*it*SMF *UK*

serviceTALK

Celebrating professionalism in service management

Two-speed transition – early life support

GDPR – how ready are you?

Governance in a multi-supplier environment

Does your SLA help or hinder?

itSMF UK

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Our workshops take a fresh approach to the challenges faced by modern ITSM practitioners. They are created and facilitated by a team of experienced industry experts, providing real-world guidance and practical advice. Each workshop combines learning with practical sessions to enable delegates to gain knowledge that they can apply quickly and effectively back in the workplace.

Check out the website for details of the next public workshop on your preferred topic, or contact the office to arrange an in-house event tailored to your specific needs.

ORIGINAL CONTENT CREATED BY itSMF UK

PRAGMATIC CSI
Practical advice and guidance on how to adopt and implement a workable CSI approach.

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The approach and implementation for the effective management of a Change & Release programme.

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Real life examples and pragmatic learning for the successful implementation of Problem Management.

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Helping ITSM providers understand what digital service transformation means and how to make it work within the organisation.

CUSTOMER EXPERIENCE (CX)
Actual steps needed to be a true valued service provider and understanding what customer experience means to all involved.

SOFTWARE ASSET MANAGEMENT
How ITSM can manage the lifecycle of software assets. Tips for ITSM practitioners on developing and achieving value from SAM.

visit the website **www.itsmf.co.uk/events** or email us at **events@itsmf.co.uk**

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A better roaming experience

EE was awarded itSMF UK's 2016 Service Innovation of the Year award for its new approach to managing network performance for roaming customers. ServiceTalk discovers the story behind the solution.

EE is no stranger to innovation. The company runs the UK's biggest and fastest mobile network, pioneering the country's first superfast 4G mobile service in October 2012 by innovatively re-farming existing spectrum, and it was the first European operator to surpass the 15 million 4G customer landmark.

It will also be the first commercial network to use 4G to support the emergency services in 2017, offering the prospect of transforming how the emergency services work.

Being a new member of the BT Group has opened up further opportunities for service improvement, and EE's leading-edge Service Management team has submitted a number of entries for the BT Challenge Cup, an international competition for over 10,000 technologists looking for innovative [...] improve customer experience.

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How safe is your Sunday roast?

Cybersecurity is rarely out of the headlines these days. Hackers will go to any lengths, it seems, to infiltrate systems and disrupt our daily lives, particularly if there's a financial gain somewhere along the line.

At the most serious end of the scale these attacks can be truly life-threatening. The recent ransomware incidents which brought down NHS medical systems were part of a worldwide onslaught that affected more than 70 countries. Protecting our corporate assets against such wilful damage is 'business as usual' for the banks, insurance companies and online giants; but it's a constant battle to stay one step ahead, and requires considerable investment in new technology.

The problem is, in a world moving inexorably towards the Internet of Things (IoT), we can't expect the cyber demons to leave us alone when we turn off the PC or put the phone down. Among the more bizarre cyber stories reported recently was a warning from security expert Ken Munro of Pen Test Partners. He said that the latest range of app-controlled Aga cookers suffered from a worrying security flaw, one that could potentially allow hackers to take control of the oven and wreak havoc on the Sunday roast. Now, we've learnt to be cautious about our bank accounts, our online purchases and emails, but who could have predicted that even the Yorkshire pud would be under threat!

This is a first-world problem if ever there was one, but also a timely reminder that technology has a direct impact on every aspect of our existence today. For those in service management, tasked with ensuring a positive customer experience across an increasingly unpredictable range of IT-based services, keeping up with the twists and turns of digital transformation can lead to some sleepless nights.

itSMF UK is facing many of those same challenges as we support our members through a period of unprecedented change and uncertainty, both technical and political. This issue of *ServiceTalk* offers new perspectives on some of the subjects close to our members' hearts. We have stories from member organisations at the leading edge of ITSM – including award-winning innovation at EE and a whole new take on service desk staff development. There's a chilling warning about data protection from our new cyber guru columnist Gary Hibberd, and our Service Transition SIG have sprung into action once more with a dual-speed take on early life support. Niall Rudd asks whether we really need service level agreements; Miguel Lopez shares some research on MSPs; and Neil Battell offers some thoughts on governance in a multi-supplier environment (an article short-listed for this year's Thought Leadership award).

Plenty to get your teeth into, then, but don't forget the news pages as there's so much going on in itSMF UK itself right now. We have news about this year's professional service management awards, which take place in London in a few weeks' time, and also about our annual conference and exhibition in Manchester. We're highlighting the recent endorsement of the exciting EXIN BCS SIAM® Foundation programme - an opportunity to take ITSM professional development in a new and increasingly important direction. And we bring you up to date on PSMF, our strategic competency framework for members, with news of the PSMF Global scorecard and a dedicated membership offering.

If you're facing new challenges in your service management role, the chances are that someone in itSMF UK can help or at least offer some insight. Reading *ServiceTalk*, attending member events, joining a special interest group, or maybe sharing your own experiences in a presentation or article are all great ways to find solutions to unexpected problems.

Mark Lillycrop
Professional Services Manager
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The elephant in the presentation room

I've recently attended a number of different events and conferences - as speaker, exhibitor and delegate.

I'm not afraid to say that I'm looking forward to a few weeks without any conferences to visit! Whilst this sounds like a bit of a 'first world' problem (and I'm sure I'll get through it), it is possible to have too much of a good thing sometimes. Events offer a fantastic opportunity for discussing new ideas, industry issues and challenges, and of course for networking and meeting new and old friends and colleagues. There really is no substitute for meeting and engaging directly with a cross section of people from across our industry spectrum – its inspiring, immersive, memorable, and usually good fun too!

This can be quite draining, though, and it's good to get back to real life and work sometimes. However part of my fatigue and concern can be attributed to a recurring theme that keeps coming back to me from these various events. You could say it's the 'elephant in the presentation room' – a big issue for which we are all trying to find solutions.

From the variety of events I've attended – covering ITSM, DevOps, Agile, Service Desk – it's clear that we are at a pivotal point in our (service management) industry's development. One thing is becoming palpably clear, and we are all saying it, one way or another.

IT is about business. Business is about people. So IT is about people.

Simple. All the challenges and issues we have can be solved and mitigated through dealing with people, people issues and fixing people problems. So whether we talk about DevOps 'culture', or ITSM 'OCM' (organisational change management) or 'professionalism', skills and competency, or management and governance – we are really dealing with the same problems. Solutions like Kanban and Scrum and Lean are all ways to manage and improve not just what we do but the way we do things, usually involving some form of approach that deals with people.

Of course much of the 'new' is not actually radically new content or ideas. However what is different is that, in accepting this, we are trying to find new solutions to augment or replace our existing models. We are effectively calling out the importance and value of the 'people' aspect of what we do – in reality confirming that 'soft' skills are just as important as 'hard' or technical ones. So process and tools are no longer enough to deliver success – we should know that but we are now building that knowledge and challenge into a number of new approaches. We should stop relying only on frameworks and technology to solve people problems. Isn't that right?

Well yes, except that we are now creating a new problem – too many new models. Diversity and innovation are great things, so we should celebrate new ideas and content. However from a practitioner's perspective we are clogging up the 'best practice' headspace with a varied and seemingly conflicting plethora of new 'things'. So in addition to ITSM, CoBiT and ITIL we have DevOps, Agile, Lean, Cynefin, SIAM, IT4IT and more...

Many of these philosophies deliver value and are truly thought provoking – however the spread of new models is a confusion and challenge to the practitioner. Which way should service management professionals go? Do they need to get trained and certified in all of these things, or is there a way to knit the pieces together effectively? It's never easy to combine disparate models and I don't think we should be focusing on integrating them – rather there is a real need now for some simple central guidance on good service management that reflects both proven success and current and future capability. This doesn't need to be a patchwork of frameworks, but more an unaligned way of using different ideas together under a practical banner of value-based guidance.

This won't be happening quickly or easily. From the itSMF UK perspective, our role is to bring people together to debate and drive consensus around these questions. We have developed a full portfolio of events and workshops over the coming year; we've rolled out our Professional Service Management Framework, which highlights our members' view of the competencies required by today's practitioners; and we will be pushing out new content through ServiceTalk, through our website, and via a variety of new media channels including co-sponsored papers and the newly reformed Service Management Podcast, featuring Stephen Mann, Patrick Bolger, James Finister and yours truly.

