

GOVERNANCE DOCS

ISO/IEC 20000-1:2018

Gap Assessment Report

ISO/IEC 20000-1:2018 Service Management System

Clearpath Managed IT (sample)

The service management system for managed desktop, network and cloud services delivered to clients.

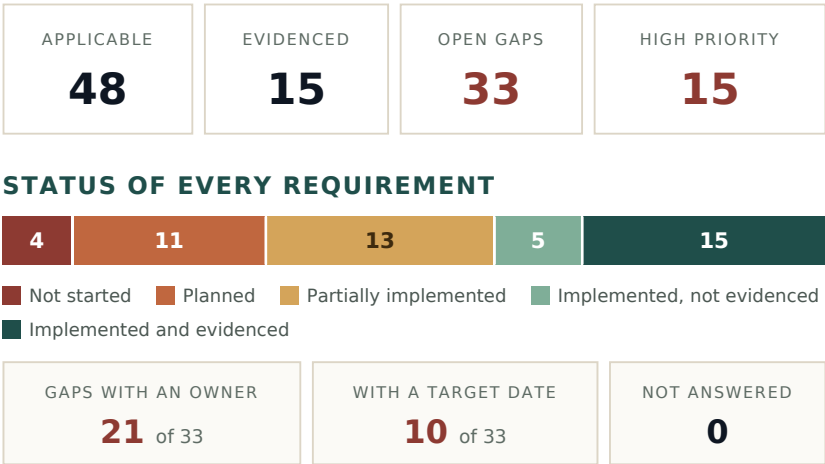
ASSESSED	25 September 2026
EDITION	2018, incorporating Amendment 1:2024 (climate action)
IN SCOPE	48 requirements, 48 applicable
PROFILE	Technology, software and SaaS · 50 to 249 people
PREPARED BY	Governance Docs

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Confidential. Prepared for Clearpath Managed IT (sample) from its own self-assessment; not independently verified by Governance Docs (see section A). Share on a need-to-know basis.

Where Clearpath Managed IT (sample) stands against ISO 20000



WHAT THIS ASSESSMENT TELLS YOU

- Overall readiness is 58.3% against ISO 20000 across 48 applicable controls. 15 of them are implemented and evidenced.
- Most open gaps: Clause 8 - Service portfolio and relationships, with 10 at 39%. Strongest area: Clause 5 - Leadership at 83%.
- 2 management-system clauses score under half: Clause 7 - Support (38%); Clause 8 - Service portfolio and relationships (39%). Clauses cannot be excluded, and each is a likely major nonconformity at a certification audit.
- 5 controls are operating but not evidenced. Collecting their records alone lifts the score to 60.9% (+2.6 points), the cheapest gain available.
- 15 gaps are high priority (not started or only planned); 6 of them are in Clause 8 - Service portfolio and relationships.

DO THESE FIRST

	PRIORITY	ACTION	OWNER	START FROM
1	HIGH	Bring every management-system clause above 50%, starting with 7.2 Competence; 8.3.2 Business relationship management	Operations Manager	ISO 20000 Training and Awareness Plan
2	HIGH	Put an owner and date against the 6 high-priority gaps in Clause 8 - Service portfolio and relationships	Operations Manager	ISO 20000 Business Relationship Management Process
3	MEDIUM	Adopt and tailor the ISO 20000 IT Service Management Manual, which closes 5 open gaps	To assign	ISO 20000 IT Service Management Manual

Analysis and priorities

IN ONE SENTENCE

At 58.3% readiness, you should formalize planned controls in service portfolio and support to address 15 high priority gaps.

AI-assisted analysis, generated from the information the organization provided and checked automatically against the scores and findings in this report. It supports planning and is not an audit opinion; see "Basis of this report and limitation of liability".

FOR SENIOR MANAGEMENT AND THE BOARD

The organization's self-assessment scores service management readiness at 58.3%, placing it at the Developing stage. While leadership oversight is solid, the organization faces exposure from 33 open gaps, particularly in support functions and service relationship controls. Critical processes around competence, communications, and customer service levels currently lack formal evidence and assigned target dates. Management requests executive backing to prioritize governance accountability across delivery teams, mandating completion targets for all open items and formalizing the service management framework.

WHERE YOU STAND

The organization achieved an overall score of 58.3% on its self-assessment, placing it at readiness level 2 of 4, named Developing. All 48 applicable requirements were evaluated, revealing 33 open gaps, of which 15 are high priority. While 15 requirements are implemented and evidenced, core support and operational processes lag behind. Specifically, Clause 7 - Support scored 37.5% with 7 open gaps, and Clause 8 - Service portfolio and relationships scored 38.6% with 10 open gaps. Currently, 21 gaps have an assigned owner, but only 10 have target completion dates.

