and Ad hoc groups as required.

The CAG provides the overall governance of SC40 and identifies National Body needs and input. It is a critical resource to the Chair, to input to the overall strategy of SC40 and consists of up to 2 members from each National Body, the Convenor and Secretary for each Working Groups and up to 2 members from external Liaisons, most notable of which currently is ISACA. SC40 collaborations with other parties are frequently discussed at the SC40 level CAG, such as the JTC1 Survey of Future work and other JTC1 activities, responses to other SC enquires and responses to ISO/IEC initiatives.

Continuing the strategy from the previous Business Plan, 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.

At the recent Plenary, a significant review of liaisons was held by SC40 because of a desire for greater participation and the retirement of some key liaisons. Further training is planned and development of individual plans for the liaison is commencing development. This is seen as a key step forward as liaisons with most committees will be a group activity, sharing the workload, leveraging specialist knowledge and ensuring sufficient coverage of key projects.

The list of published documents and projects in development across SC40 is included below. There are three main series within SC40 which align with the Working Groups.

Within WG1: IT governance, the primary series of standards is the ISO/IEC 38500 series with the recent revision and publication of the foundational standard ISO/IEC 38500: 2024 Information technology - Governance of IT for the organization. This standard is aligned to ISO/IEC 37000 and was published last year after a significant revision. Based on the "Future of 38500-series of standards study", ISO/IEC 38501-1 Information technology — Governance of IT - Implementation guidance — Part 1: Approach and ISO/IEC 38505-1 Information technology — Governance of data — Part 1: Application of ISO/IEC 38500 to the governance of data are the top priority important projects under current revision. New standard under development is the ISO/IEC WD TR 38509

Information Technology - Governance of IT - Responsible governance of IT for digital inclusion, which is also a project under OSD.

There is a development plan over the next few years to revise and align all ISO/IEC 38500 series standards to the recently published foundational standard. This is based on the prioritisation and needs of the market in addition to a logical hierarchy within the series. A potential new project is a collaboration with SC42 on the governance and management of human oversight of AI.

Within WG2: IT service management, the foundational standard of the series is ISO/IEC 20000-1:2018 Information Technology – Part 1: Service management system requirements. Specifically, ISO/IEC 20000-1:2018 is the eighth most popular management system standard (MSS) globally where 3,670 certificates have been awarded across 6,652 sites (2023). The ISO Annual Survey of Accredited Certification provides these figures and are based on the previous year's achievements. 92 countries have organizations that have achieved the ISO/IEC 20000-1 certificate with China and the United States holding the top two positions. Given its widespread usage, any changes need to be carefully developed to ensure managed progression for the market. As such, within the next 12-18 months, work will be done to ensure the requirements continue to meet the service community as well as any potential changes in Annex SL (ISO Directives, Part 1).

Within WG3: ITES-BPO, the key series ISO/IEC 30105- 1 to -5 are the fundamental standards and have been revised in the past year. WG3 has recently rationalised the series plans under the new convenor to enable a more streamlined standard series for very small entities. Further reviews are being undertaken on the direction and opportunity for WG3 moving forward.

Below are the details of current publications, recent publications and work in progress.

#### **Current Publications**

|                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <a href="#">ISO/IEC 20000-1:2018</a><br>Information technology — Service management — Part 1: Service management system requirements                                                  |
| <a href="#">ISO/IEC 20000-1:2018/Amd 1:2024</a><br>Information technology — Service management — Part 1: Service management system requirements — Amendment 1: Climate action changes |
| <a href="#">ISO/IEC 20000-2:2019</a><br>Information technology — Service management — Part 2: Guidance on the application of service management systems                               |
| <a href="#">ISO/IEC 20000-2:2019/Amd 1:2020</a><br>Information technology — Service management — Part 2: Guidance on the application of service management systems — Amendment 1      |
| <a href="#">ISO/IEC 20000-3:2019</a><br>Information technology — Service management — Part 3: Guidance on scope definition and applicability of ISO/IEC 20000-1                       |
| <a href="#">ISO/IEC TS 20000-5:2022</a>                                                                                                                                               |