We'd be delighted to see you and to hear your views on the future direction of the industry – at our Annual Conference in November, our Professional Service Management Awards in June, and at our special interest and regional groups and workshops.

Let's keep the debate going to shape the future of our industry!

Barclay Rae

Barclay Rae is CEO of itSMF UK and can be reached at barclay.rae@itsmf.co.uk
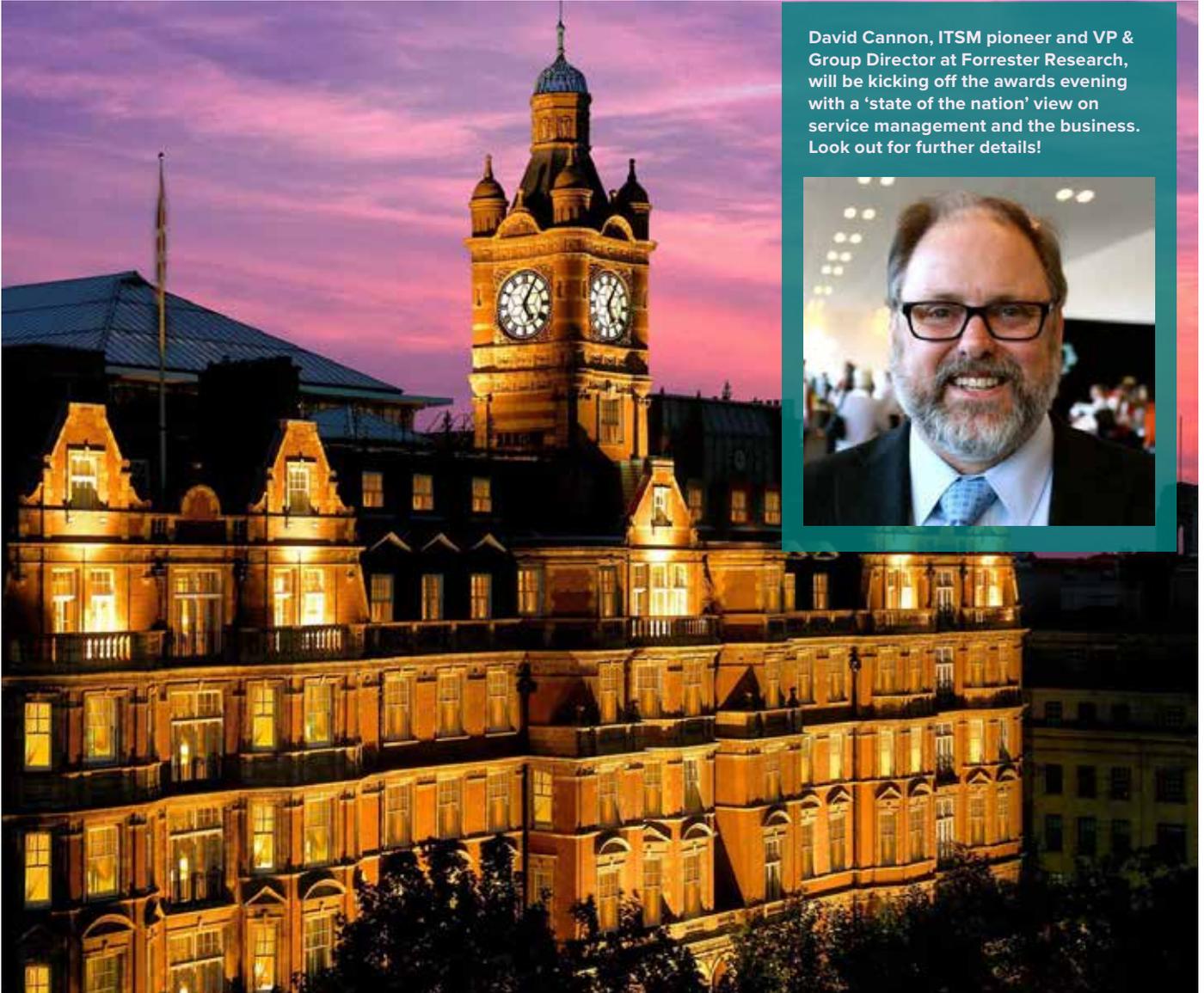
David Cannon, ITSM pioneer and VP & Group Director at Forrester Research, will be kicking off the awards evening with a 'state of the nation' view on service management and the business. Look out for further details!

The Landmark Hotel – venue for the PSMA17 awards gala dinner

Celebrating professionalism at the **PSMA17** awards

This year itSMF UK's annual award scheme is being refreshed and re-launched as the Professional Service Management Awards. Held at the prestigious Landmark Hotel on 7th June in London, the evening will be hosted by TV celebrity and former rock star Rev Richard Coles. This coincides with the industry-leading ITSM exhibition, SITS – The Service Desk & IT Support Show – at Olympia nearby.

The awards – 10 in total including new topics such as DevOps, SIAM and BRM – highlight the achievements of teams and individuals across the service management industry. For ITSM professionals this is a great opportunity to network with colleagues and make new contacts while finding out more about some of this year's most innovative service management initiatives.

"We've put a lot of new ideas into our revamped awards which will offer opportunities for a wide variety of approaches to service management", says Barclay Rae, ITSMF UK CEO. "We are also excited about running a new event at the Landmark, which is a truly wonderful venue, as well as doing this at the SITS show, where the whole ITSM industry gets together".

Visit www.itsmf.co.uk/psma17 for more information and to book your table!

The 2017 awards - how the finalists line up...

General Awards

Digital Transformation Project of the Year (sponsored by Cherwell)

For the most successful digital transformation completed during the year. The winner will be the organisation that can best demonstrate its ability to design and implement a digital transformation, exploiting a range of tools and techniques to achieve their goal.

Finalists:
- City and County of Swansea
- Aylesbury Vale District Council
- Leicestershire County Council

Service Management Team of the Year (sponsored by PSMF)

For the ITSM team that have supported their customers in providing inspirational service delivery and significant business benefit. They will have successfully built upon these relationships to become the beacon of service management within their organisation.

Finalists:
- Coretx
- Nationwide
- Agilisys
- National Grid
- Lookers

Service Integration (SIAM) Project of the Year

For the organisation that has undertaken the most successful service integration project during the year.

Finalists:
- Bank of Ireland
- NHS Digital

Young ITSM Professional of the Year (sponsored by SDI)

For an individual under the age of 30 who has demonstrated an outstanding level of achievement, ability, team support, rapid progress or business impact in the early years of their ITSM career, and who also promises great potential for future success.

Finalists:
- Christian Milton, EE
- Jonathan Robison, Agilisys
- Rebecca Watson, CapitalOne
- Nick Chappell, AICPA

Ashley Hanna Contributor of the Year

For the individual who has made the most outstanding contribution to the ITSMF UK organisation as a volunteer in the last year.

Finalists:
- Matt Hoey, Grant Thornton
- John McDermott, HPE
- Mark Temple, University of Glasgow
- Jon Morley, Littlefish
- Jennifer Smith, Alscient

Thought Leadership Award (sponsored by HPE)

For the author, special interest group or industry body that has made the most significant contribution to thought leadership within the service management community over the last year.

Finalists:

SIAM Foundation Architect Group - SIAM Foundation Body of Knowledge

Neil Battell and SIAM Special Interest Group members - 'Governance in a Multi-Supplier Environment'

Ian MacDonald, Independent Consultant - 'Thinking from the Outside In'

The Paul Rappaport Award for Outstanding Contribution to ITSM

For an individual who has made a sustained and outstanding contribution over a number of years to the field of IT service management.

Richard Coles

Special Innovation Awards

For organisations that are exploring new territory, often around the periphery of traditional ITSM, or that have found innovative solutions to well-known problems. This year Special Innovation awards are being given for:

- Business Relationship Management (sponsored by APM Group and BRM Institute)
- Training Delivery
- DevOps Implementation

Finalists:
- University of Loughborough
- G2G3
- NHS Digital
- Marval Software

Lewis Crack receiving the Young ITSM Professional award at last year's dinner.

PSMF: whose skills would you endorse?

There's a lot going on around the Professional Service Management Framework right now.

Developed to help organisations foster the skills needed in today's ITSM environment, PSMF addresses not just the core technical and process-based competencies defined within frameworks such as ITIL, but also the interpersonal, business and leadership skills that are increasingly in demand in a world of service integration and agile working.