WHAT IT MEANS FOR THE ORGANIZATION

The pattern reveals that while leadership and transition processes are relatively strong, foundational service documentation and customer relationship mechanisms remain informal. Operating with 4 unstarted high-priority areas and 11 planned areas creates operational friction and exposes service quality to inconsistency. Without formal competence tracking, clear communications, and structured service level management, technology delivery relies heavily on individual effort rather than dependable systems. Material gaps exist that an auditor would find, which introduces delivery risks as the organization scales its software and SaaS operations.

WHERE TO FOCUS FIRST

Immediate attention must focus on establishing control of documented information and defining service relationships. Starting with the 4 unstarted items and gathering evidence for the 5 implemented items will lift maturity quickly. Completing the central service manual and establishing formal agreements for service levels and supplier control addresses the largest concentration of risk. Target dates must be assigned to the open gaps lacking deadlines. Addressing these planned items elevates the overall score from 58.3% toward 91.7%, ensuring operational practices match service commitments across your technology environment.

PRIORITIES

PRIORITY	WHY IT MATTERS	FIRST STEP	START FROM	WITHIN	
1	Establish documented information controls and record procedures 7.5.3 Control of documented information · 7.5.1 Documented information - general	Without formal document control, operational records remain unverified and inconsistent across teams. Establishing standardized controls ensures procedures are approved, current, and accessible.	Adopt the document control procedure and review all active service templates.	ISO 20000 Procedure for Document and Record Control ISO 20000 Toolkit - Comprehensive ITSM Templates	30 DAYS
2	Define service management system scope and operational controls 4.3 Scope of the service management system · 8.1 Operational planning and control	Lacking a defined scope and operational planning leaves service boundaries ambiguous. Clarifying these requirements aligns operational delivery with strategic business objectives.	Draft the service management manual to establish core system boundaries and operating criteria.	ISO 20000 IT Service Management Manual ISO 20000 Toolkit - Comprehensive ITSM Templates	30 DAYS
3	Formalize business relationships and service level management 8.3.2 Business relationship management · 8.3.3 Service level management	Undefined service level agreements and customer relationship processes expose the business to misaligned client expectations. Formalizing agreements establishes measurable commitments and structured customer communication.	Draft standard service level agreements and customer review schedules.	ISO 20000 Service Level Agreement (SLA) ISO 20000 Toolkit - Comprehensive ITSM Templates	60 DAYS
4	Implement staff competence and communication plans 7.2 Competence · 7.4 Communication	Unaddressed competence and communication requirements risk human error and uncoordinated responses during service events. Structured training and communication protocols reinforce staff readiness and stakeholder awareness.	Complete the training plan matrix to identify role requirements and scheduling.	ISO 20000 Training and Awareness Plan ISO 20000 Toolkit - Comprehensive ITSM Templates	60 DAYS
5	Standardize configuration management and change control 8.2.6 Configuration management · 8.5.1 Change management	Uncontrolled changes and unmapped configuration items create delivery outages and security vulnerabilities. Enforcing change approval workflows protects service stability across the technology environment.	Deploy standard change request forms and populate baseline configuration records.	ISO 20000 ITSM Change Control Process ISO 20000 Toolkit - Comprehensive ITSM Templates	90 DAYS

30 / 60 / 90-DAY ROADMAP

FIRST 30 DAYS

- Deploy the procedure for document and record control across all service teams.
- Draft the IT service management manual to define service management scope and operational controls.
- Assign target completion dates and designated owners to all 33 open gaps.

DAYS 31 TO 60

- Implement the training and awareness plan to address staff competence and communication.
- Roll out standard service level agreements and establish formal client satisfaction review workflows.
- Gather and organize operational evidence for the 5 implemented but unevidenced requirements.

DAYS 61 TO 90

- Enforce configuration management procedures and update the central configuration database template.
- Implement formal change management policies and transition controls across production systems.
- Conduct an initial management review meeting to evaluate service performance and improvement targets.

Maturity across the standard

Each bar shows how the requirements in one area break down by status, weakest on the left. The score is the average across applicable requirements; the chips count open gaps by priority.