|                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <a href="#">Information technology — Service management — Part 5: Implementation guidance for ISO/IEC 20000-1</a>                                                                                                           |
| <a href="#">ISO/IEC 20000-6:2017</a><br>Information technology — Service management — Part 6: Requirements for bodies providing audit and certification of service management systems                                       |
| <a href="#">ISO/IEC 20000-10:2018</a><br>Information technology — Service management — Part 10: Concepts and vocabulary                                                                                                     |
| <a href="#">ISO/IEC TS 20000-11:2021</a><br>Information technology — Service management — Part 11: Guidance on the relationship between ISO/IEC 20000-1 and service management frameworks: ITIL®                            |
| <a href="#">ISO/IEC TS 20000-14:2023</a><br>Information technology — Service management — Part 14: Guidance on the application of Service Integration and Management to ISO/IEC 20000-1                                     |
| <a href="#">ISO/IEC TS 20000-15:2024</a><br>Information technology — Service management — Part 15: Guidance on the application of Agile and DevOps principles in a service management system                                |
| <a href="#">ISO/IEC TS 20000-16:2025</a><br>Information technology — Service management — Part 16: Guidance on sustainability within a service management system based on ISO/IEC 20000-1                                   |
| <a href="#">ISO/IEC TS 20000-17:2024</a><br>Information technology — Service management — Part 17: Scenarios for the practical application of service management systems based on ISO/IEC 20000-1:2018                      |
| <a href="#">ISO/IEC 30105-1:2024</a><br>Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 1: Process reference model (PRM)                                    |
| <a href="#">ISO/IEC 30105-2:2024</a><br>Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 2: Process assessment model (PAM)                                   |
| <a href="#">ISO/IEC 30105-3:2024</a><br>Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 3: Measurement framework (MF) and organization maturity model (OMM) |
| <a href="#">ISO/IEC 30105-4:2022</a><br>Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 4: Key concepts                                                     |
| <a href="#">ISO/IEC 30105-5:2024</a><br>Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 5: Guidance                                                         |
| <a href="#">ISO/IEC TS 30105-6:2021</a><br>Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 6: Guidelines on risk management                                 |
| <a href="#">ISO/IEC TR 30105-7:2019</a><br>Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 7: Exemplar for maturity assessment                              |
| <a href="#">ISO/IEC 30105-8:2022</a>                                                                                                                                                                                        |

|                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 8: Continual performance improvement (CPI) of ITES-BPO                                                                         |
| <a href="#">ISO/IEC TS 30105-9:2023</a><br>Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 9: Guidelines on extending process capability assessment for digital transformation |
| <a href="#">ISO/IEC 30121:2015</a><br>Information technology — Governance of digital forensic risk framework                                                                                                                                   |
| <a href="#">ISO/IEC 38500:2024</a><br>Information technology — Governance of IT for the organization                                                                                                                                           |
| <a href="#">ISO/IEC TS 38501:2015</a><br>Information technology — Governance of IT — Implementation guide                                                                                                                                      |
| <a href="#">ISO/IEC TR 38502:2017</a><br>Information technology — Governance of IT — Framework and model                                                                                                                                       |
| <a href="#">ISO/IEC 38503:2022</a><br>Information technology — Governance of IT — Assessment of the governance of IT                                                                                                                           |
| <a href="#">ISO/IEC TR 38504:2016</a><br>Governance of information technology — Guidance for principles-based standards in the governance of information technology                                                                            |
| <a href="#">ISO/IEC 38505-1:2017</a><br>Information technology — Governance of IT — Governance of data — Part 1: Application of ISO/IEC 38500 to the governance of data                                                                        |
| <a href="#">ISO/IEC TR 38505-2:2018</a><br>Information technology — Governance of IT — Governance of data — Part 2: Implications of ISO/IEC 38505-1 for data management                                                                        |
| <a href="#">ISO/IEC TS 38505-3:2021</a><br>Information technology — Governance of data — Part 3: Guidelines for data classification                                                                                                            |
| <a href="#">ISO/IEC 38506:2020</a><br>Information technology — Governance of IT — Application of ISO/IEC 38500 to the governance of IT enabled investments                                                                                     |
| <a href="#">ISO/IEC TS 38508:2024</a><br>Information technology — Governance of IT — Governance implications of the use of a shared digital service platform among ecosystem organizations                                                     |

## Projects in development

| Project                                                                                                                       | Stage | Working Group |
|-------------------------------------------------------------------------------------------------------------------------------|-------|---------------|
| ISO/IEC TS 20000-18<br>Information technology - Information technology — Service management — Part 18: Guidance on the use of | 20.00 | WG2           |

|                                                                                                                                                                                               |       |     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----|
| experience management in a service management system                                                                                                                                          |       |     |
| <a href="#">ISO/IEC AWI TS 30105-6</a><br>Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 6: Guidelines on risk management    | 20.00 | WG3 |
| <a href="#">ISO/IEC AWI TR 30105-7</a><br>Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 7: Exemplar for maturity assessment | 20.00 | WG3 |
| <a href="#">ISO/IEC DIS 38501-1</a> ed.1<br>Information technology — Governance of IT - Implementation guidance — Part 1: Approach                                                            | 40.00 | WG1 |
| <a href="#">ISO/IEC AWI TS 38501-2</a> ed.1<br>Information technology — Governance of IT - Implementation guidance — Part 2: Assessment scheme and examples                                   | 20.00 | WG1 |
| <a href="#">ISO/IEC DIS 38505-1</a><br>Information technology — Governance of data — Part 1: Application of ISO/IEC 38500 to the governance of data                                           | 40.00 | WG1 |
| <a href="#">ISO/IEC WD TR 38509</a><br>Information Technology – Governance of IT – Responsible governance of IT for digital inclusion                                                         | 20.20 | WG1 |