Late last year we launched PSMF Global, a new interactive competency platform designed to capture and recognise specific skills across all the 42 areas of PSMF. PSMF Global allows you to recognise the work of your staff and colleagues by awarding endorsements. It's really easy to make a PSMF endorsement – they can be used to highlight all kinds of achievements, and to show that you value the qualities and ability of the recipient. And with our new PSMF Membership, available as a free upgrade to all itSMF UK members, your organisation can participate fully in PSMF Global. You can access a network of employees and contacts, monitoring and managing staff development and identifying hot spots and skills gaps.

Your organisation can also become a PSMF Verified Partner. We'll work with you to review the systems you use to assess the performance and competency of your service management staff – and once the review is complete, you will gain partner status, highlighting your commitment to the values and benefits of ITSM professionalism.

To find out more about PSMF Global, Verified Partner status and PSMF Membership, visit www.itsmf.co.uk/PSMF

Give us your view!

The *ITSM View* blog on our home page is the voice of itSMF UK online. It's there for everyone who has an opinion to share. If you have a view on the current direction of the industry or the way your business is responding to new challenges in service management, please log in and start blogging. You can respond to posts from other members too. This is your forum, so why not tell us what's on your mind?

Be part of the future of service management

Special interest groups are the life-blood of itSMF UK. Our current groups meet regularly to develop guidance and thought leadership around key areas of service management, such as problem management, service design, CSI, SIAM, service level management and service transition.

At the most recent Member Forum meeting a new special interest group was proposed, to monitor industry developments, identify emerging trends, and establish itSMF UK as an industry thought leader. This is a critical area as we begin to re-position the organisation to support a new generation of ITSM professionals.

If you're interested in being part of this new group and helping to shape the future of service management, please contact the office.

ITSM 17

Conference moves North

This year itSMF UK's Annual Conference will be moving to an exciting venue in the North West – Manchester Central – on 20th and 21st November. Offering a broad range of thought-leading sessions and keynotes, the event provides unparalleled networking opportunities and a great industry exhibition. It's the first time in many years that Conference has taken place in the North of England, and it's an ideal chance to engage directly with organisations that are pushing the boundaries of service management into new and exciting areas.

This year, our over-arching theme is Digital Transformation, and we're offering presentations from service management practitioners and consultants focusing on:

- DevOps — how DevOps works within ITSM and alongside existing ITIL processes
- Cloud — the reality of managing services in the cloud environment, including IoT, Big Data, Cyber
- ESM — how (IT)SM can be used and developed beyond IT; the interfaces and approaches available, service management in action across the enterprise
- Customer experience and BRM — helping the business to transform the experience of its customers, employees and partners in every area of operation.

The call for presentations is now closed, and the agenda for the two days will be published in the next few weeks. Please put the Conference date in your diary — or book before 30th June at www.itsmf.co.uk and take advantage of our Early Booking Offer.

Sharing the DevOps vision - join us on 5th July!

DevOps is attracting a huge amount of interest among member organisations. But while the benefits are clear to see, many businesses struggle to implement it. The biggest challenge, according to Gartner Group, is getting managers and colleagues to buy into the DevOps vision, and embrace the cultural changes involved.

In our DevOps Seminar and Simulation Day on 5th July, we'll be exploring the benefits of DevOps as part of an established ITSM environment. In partnership with G2G3, there will be a practical simulation workshop to explore the real potential of DevOps implementation, plus a range of other presentations and case-studies from organisations that are already blazing the DevOps trail.

Experiential learning is a great way to understand how to derive real business value from DevOps, so why not sign up for the event with your management team and start to build a plan for rolling out DevOps in your enterprise! You can check out the details on the website.

Do you have room for a regional?

We're currently searching for host companies for regional events around the country. If you have a meeting room that can accommodate around 30 people and you can arrange some refreshments, we would love to hear from you. Regionals are a fantastic source of information; this is a great way to get free on-site training for your team and to network with other organisations in your area. Please contact Teresa Corre on 0118 918 6500 if you can help.

EXIN BCS SIAM® Foundation Certification receives itSMF UK endorsement

itSMF UK has formally endorsed the new EXIN BCS SIAM® Foundation Certification. The qualification scheme, announced at the ITSM16 Conference last November and jointly managed by examination institutes EXIN, BCS and service management start-up Scopism, provides a new opportunity for professional development in a burgeoning area of service management.

SIAM is a methodology for managing multiple service providers and integrating them seamlessly to provide high quality, innovative services. This is an increasingly popular approach to service delivery but one that demands a new skill-set from commissioning organisations, service integrators, retained IT staff and service suppliers.

The new Foundation Certification allows candidates to attend an accredited training course or prepare for certification via self-study, followed by a 60-minute exam. It's supported by an extensive Body of Knowledge, the work of the recently formed SIAM Foundation Architect Group, which can be downloaded for free from www.scopism. com/free-downloads or purchased as a hard-

copy publication from Van Haren Publishing. It will be followed by a higher-level certification, SIAM Professional, available later in 2017.

The programme is relevant for people working for commissioning organisations, Managed Service Providers (MSPs) and retained IT organisations alike. It is a

useful option to consider to build a level of understanding before embarking on a SIAM or similar multi-sourcing project.

According to the itSMF UK assessors, the SIAM Foundation "is a refreshingly practical approach for a service management training and certification programme. The body of knowledge content is well structured, well written and contains a host of practical guidance, clearly based on real-life experiences.

"SIAM is an emerging area and the content is clearly original – not in terms of radically new ideas, but in the way it provides a pragmatic perspective on multi-sourcing that is not available in such detail elsewhere. The approach for developing the material reflects the output – based on a collaborative project using a cross section of 18 experienced SIAM practitioners."

Suzanne Galletly, Head of Portfolio & Program Management at EXIN, said "We are delighted to receive this endorsement for the SIAM® Certification programme, which we believe will play a very significant role in the development of service management professionals in the months ahead, as multiple supplier models become increasingly the norm. The formal endorsement of itSMF UK as a professional body is confirmation that the programme hits the right mark in terms of quality and market relevance, and helps to further establish the programme as the de facto standard in SIAM® training and certification."

Dave Kelsey, Global Product Partner Manager at BCS, said "We are pleased itSMF UK has officially endorsed the SIAM® certificate. We believe, with this backing, we can promote the benefits to individuals and organisations of the value that training and certification in this area can have. As more and more organisations continue their SIAM transformation projects the skills required of those involved need to evolve and this programme meets those needs in a practical way, using the knowledge and experience of a very focused architect development team. We look forward to seeing the value this will bring to organisations and individuals in the coming months."

Claire Agutter, director at Scopism, said "The project to create the SIAM Foundation Body of Knowledge brought together SIAM practitioners from around the world. The combined experience of companies including Atos, Kinetic IT TCS, Sopra Steria, Syniad IT, ITSM Value and ISG has helped us to deliver something that will be of value to anyone involved in a SIAM transformation. We're delighted to receive the itSMF UK endorsement for the scheme."

For details of the SIAM Certification Programme and a list of authorised training providers, please visit www.exin.com and www.bcs.org.

The Body of Knowledge underpinning the Foundation Certification can be downloaded from www.scopism.com/free-downloads or purchased as a new book from Van Haren Publishing. To obtain the book at 15% member discount, please contact publications@itsmf.co.uk

Background information

EXIN BCS SIAM® Foundation Certification [SIAMF.EN] validates a professional's knowledge about bringing together multiple service providers to strive for a common goal in order to support the client organisation's agreed objectives for service delivery.

This certification includes the following topics:

- Introduction to Service Integration and Management
- SIAM implementation roadmap
- SIAM and its relation to other management practices
- SIAM roles and responsibilities
- SIAM practices
- Processes to support SIAM
- SIAM challenges and risks.

Context

The EXIN BCS SIAM® Foundation [SIAMF.EN] certificate is part of the EXIN BCS SIAM® qualification programme.

Target group

This certification is aimed at professionals worldwide who have an interest in the practices of Service Integration and Management or want to implement this methodology in an organisation; in particular professionals who are already working with IT Service Management processes. Furthermore this SIAM® certification is intended for providers that want to implement and manage Service Integration and Management models. More specifically, the following roles could be interested:

Chief Strategy Officers (CSOs), Chief Information Officers (CIOs), Chief Technical Officers (CTOs), Service Managers, Service Provider Portfolio Strategists/Leads, Managers (e.g. Process Managers, Project Managers, Change Managers, Service Level Managers, Business Relationship Managers, Program Managers and Supplier Managers), Service Architects, Process Architects, Business Change Practitioners and Organizational Change Practitioners.