MANAGEMENT SYSTEM CLAUSES	STATUS MIX	SCORE	GAPS H · M · L
Clause 4 - Context	1 1 3	75%	1 1 0
Clause 5 - Leadership	1 2	83%	0 1 0
Clause 6 - Planning	1 2	75%	1 0 0
Clause 7 - Support	3 1 2 1 1	38%	4 2 1
Clause 8 - Service portfolio and relationships	5 4 1	39%	6 4 0
Clause 8 - Supply, demand and transition	1 2 3	79%	1 0 2
Clause 8 - Resolution, fulfilment and assurance	3 1 2	71%	0 3 1
Clause 9 - Performance evaluation	1 2 1	56%	1 2 0
Clause 10 - Improvement	1 1	50%	1 0 1

Not started
Planned
Partially implemented
Implemented, not evidenced
Implemented and evidenced

WHERE THE NEXT POINTS COME FROM

The score after each kind of work, cheapest first. Gold is what that step adds.

Today		58.3%
Evidence what already runs 5 requirements		60.9% +2.6
Finish what is partly in place 13 requirements		74.5% +13.6
Implement what is planned 11 requirements		91.7% +17.2
Start what has not begun 4 requirements		100.0% +8.3

DOCUMENTS THAT CLOSE THE MOST GAPS

Each bar counts the open gaps that name the document as the way to close them.

ISO 20000 IT Service Management Manual		5
ISO 20000 RACI For Roles And Responsibilities		2
ISO 20000 Procedure for Document and Record Control		2
ISO 20000 Service Catalog Management Process		2
ISO 20000 Service Level Agreement (SLA)		2
ISO 20000 Supplier Contract		2

All of these are in the ISO 20000 Toolkit (74 documents).

Every open gap, grouped by what has to happen next

Work from the top. Requirements not yet started or only planned are the ones a certification auditor reaches first; the last group already operates and needs only its records.

HIGH Not started · 4

Start from a documented baseline: adopt and tailor the document named below, then put it into operation.

Ref	Requirement	Area	Owner · target	Closes it
7.2	Competence	Clause 7	Operations Manager	ISO 20000 Training and Awareness Plan
7.4	Communication	Clause 7	IT Manager	ISO 20000 IT Service Communication Procedure
7.5.3	Control of documented information	Clause 7	IT Manager 21 Jan 2027	ISO 20000 Procedure for Document and Record Control
8.3.2	Business relationship management	Clause 8	Operations Manager 26 Nov 2026	ISO 20000 Business Relationship Management Process · ISO 20000 Client Complaint Report +1 more

HIGH Planned · 11

Move from plan to implementation. Assign an owner and a date, then put the control into operation.

Ref	Requirement	Area	Owner · target	Closes it
4.3	Scope of the service management system	Clause 4	Operations Manager 21 Jan 2027	ISO 20000 IT Service Management Manual · ISO 20000 Service Management System Policy
6.3	Plan the service management system	Clause 6	HR Manager 7 Jan 2027	ISO 20000 SMS Implementation Plan · ISO 20000 ITSM Implementation Plan Spreadsheet
7.5.1	Documented information - general	Clause 7	Operations Manager	ISO 20000 Procedure for Document and Record Control
8.1	Operational planning and control	Clause 8	Operations Manager 12 Nov 2026	ISO 20000 IT Service Management Manual
8.2.2	Plan the services	Clause 8	Risk Manager 12 Nov 2026	ISO 20000 Service Design Package · ISO 20000 Service Acceptance Criteria
8.2.3	Control of parties involved in the service lifecycle	Clause 8	HR Manager	ISO 20000 Supplier Agreement Portfolio · ISO 20000 Supplier Contract
8.2.6	Configuration management	Clause 8	HR Manager 29 Oct 2026	ISO 20000 ITSM Configuration Management Process · ISO 20000 ITSM CMDB Template

8.3.3	Service level management	Clause 8	IT Manager 7 Jan 2027	ISO 20000 Service Level Management Process · ISO 20000 Service Level Agreement (SLA) +1 more
8.5.1	Change management	Clause 8	To assign	ISO 20000 ITSM Change Management Policy · ISO 20000 ITSM Change Control Process +2 more
9.3	Management review	Clause 9	Compliance Lead	ISO 20000 ITSM Management Review Process · ISO 20000 ITSM Minutes of Management Review Meeting
10.2	Continual improvement	Clause 10	To assign	ISO 20000 ITSM Continual Service Improvement Process · ISO 20000 ITSM Service Improvement Register

MEDIUM Partially implemented · 13

Extend the existing approach to the whole scope and apply it consistently, then evidence it.

