Service Integration & Management (SIAM) - ITSM’s New Discipline

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My credentials

- 9.5 years as a Service Management Specialist for the in-house Service Integrator of major national public sector IT services.
  
  ‘One of the most complex environments I’ve ever seen’

- Design team for UK Government SIAM Enterprise model

- Advisor to many organisations on effective SIAM

- ITIL senior examiner and author
What is Service Integration and Management?

- Service Integration and Management (SIAM) is both a model and a function which provides a single point of accountability for the service management and delivery of all services provided by internal and external service providers, by taking responsibility for and assuring suppliers performance, co-ordinating delivery, integration, and interoperability across multiple providers, and providing the necessary governance on behalf of the users.

Kevin Holland, 2013
Do you need SIAM? 1. Shared service

Pockets of Service Management in some technology/application ‘Towers’

All provided by the same organisation
2. Management of multiple suppliers

Multiple service providers, multiple relationships

User departments

Commercial management / SLM

SM = Service Management

SM
Service A

SM
Service B

SM
Service C

SM
Network
2. SIAM Management of multiple suppliers

Single point of accountability and management

Users

Service Integrator

SM
Service A

SM
Service B

SM
Service C

SM
Network

SM = Service Management
Tips for effective SIAM

- People
- Process
- Partners
- Tools

OH NO
People

- People make SIAM work, not just processes
- Your SIAM staff need to be at least as experienced, capable, and qualified in ITSM as staff from external providers
- SIAM needs soft skills – relationship management, conflict management, negotiation skills, as well as ITIL
- Build Trust - at every level
The Two Pizza Team – Jeff Bezo
Process – where to start

- Start with a service catalogue/portfolio
  - Business and technical and service management
- Identify the boundaries and dependencies between services
Process – don’t boil the ocean

Empower!
Process - KISS

- Do not over-engineer - use IDEF0 layered design
Process - flexibility

- One size will not fit all – be flexible
- Have variation, but keep core processes consistent

Common core processes

Transformation

Non Standard inputs

Standard inputs
Service Catalogue and Portfolio Management

- Provision of services for the creation and management of service catalogues and service portfolio across multiple suppliers.
Service Desk & Operations Bridge

- Provision of a service desk service for a multi-supplier environment, including but not limited to: incident management, first line support, request management, and access management.

- Provision of an Operations Bridge service for a multi-supplier environment, including but not limited to: second line support, service monitoring and alerting, event management, housekeeping, healthchecks, batch management.
Provision of operational service management services for in-house provided IT services, including but not limited to: change management, release and deployment management, service asset & configuration management, problem management, major incident management, availability management, financial management, capacity management, IT service continuity management, continual service improvement.
Multi-Supplier co-ordination

• Provision of a service for the co-ordination of multiple suppliers, including but not limited to: change management of changes that affect multiple suppliers and high/risk impact changes, release planning and release conflict resolution, capacity management for demand that affects multiple suppliers, major incident management and comms, problem management for cross supplier problems.
Service Provider Assurance

- Provision of services for the management of other suppliers' performance and adherence to requirements, including but not limited to service level management, process compliance audits, process and organisational maturity and capability assessment, requirements compliance audits, standards compliance audits, management of supplier and service quality.
Service Architecture Design

- Supply of consultancy services including but not limited to: analysis of existing service integration and service management models, design of service integration models including processes and policies, design of service management models including processes and policies, strategy for service integration, organisational change management, implementation of service integration models, service catalogue and portfolio design, service level design, evaluation of tower service models for fit with SIAM model.
• Provision of services for the planning and support of new, updated, and retired services across multiple suppliers, including but not limited to service transition planning, project management of the service lifecycle, release and deployment management, service acceptance, on-boarding of new suppliers, service retirement, and service transfer.
Service Validation & Testing

- Provision of services for testing of integrated solutions and assurance of other suppliers testing, including but not limited to test design, test planning, test execution, service evaluation, test environment management, test data management, assurance of other suppliers test processes, assurance of other suppliers test execution and results, integration testing.
Business and Service Continuity Management

- Provision of services for Business Continuity Management and Service Continuity management in a multi-service, multi-supplier environment, including but not limited to design of processes, implementation, creation of plans, testing, and maintenance. *Done by the BC/DR team*
Service Knowledge Management

• Provision of services for the creation, communication and publication of service related information and knowledge sourced from multiple suppliers, including but not limited to consolidation of information, information analysis, reporting, and management of knowledge and information repositories. Not just limited to Service Dsk knowledge articles
Service Management Tool Integration

• Supply of consultancy to select, implement, and configure tools to support the integration and management of services provided by multiple providers, including but not limited to: integration with systems tools, integration of different service management toolsets, including performance monitoring and analysis, service alerting and monitoring, decision support systems, self-service incident diagnosis and reporting, service reporting, capacity management, release deployment, diagnostic tooling, and discovery tooling.
IT Information Security Support

- Provision of services for IT information security across multiple suppliers, including but not limited to security design, security testing, security risk assessments, security incident monitoring and management, security event monitoring and management, protective security monitoring, forensic analysis, security assurance and accreditation of other suppliers and services.
Partners

- You are as good as your weakest supplier
- Don’t do the suppliers’ job for them
- Understand and adapt to different types of supplier relationships
- Build good personal relationships
- Don’t overuse contracts – use people and trust
Partners – Peer to Peer method

- Create a ‘peer to peer’ network of contacts by ITIL process, not just SLM.
- Use joint teams to design and improve.
- Use KPIs/CMMI assessments to drive CSI.
- Have regular peer to peer informal meetings.
Tools

- You need tools – SM/technical/reporting
- ITIL processes aren’t enough
- It’s a myth that every external supplier will adopt the same tools as you
- It’s myth that every external supplier will integrate their tool with yours
- YOU need to do most of the integration
- You need ‘business’ standards for interchanges
- Automation is good
Summary

- SIAM is not one thing
- ITIL doesn’t do it all
- People relationships are the key
- Understand who does what
- Trust and empowerment are essential
- Keep it simple
- Keep it flexible
Questions

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