Requirements for certification

Successful completion of the EXIN BCS SIAM® Foundation exam. A SIAM Foundation training is the recommended preparation for the certification exam. Also recommended is knowledge of ITSM terminology, for instance through the EXIN IT Service Management based on ISO/IEC 20000 certification.

Examination details

Examination type: Computer-based or paper-based multiple-choice questions
Number of questions: 40
Pass mark: 65% (26 of 40)
Open book/notes: No
Electronic equipment/aides permitted: No
Time allotted for examination: 60 minutes
The Rules and Regulations for EXIN's examinations apply to this exam.
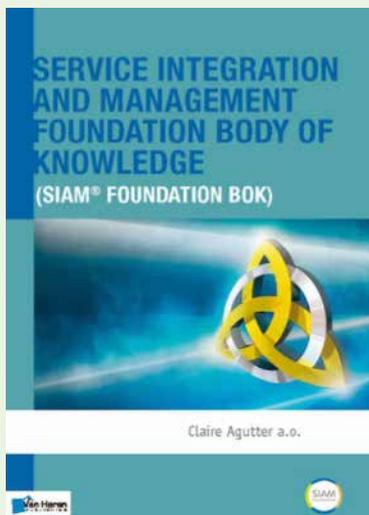
GDPR –
how ready are you?

Gary Hibberd considers the implications of new data protection legislation which dramatically changes the rules for any organisation managing personal data.

GDPR is the hottest topic around right now. If you're not aware of it, where have you been? The new General Data Protection Regulations (GDPR) has fast become the 'must quote term' of 2017 and it's set to stay that way for the majority of 2017 and 2018. But it's with good reason.

The new regulations have been described by the Information Commissioners Officer (ICO) as "the biggest change in Data Protection in over 20 years". But despite this change, and despite the fact that the GDPR came into enactment in 2016, there are still those who don't know what it is and how it will affect them. And affect them it will.

You see the GDPR is focused on the data subject, i.e. you and me. The person. It is focused on the 'rights' of the data subject and specifically on how our data is collected, stored, shared, and ultimately destroyed. It is a regulation that is placing us at its centre and placing a spotlight on those who control or process our data.

So, if you've never heard of the GDPR and want to know what it's all about, here are the headlines:

- The current DPA 1998 legislation is repealed on 24th May 2018.

- The GDPR is a regulation and comes into force immediately on the 25th May 2018.

- The regulations apply to EVERY organisation, irrespective of size or sector

- Six principals replace the current eight principals

- The six principals focus on accountability

- Organisations that breach GDPR can expect fines up to 4% of global TURNOVER (or 20 million euro, whichever is the higher)

- The ICO MUST be notified within 72 hours when a data breach occurs

- You must have a legal basis upon which to process data, or you will need to seek 'consent' to process the information you hold (and yes, this is retrospective!)

- Organisations may need to assign a data protection officer (or at least document why they don't)

- Each controller must maintain a record of processing activities within their area of responsibility

- Data subjects (ie. you and I) have additional rights which include 'the right to be forgotten' and 'portability of data'

- Charges for 'Subject Access Requests' (SARs) have been removed

- SARs must be responded to within one month

- 'Privacy by design and default' is a core principle, meaning you need to think about privacy as early in the design phase of any project/system which affects data subjects

- 'Data Protection Impact Assessments' (DPIA) need to be conducted

- Brexit will have no effect. Whilst GDPR is EU legislation, the ICO has already stated that the UK will adopt the provisions and they will be enacted into UK law once the 'Great Repeal Bill' is finalised.

Why has this change come about?

There are several reasons for the change, not least of which is because we live in a different time from when the Data Protection Act was introduced to us.

The current Data Protection Act 1998 will be twenty years old next year. It was enacted at a time when email was only five years old. It was enacted before Twitter, Facebook or social media had even been thought of. When

Google first came into being in 1997 there were just 500,000 searches per day – now we 'Google' more than 2.3 million times a minute. The way we use data has changed and the way we share it has changed too.

Cybercrime is also a big drive to ensure the laws which protect us are robust enough. Cybercrime rates have increased dramatically over recent years, with 3.6 million cases of fraud and 2 million computer misuse offences taking place in 2016. But this doesn't take into account the millions of cases of accidental data breaches, some of which are reported, most go unreported and many go undiscovered.

Of course cybercrime isn't localised to the UK. It's a pan-European and international problem. Setting laws around how we control data is vital in understanding what the risks are and how we can address them.

Finally, the change has come because organisations of all shapes and sizes have been found to be woefully inadequate at protecting the information they hold. The regulations set clear guidelines about what

constitutes 'personal information', what 'seeking consent' means and what SHALL happen when you suffer a data breach. Reading the regulations and the guidance notes that support it, you get a genuine feeling that the author(s) are tired of organisations playing fast and loose with our data. Indeed, I feel the subtitle of the GDPR should have been Enough is enough!

In conclusion

You'll have noticed I've introduced you to what GDPR is, but not offered any 'handy tips' on what you should do to ensure compliance. This is intentional. I have written articles of that nature elsewhere and I'm sure I'll be providing more advice in future issues of ServiceTalk. However, the number one tip I give to everyone who is even remotely interested in ensuring they are compliant with the law is, read the regulations – all 261 pages. It's no page turner, but it is important. If you don't want to read the regulations, then hire someone who has.

I will finish by saying simply this. GDPR has the data subject (you and I) at its core. It is there to protect our information from misuse and abuse. There are six guiding principles with which all organisations must show evidence of compliance. But running across all the 261 pages of the GDPR is 'accountability'. Someone in your organisation will be held accountable for a lack of preparation, lack of capability, or lack of care towards the GDPR and data subjects.

Ignorance of the law is no defence in law. GDPR becomes an act of law on 25th May 2018.

Gary Hibberd is Managing Director of international cyber security consultancy Agenci. If you'd like to discuss cyber security or data protection and GDPR in more detail, you can reach Gary at **ghibberd@theagenci.com** or **0744 7911 742.**

Two-speed transition — early life support

Our Service Transition special interest group conclude their series of articles on bi-modal IT (or two-speed ITIL) by looking at early life support. SIG members Peter Mills and Jon Morley take up the challenge and argue the case for traditional and 'new thinking' approaches to the ELS period.

Early Life Support – The Traditional Approach
(By Peter Mills)

Early Life Support can be a disaster for Operations, if all they've received is an email with instructions to let the project team know if there are any incidents. Not what we would consider a successful transition activity!

There is more than one way to skin a cat, as the saying goes - not that I would want to, and apologise to all cat lovers for even bringing the subject up. However, we are considering more than one way to conduct Early Life Support (ELS). With both methods we are hoping to avoid that common problem of taking the tried and hopefully tested solution and just throwing it over the wall into the Operations group. Just as we would not throw a dead cat (sorry, last reference I promise) over our neighbour's fence, so we should not throw our services over the wall to the Operations teams.

And as most of us try to live in peace with our neighbours, we need to encourage a degree of harmony and cooperation between Service Design, Transition and Operations.

ELS is a recognised stage in the service lifecycle, so is considered important by those constructing what is considered to be best practice.

As far as I see it there are two main reasons for conducting a carefully planned and executed ELS set of activities and doing them 'traditionally':

- to prove the service can work in the operational environment and

- to help the operational staff and processes take on the new service in a relatively 'safe' environment.

Can we say at this point that 'traditionally' does not necessarily mean slowly?

Approach

Let us recognise that some of the preparatory work needs to be done well before transition. The Service Design folk and the project manager should have in place the Service Design Pack (SDP) and some idea of the training requirements for the operational teams well before we get to the ELS stage of the service delivery. I have seen cases where the operational team ends up trying to construct the SDP from crumbs thrown from the design team.

Then – depending on how your organisation is set up – either the existing project manager or the transition project manager should take care of the other elements required for ELS activity. As a minimum these should include:

- testing

- handover documentation.

And specifically addressing the impact of the new/changed service on operational processes:

- the all-important communication plan, and hopefully

- the ELS agreement.

These are the things that impact your operational processes – event, incident, problem.

Set expectations by communicating with the stakeholders, by gaining agreement that the plan will work – how long will we work side by side etc. When communicating make sure you understand the audience you are communicating with – the operations manager, service desk and support teams may well benefit from different levels of communication.