Ref	Requirement	Area	Owner · target	Closes it
4.2	Interested parties	Clause 4	Risk Manager	ISO 20000 Client Portfolio Template · ISO 20000 IT Service Management Manual
5.3	Roles, responsibilities and authorities	Clause 5	To assign	ISO 20000 RACI For Roles And Responsibilities
7.1	Resources	Clause 7	Operations Manager 7 Jan 2027	ISO 20000 IT Service Management Manual
7.6	Knowledge	Clause 7	HR Manager	ISO 20000 ITSM Overview · ISO 20000 IT Inventory Register
8.2.1	Service delivery	Clause 8	To assign	ISO 20000 Service Report · ISO 20000 RACI For Roles And Responsibilities
8.2.4	Service catalogue management	Clause 8	Compliance Lead	ISO 20000 Service Catalog Management Process · ISO 20000 Service Request Catalog
8.2.5	Asset management	Clause 8	Risk Manager	ISO 20000 ITSM Asset management Process · ISO 20000 IT Inventory Register
8.3.4.2	Internal suppliers and customers acting as a supplier	Clause 8	To assign	ISO 20000 Operational Level Agreement (OLA)
8.6.1	Incident management	Clause 8	HR Manager	ISO 20000 ITSM Incident Management Process · ISO 20000 ITSM Incident Log +2 more
8.7.1	Service availability management	Clause 8	Operations Manager	ISO 20000 ITSM Availability Management Process · ISO 20000 ITSM Availability Plan +1 more

8.7.2	Service continuity management	Clause 8	To assign	ISO 20000 ITSM Service Continuity Management Process · ISO 20000 ITSM Service Continuity Plan +1 more
9.1	Monitoring, measurement, analysis and evaluation	Clause 9	To assign	ISO 20000 Monitoring And Measuring Policy · ISO 20000 Process Measurement Matrix
9.4	Service reporting	Clause 9	Risk Manager 26 Nov 2026	ISO 20000 Service Report · ISO 20000 Service Performance Review Report

LOW Implemented, not evidenced · 5

Collect and file evidence an auditor can sample. The control is operating; what is missing is the record of it.

Ref	Requirement	Area	Owner · target	Closes it
7.5.4	SMS documented information	Clause 7	To assign	ISO 20000 IT Service Management Manual · ISO 20000 Service Catalog Management Process +2 more
8.4.1	Budgeting and accounting for services	Clause 8	To assign	ISO 20000 ITSM Service Budgeting and Accounting Process · ISO 20000 Service Budget Control Excel Template
8.4.2	Demand management	Clause 8	To assign	ISO 20000 Demand Forecasting and Management Process
8.6.2	Service request management	Clause 8	To assign	ISO 20000 Service Request Management Process · ISO 20000 Service Request Catalog
10.1	Nonconformity and corrective action	Clause 10	To assign	ISO 20000 Non Conformity And Corrective Action Procedure · ISO 20000 ITSM Nonconforming and Corective Action Log +1 more

How it was scored

STATUS WEIGHTS

Status	Weight	Meaning
■ Not started	0.00	No policy, process or activity exists for this requirement.
■ Planned	0.25	Approach agreed and scheduled, but nothing is in place yet.
■ Partially implemented	0.50	In place for part of the scope, or inconsistently applied.
■ Implemented, not evidenced	0.75	Operating as intended, but you could not prove it to an auditor today.
■ Implemented and evidenced	1.00	Operating as intended, with records an auditor can sample.
■ Not applicable	—	A justified exclusion. Removed from the score - record why in your notes.

READINESS LEVELS

1 • Initial (0%+)

Most requirements are not yet in place. Build the foundations before thinking about an audit.

2 • Developing (40%+)

The programme is under way, with material gaps an auditor would find.

3 • Established (65%+)

Most controls operate. Remaining work is closing specific gaps and evidencing what runs.

4 • Audit-ready (85%+)

Controls operate and are evidenced. Ready for an internal audit and a certification body.

A management-system clause scoring under 50% holds the level at Developing, because clauses cannot be excluded from certification scope.

WHAT THIS REPORT IS

BASIS OF THIS REPORT AND LIMITATION OF LIABILITY

This report is the output of a self-assessment. The scores, readiness levels, gaps, analysis and recommendations in this report are derived solely from the information entered by the organization, and have not been independently reviewed, verified, tested or audited by Governance Docs. Governance Docs did not conduct an independent assessment of the organization, its controls or its operations.

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The report, including any AI-assisted analysis, is provided for guidance and planning only. It does not constitute legal, regulatory or other professional advice, and it does not replace an independent assessment or a certification audit.

A control that is running but cannot be evidenced scores 0.75, not 1.00. Auditors sample records, not intentions. Closing that distance is usually the fastest route to a higher score.

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YOUR WORKBOOK

The Excel workbook that comes with this report follows the same sections and colours. Dashboard: sections 1 and 2, recalculated live. Assessment: every requirement; change a status and every score, chart and level updates. Remediation Plan: section 3, with owners, dates and progress since this report. How it was scored: this page.

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