Method

By 'traditional' I guess most would mean old and boring.

The whole key to ELS is setting expectations – it has been tested and here are the results.

On the contrary, there is no reason why the traditional method should not be ingenious and interesting. Find ways of demonstrating what is different about this new or modified service, get others involved, make it fun and interactive.

As should be clear, the traditional and agile approaches both consider ELS to be a collaborative effort, demonstrated through the Design and/or Transitions teams and the Operations team working collaboratively with the understanding of the customers.

Team up those who know with those who are learning

- the project/transition manager with the business or customer relationship manager (BRM)

- the project team with the resolver group(s)

- the service architect with the service desk

- the business relationship manager with the customers/users.

The project manager should understand timings and issues and be managing any customer issues from the BRM back into the project team for support.

The project team and the engineers know how this service works; team them up with the new/existing resolver groups. It is recognised that the engineers may themselves be the resolver group. In this specific case there are no excuses for this being slow and boring, but even faster than the best agile approach.

The service architect who has overseen the service design and understands the requirements can help the service desk in determining if they really can fix it without any escalation – functional or management. Then, hopefully, someone will have briefed

the users or customers as to what is happening and they can start to get to know, through the BRM, how the service looks, what reporting occurs, and how to use it to best effect.

Recognise that different people learn in different ways, but in the end the Operations-based staff will be living with the new service far longer than the Design or Transition teams, so make sure they know the service inside and out.

TOP TIP: See if you can get the operational staff to test the new service.

The sooner the operational staff can get their hands on the management of the new service, the better.

The importance of a proper ending

This collaboration phase can only go on for so long - it is expensive. There are other services new and modified that need attention, continuous improvement tasks to be carried out, and holidays have to be taken. Therefore, make sure communications are at the top of everyone's agenda. Clearly articulate how long the ELS is going to last and what the exit criteria are. What determines the full handover completion for this service?

One other important point – there may be resistance to the take-on of this new or modified service; people are always very busy, so make sure there are early and many opportunities to **listen to the operational staff.** Be ready to spot resistance issues and address them as early as possible!

Summary

The greater the revenue generation, the larger the number of users of the service and the more important it is to complete and exit ELS successfully.

Personally I don't think I can sprint any more, but I can get the project handed over correctly using the traditional methods.

Over to Jon...

Early Life Support – The Agile Approach (By Jon Morley)

The result: one happy collaborative group of customers, operations and design working in perfect harmony to deliver value to our customers.

Early Life Support (also called a Warranty period) is critical to the success of any project/transition as it is often the period in time where the customers are using the service for the first time. It is also the place where benefits realisation ultimately starts. Traditionally, ELS adopts an 'intensive care' mantra of resource being highly focused for just a short period of time and support teams are often left confused and not ready to take on the service into business as usual. By changing your approach to being more agile in nature, you may find the collaboration and self-organising between project teams, support teams and customers actually

resolves issues a lot more quickly than waiting for someone to phone the service desk with a major incident.

The following items are actual learnings and ideas we found during the successful implementation of a new service which involved a third-party supplier, the internal IT team and the customer.

Approach

You will need to define and agree your requirements and acceptance criteria for ELS like any other non-functional requirement
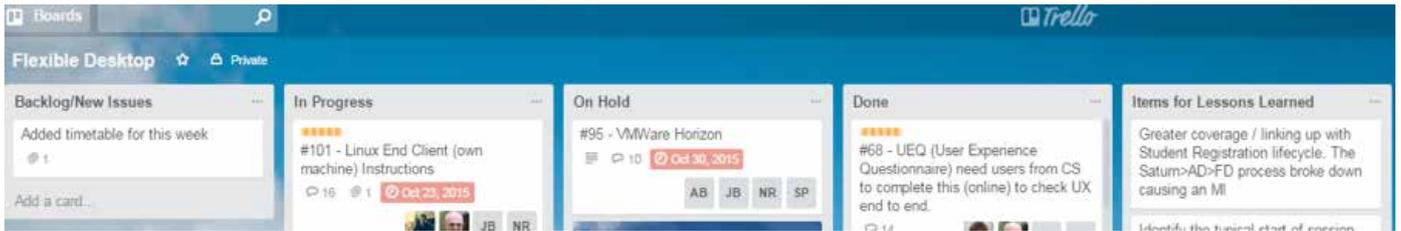
up front. This is regardless of whether or not this is part of agile sprints or traditional requirements-gathering activities.

Requirements and criteria should involve identifying:

- the length of time required for ELS

- where it needs to be located, e.g. should resource be onsite or remote?

- whether there are any special requirements such as floor walking

- who the stakeholders are – project and support teams, suppliers, partners, senior managers and customers; make sure you get their input into the requirements.

The key thing to remember is that, when doing ELS, there is no guarantee of success so have your suppliers, internal teams and customers work together before invoking any type of contractual or service level penalty clause.

Tools and methods

The key to success when using an agile approach is find a way of working that is flexible and useable by the participants. Be prepared to adapt it as required.

We used a free online Kanban board (Trello) which was accessible by all parties and was really simple to use. Lessons we learned, as well as things you might want to consider, when using a Kanban board include:

- make sure the board shows the work in progress

- create 'cards' to represent each task or issue – break them down into additional cards if the item is complex

- agree the 'rules' of the board with your team, e.g. the number of columns, prioritisation, significance of issues, how to deal with blockers, and so on

- continue to use existing tools for logging calls, e.g. via your ITSM tool, otherwise your board and team can get bogged down and potentially duplicate effort

- have representatives add cards to the Kanban board in accordance with the agreed 'rules'

- make sure to work from right to left rather than left to right so that work is 'pulled' across the board to the 'done' column.

People and collaboration

Getting the right people involved and having them collaborate is the key to success. Some practical considerations include:

- develop and follow an appropriate high-level stakeholder plan to complement lower-level implementation and back-out plans.

- make sure you walk your stakeholders – particularly senior managers and customers – through the plan and agree the communication checkpoints e.g. sending out a daily/weekly report.

- ensure people do not circumvent the existing processes for logging incidents or changes.

- undertake daily stand-ups for a maximum of 15 minutes with the right people, e.g. project team, support and customers together.

- focus the agenda of the stand-up on three key questions:

  ○ What did you do yesterday?

  ○ What will you do today?

  ○ Are there any impediments in your way?

- facilitate resolution of any issues requiring deeper investigation outside of the stand-up

Don't be afraid of things going wrong – it is a good thing to 'fail fast', be transparent and learn from the experience

Summing up

In order to make Early Life Support a success, certain flexibilities are necessary – particular surrounding people, process and technology. There is no substitute for following established procedures (like logging incidents via the service desk, as it is often the primary source of data). That said, by placing emphasis on flexibility through the right crowdsourcing, requirement gathering and stakeholder management, you will allow mutual trust and collaboration to build between customers, suppliers and internal support and project teams.

Make sure you can also measure your success rate – the number of cards in the 'done' and 'failed' columns will help to identify waste more quickly.

Finally, if you have never undertaken Early Life Support before, this innovative approach is more likely to give you a basis for future improvements through a repeatable yet flexible method rather than the rigidity of a fixed process.

Peter Mills is Principal Service Architect at Arqiva Ltd and Jon Morley is Service Delivery Manager at Littlefish Managed IT Services. Here they represent our Service Transition SIG. For the full version of this article – winner of the itSMF UK Thought Leadership Award 2016 – covering two-speed service catalogue, release management and ELS, check out our website.

CALLING ALL SERVICE INTEGRATION AND MANAGEMENT (SIAM) PROFESSIONALS!

Share your SIAM best practices, insights and stories

This free seminar is the latest in a series of workshops held across Finland, Sweden, Denmark and the UK.

MOVING FORWARD WITH SIAM

- collaborative workshop

20th of June in Central London

The discussion will include:

- **Evolution of SIAM**
- **The role of robotics and AI in SIAM – now and future**
- **Best practices and standards**
- **Knowledge share – what worked and what didn't**

+ Introduction of a Case Study

Opening with an Early Breakfast and offering an opportunity to network at the end of the day over drinks

Workshop hosted by authors of an upcoming SIAM publication *Pavel Haimi & Juha Huovinen*

JOIN THE JOURNEY!

Register to this event by sending email to:
siambook@sofigate.com
by 12th of June 2017.

SIAM BOOK

ICT Standard Forum hosts a series of workshops to discuss, share experiences and define the best practices of SIAM. The outcome will be utilized in a SIAM –publication binding together companies, experts and educational facilities from Finland, Sweden, Denmark and the UK. It will provide practical guidance for all the stakeholders in building, organizing and running Industrialized SIAM.

ICT STANDARD FORUM

SOFIGATE

A better roaming experience

EE was awarded itSMF UK's 2016 Service Innovation of the Year award for its new approach to managing network performance for roaming customers. ServiceTalk discovers the story behind the solution.

EE is no stranger to innovation. The company runs the UK's biggest and fastest mobile network, pioneering the country's first superfast 4G mobile service in October 2012 by innovatively re-farming existing spectrum, and it was the first European operator to surpass the 15 million 4G customer landmark.

It will also be the first commercial network to use 4G to support the emergency services in 2017, offering the prospect of transforming how the emergency services work.

Being a new member of the BT Group has opened up further opportunities for service

improvement, and EE's leading-edge Service Management team has submitted a number of entries for the BT Challenge Cup, an international competition for over 10,000 technologists looking for innovations to improve customer experience.

Monitoring customer experience outside the UK

This constant drive to improve customer experience has also led EE Service Management to this year's winning innovation in the itSMF UK Industry Awards, highlighting a solution that significantly improves the experience of customers travelling abroad.

EE uses industry-leading monitoring of its customers' network experience in the UK but, prior to 2015, its ability to monitor its customers' experience whilst travelling in other countries was more limited. The challenge the EE Service Management team faced was to provide consistent service levels for millions of customers using EE roaming in over 200 countries during peak season. The problem was that, when customers take their UK phone abroad, they are entirely reliant on the network of EE's roaming partners. EE is unable to control these networks and has limited monitoring of them. Their fault management processes relied on customers reporting faults while they were abroad, which is an inconsistent approach and unlikely to result in the kind of experience enjoyed across the UK network.

EE piloted a number of solutions such as tracing EE employee handsets outside the UK and using static devices plugged into foreign offices. However, the information provided was intermittent, susceptible to being disabled, and not significant in size. It was clear that they needed to 'think outside the box'.

"We evaluated several third-party solutions and settled on a product called 'Globalroamer' provided by SIGOS," said EE Head of Service Management Kevin Sharp. "SIGOS consolidates large numbers of our sim cards on their system in Germany, from where they can virtualise them onto one of their live devices anywhere in the world. Once booted up this 'roaming' sim can be made to check various services including voice, messaging (SMS) and data, and report back. It's automatable, configurable and the output easily designed for specific recipient groups."

The solution now runs multiple tests per day with EE's key roaming partners, enabling the company to measure key performance indicators (KPIs) such as network attach time and data download speeds. Service Management present the KPIs via a 'roaming dashboard' to key stakeholders and support teams are notified real-time, enabling EE to raise incidents with our roaming partners before our customers call in to report poor service.

The benefits of this service have been huge. Incident Time to Resolution (TTR) has fallen dramatically, and EE's roaming Net Promoter Score (NPS) has increased significantly with Propensity To Call (PTC) decreasing. Corporate customers are also very satisfied with the additional monitoring.

The solution has not required any additional support headcount and despite an average 30,000 extra roamers per day in 2016 versus 2015 there has been no increase in the monthly number of fault tickets being opened by customer services, resulting in a reduction in tickets in real terms.

Bottom line

The solution EE deployed is cost effective, environmentally friendly (as their engineers no longer need to travel abroad to investigate an incident) and agile in that they can test customers' roaming experience on a specific network in a specific country in a matter of minutes.

Customer reported tickets v avg number of roamers
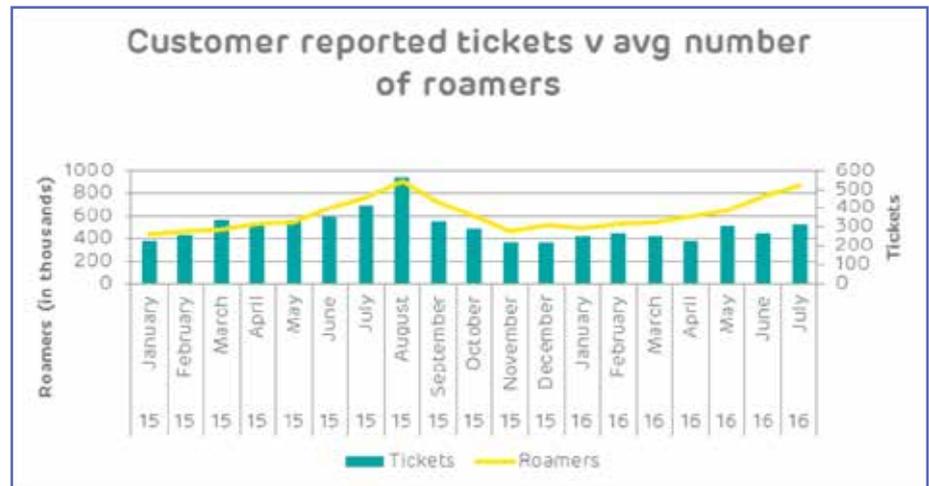
Taking the innovation to the next level

In view of the initial success of the roaming solution, the Service Management team has deployed the tool effectively in a number of ways.

- Firstly, it has been used domestically to monitor UK service levels.

- Secondly, Service Management has adapted the solution from reactive monitoring and reporting to proactive alarming. The tool now sends real-time alerts to EE's 24/7 Technology Operations Centre (TOC) who assign incident tickets to the appropriate support teams. This has significantly decreased the average TTR of EE's roaming incidents.

- Thirdly, the EE Board has been so pleased with the business benefits, both in terms of the improved roaming customer NPS and the reduced PTC, that they signed off additional budget earlier this year to enable Service Management to increase the number and frequency of roaming tests.

- Fourthly, EE has used the tool to measure customer experience during major incidents. EE no longer has to rely exclusively on a roaming partner helping with fault finding but can log onto their network to run tests, again resulting in reduced TTR.

- Finally, Service Management is able to share the performance of individual roaming partners with the business to use in commercial negotiations, and ensure that the best possible roaming partner is used in a country to ensure optimal performance for EE's customers.

During 2016 the new tool helped identify and resolve a number of incidents with the roaming service. On one occasion the solution was able to identify the cause of an incident impacting a large corporate customer. The customer was then able to adjust the software deployed on their devices with very positive results.

In another example, EE was able to raise an incident with one Middle Eastern roaming partner who was unaware there was an issue but was able to resolve it once informed, with minimal impact on EE's roaming customers. Stories like this prove the real value of service innovation and the contribution it makes to the business, particularly in a commercial environment where good customer service is taken for granted. For EE and their Service Management team, it's business as usual.

Kevin Sharp is Head of Service Management - Enterprise at EE.

Miguel Lopez reports on the growth of the MSP market, and the factors contributing to the survival of the fittest.

The rapid rise of the managed service provider
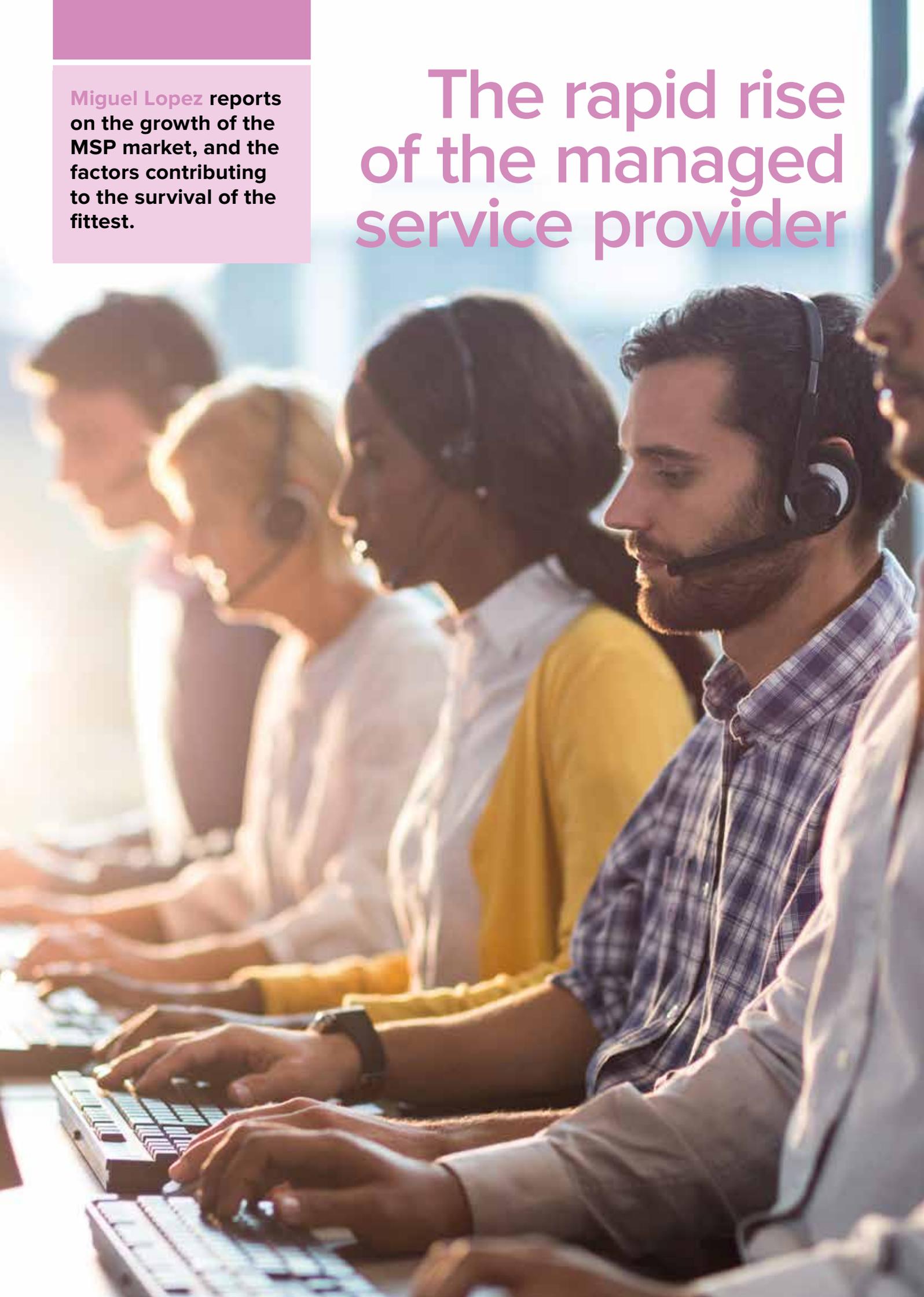
The managed service provider market has been shaped by rapid evolution and growth. A major theme has been the expansion in the range of services that MSPs offer. In the early days, they typically concentrated on the remote monitoring and management of servers and networks.

As time has gone by, however, MSPs have tended to diversify in order to distinguish themselves from their competitors. MSPs now often remotely support a client's endpoint devices and build offerings around mobile device management. Some have developed specialisms in such areas as managed print services or security-as-a-service, for example.

The advance of cloud computing has added another complex blend of challenge and opportunity into the mix. The biggest challenge is around finding ways to manage new hybrid environments, which combine the traditional on-premise world with new cloud-based infrastructures. But there are also great opportunities for MSPs to grow in delivering new cloud-based services, such as cloud-based backup and disaster recovery.

> "High-growth is not something that happens to MSPs by chance, however. The evidence shows that if MSPs want sustained growth, they have to plan for it and work toward it step by step."

Today, all the indications are that the MSP market is continuing to develop dynamically. According to research posted by consulting firm Everest Group at the end of last year, the managed spend in the MSP market grew robustly by 11 to 16 per cent in 2014 to reach US $85-90 billion, while the current market size at the time of publication, in terms of Net Fee Income (NFI), was approximately $1.5 billion.

Our own research at Kaseya concurs with this positive picture. In our 2016 Global MSP Pricing Survey, 23% of respondents report that their three-year average annual monthly recurring revenue (MRR) growth is over 20%, with an additional 30% reporting average annual MMR growth for the past three years between 11% and 20%. MSPs also reported increased revenues from most of their portfolio offerings in the year leading up to the report – from services like backup and recovery, desktop and server support, and cloud.

High-growth is not something that happens to MSPs by chance, however. The evidence shows that if MSPs want sustained growth, they have to plan for it and work toward it step by step. For example, high-growth

MSPs charge more for their technicians; charge more on average for ongoing server support and maintenance per month; and have a higher average size monthly managed services contract. The data also suggests that high-growth MSPs share a determined, continuous focus on finding areas of growth and competitive value, and clearly articulate this value to their clients.

High-growth MSPs are much more likely to offer new 'emerging' services. They are, for example, over twice as likely to offer cloud monitoring services as their peers. In addition, they are much more likely to offer monitoring services – and even guaranteed SLAs – for their clients' services. Finally, high growth MSPs are 85% more likely to provide hosting services for customer-owned equipment.

High-growth MSPs also tend to have more of a strategic focus. This group indicated more frequently that their clients' top IT problem or service need is to address heightened security risks, increase IT as a competitive advantage, and deliver higher standards of availability than their lower-growth peers. The report also highlighted that security and cloud services need to be two of the biggest focuses of MSPs moving forwards.

The Kaseya 2016 survey found that more than 70% of high-growth MSPs are offering desktop security services and that 'heightened security risk' was the top IT problem or service MSPs expect their clients to face this year. Added to that, over 50% of respondents said they now offered cloud services (IaaS, PaaS, and SaaS). Continuing a trend we have already referenced, high-growth MSPs outpace their low-growth counterparts in offering cloud services (58% to 48%), and in expected increase in revenues in 2016 (66% to 56%).

These results are, of course, more than just an indicator of the current status of the MSP market today; they also point the way forward to areas that providers might want to focus on in order to drive strategic growth in the future. A key theme is the need to differentiate. Customers are looking for more comprehensive services from MSPs – and so MSPs need to look at developing attractively priced bundles with increasing levels of capability to differentiate themselves with more advanced and specialised services in developing areas like security and cloud. With regards to security, adopting a more proactive approach should be a key priority. It will save MSPs money and improve engineering/technical staff productivity significantly. Security issues create tremendous disruption – like any other systemic infrastructure issue. MSPs therefore should look to take steps to minimise this before it occurs by setting up regular scans, delivering policy-based automation, and managing access with password management, multi-factor authentication and single sign-on processes.

On the cloud side of the equation, the focus should be on determining how to best assist

customers with cloud migration, operations and management. Cloud services will not replace managed services. On the contrary, they increase the need for services which support cloud migration and cloud service management. It's also key, of course, if they want to drive dynamic growth, that MSPs develop the right sales, marketing and IT capabilities to address this fast-moving marketplace.

Selling and marketing managed services is after all very different from selling hardware and software. Having the right software in this area will pay tremendous dividends in terms of deals won and the profitability of those deals. It's also very important to participate in vendor communities, meetings and events to learn more and keep up to date with market opportunities. Managed services is a fast moving market with new players and new approaches entering all the time. Even if you operate in a small geo market with limited competition, your customers are still informed about the wider possibilities and opportunities.

Arguably the most important tip that any MSP looking to drive dynamic growth can receive is to invest in great tools and to leverage all the technological capabilities they can. Efficiency translates into both profitability and competitiveness. The more efficient their operation, the faster an MSP can grow and lower their business risks. That's why it's worth any ambitious MSP investing in integrated and professional tools that reduce variability, automate routine tasks, speed problem resolution and support your expanding managed services portfolio without needing to be replaced.

With service portfolios diversifying and the onset of the cloud giving the market a further boost, there is a great opportunity out there for MSPs who understand the market and have the strategic focus and the determination to take advantage. With market momentum continuing, now is the time for MSPs to take action and position themselves for dynamic growth.

Miguel Lopez is General Manager of the MSP Market Segment for Kaseya

Countdown to SITS17

SITS

17

THE **SERVICE DESK & IT SUPPORT** SHOW

7-8 JUNE 2017
OLYMPIA, LONDON

SITS – The Service Desk & IT Support Show, known as the annual go-to show for the UK's ITSM and service desk communities, returns to Olympia London on 7-8 June. Here's a preview of what's in store for the thousands of IT professionals, including CIOs, IT directors, service desk managers, and senior IT decision-makers preparing to attend.

With the demands on IT infrastructure getting exponentially more complex, it's never been more important for IT professionals to adapt to the latest tools, technology and trends in the industry. With an extensive free seminar programme (in three theatres), two breakfast briefings, big name keynotes, hot topic roundtables, and an array of new products and services, the show will provide IT directors and top-level service desk professionals with an unrivalled opportunity to discover the latest research and ideas that they need to meet the unique challenges of their rapidly evolving industry.

80 leading exhibitors

"SITS is valuable to me because of the conversations I have with the exhibitors who, for the most part, drive this industry forward. The only way we are going to be able to continue to face the challenges in IT service and support is with the vendors driving through new technology innovations," says Ollie O'Donoghue, SITS speaker and head of research and insight at Service Desk Institute.

The two-day show will feature 80 leading specialist vendors, integrators, consultancies and service providers, demonstrating top quality IT solutions – from self-service IT portals and live chat software to transformational service management tools.

Among the 80 exhibitors, returning big names include Hornbill Service Management, TeamUltra, Cherwell Software, Webroot, ServiceNow, Atlassian, Alemba, Axios Systems, Marval Software, Freshdesk, TOPdesk UK, and Bomgar. Whilst new additions for 2017 include TeamViewer, SN Developer, EG Innovations, Kelverion, ComAround, Everbridge, Exalate, 8x8, Ninja MSP, and BDNA, and many more.

"SITS is the best event to connect with and talk to industry experts, which is crucial for my business, and the one place in the industry where you can predict everyone will be," says David Backham, CEO and founder of Soliloquy.

First Keynotes revealed

As the process of the UK leaving the EU begins, Chris Weston, technology and business advisor at Jumar Solutions (named in the 2016 CIO 100 by CIO magazine), will be exploring some of the impacts and opportunities of Brexit for the IT industry. Challenges in the areas of budgets, system configuration, and people and data security will be covered, including the sovereignty and the advent of the General Data Protection Regulation (GDPR). Other sessions in the Keynote Theatre include:

Raising the performance bar

High performance teams deliver significantly more in terms of return on investment, better customer experiences and engaged employees. They outperform other teams by over 50%. Natalie Calvert, CEO of CX High Performance, will be discussing the secrets of high performance and the real difference businesses can make with existing service desk staff and their leaders.

Conflicting agendas? CIO versus the CEO's priorities

Chris Rydings, CTO of Axios Systems, will be discussing the role of the CIO and CEO. Industry analysts agree they ought to acknowledge that the needs of IT and the wider business often fail to match. Rydings will be exploring how to identify and engage with stakeholders to gain consensus, how to articulate benefits, quantify costs and address risks, whilst providing tips for getting a business case 'over the line'.

Mastering the art of service excellence

David Bellini, founder and managing director of Connectwise, will be discussing how IT professionals can turn every touchpoint in the customer journey (from marketing and sales, to support and invoicing) into an opportunity to prove that the job won't just get done – but can be done well.

For further information, and to view the confirmed Keynote programme to date, please visit www.servicedeskshow.com/education.

SITS' free conference programme

Visitors to the show will also benefit from a packed free seminar programme. A few notable sessions include:

● Adam Haylock, service delivery manager at AVDC and Patrick Bolger, chief evangelist at Hornbill will explain how AVDC are breaking down traditional silos and establishing much larger 'sectors' in their session 'Building the self-sufficient enterprise service desk.' Helping others to embrace this culture and understand how the latest innovations in service management technology make it easier to deploy the enterprise service desk.

● David Wright from SDI will be analysing the latest trends to hit the service desk market. In an industry filled with unprovable predications and noisy debates, David will use the latest SDI data to show what is really happening.

● In his session 10 tips for a successful SIAM implementation, Steve Morgan, director of Syniad IT, will be looking at the key elements, from strategy, design, build and implementation, and spanning people, processes, tooling and governance – drawing from practical implementation experience to ensure the SIAM operating model meets its objectives.

Free registration

"An event like SITS presents a great opportunity for a company or individual to understand where they are in relation to industry best practices. It gives IT professionals the chance to review a vast number of solutions and gain information that will help you make the right decisions in regards to your individual IT service management journey," says Mike Kyffin, director of solutions and strategy – EMEA, at Cherwell Software.

For further information and to register, please visit www.servicedeskshow.com, and quote priority code SITS007. SITS17 attendees also benefit from free access to Infosecurity Europe 2017, co-located at Olympia.yet relevant discourse on the increasingly technological challenges they faced in searching for success – and yet how often it all came down to a human view. (People really do matter!)

Attendees at last year's SITS show

For the first time, itSMF UK's Professional Service Management Awards Evening will be running alongside SITS at the Landmark Hotel on 7th June. The awards highlight the achievements of the service management teams and individuals who have led the way in service management over the last year.

SITS Group Event Director David Maguire said: "We are delighted that itSMF UK will be holding the Professional Service Management Awards after the first day of SITS. The coinciding of the events will create a great opportunity for IT professionals and vendors to continue networking and celebrate the achievements of the wider ITSM community, which are so richly deserved".

For full details of the Awards Evening, see page 6.

For organisations considering service integration, governance remains a very challenging issue. Neil Battell and members of the itSMF UK SIAM special interest group provide advice and guidance for those faced with governing a multi-supplier environment.

Governance in a multi-supplier environment

The need for governance

ISACA, the global IT governance association, defines corporate governance as:

"The system by which enterprises are directed and controlled. The board of directors is responsible for the governance of their enterprise. It consists of the leadership and organisational structures and processes that ensure the enterprise sustains and extends strategies and objectives."

If we translate this into the scope and context of Service Integration and Management (SIAM), we can say that SIAM governance is:

"The system by which an organisation directs and controls the integration and management of multiple suppliers. The board of directors is responsible for the governance of their enterprise, including ensuring that a system of appropriate controls is in place to govern the use and activities of suppliers. The system of governance consists of the leadership, organisational structures and processes that ensure that services are sustainable and meet objectives."

Virtually all organisations are now heavily reliant on their IT to support the operation of business services and facilitate achievement of business objectives. However today's organisations are also faced with a complex IT landscape where significant rates of change occur, and security threats are constantly evolving. Because of these threats, we need to ensure that adequate governance exists, and in many sectors there is now legislation aimed at ensuring this.

In part, the complexity of the modern IT landscape is brought about by the advent of cloud computing and the different 'as a service' models that organisations are

increasingly making use of. While this is frequently sold as a way of making the provision of services 'easier', at this stage it is typically increasing the overall number of suppliers that organisations are dealing with, and potentially adding complexity as different suppliers are now responsible for different layers of a service. In addition the ease with which the business can procure these services can often lead to the growth of 'shadow IT', with the expectation that IT will, when necessary, have the skills, understanding, resource and ability to support these services.

There is a need, then, to ensure that appropriate governance exists whether IT is primarily resourced in house or outsourced. Even if the whole of IT is outsourced, perhaps to a primary supplier, the organisation remains responsible for ensuring that risks are assessed and adequate controls have been put in place.

The scope of SIAM governance

SIAM governance is primarily focused on ensuring that the SIAM strategy and operating model:

- meet the current and future business needs
- are planned and implemented successfully
- are managed and operated in a controlled manner, while being both efficient and effective.

The first two bullet points are considered under strategic governance, while the third bullet point is covered in the operational governance section of this article, which will appear in the next issue of ServiceTalk. It is extremely important at this point to

note the difference between governing and managing (or operating) the SIAM operating model. Governing is the process of setting the direction, then implementing, maintaining and utilising the set of controls that serve to ensure that the organisation follows the intended course, with timely course corrections being made when necessary. Managing involves the allocation of resources and the day-to-day operation of the organisation. In this way it can be seen that strategic governance should always remain the remit of retained IT, while managing the operation may, depending on the SIAM model deployed, be outsourced. In terms of operational governance, both the client organisation and the service integrator (where different) have an interest in ensuring that controls are in place and things are working according

to plan; so responsibilities may be shared, as long as retained IT have visibility and assurance that the necessary controls are in place and working.

When looking at the scope of governance we need to consider what there is that needs to be governed. At the strategic level we should include:

- SIAM strategy (implementation and maintenance of the strategy)
- SIAM model (the SIAM model that adopted by the organisation)
- SIAM plans (implement and operate plans)
- SIAM process architecture
- SIAM tooling strategy (including roadmaps)

- SIAM tooling architecture
- SIAM tooling plans (implement and operate plans)
- SIAM organisational responsibilities
- SIAM process and tool ownership
- Conformance with applicable external factors (e.g. laws and regulations)
- Conformance with applicable internal factors (e.g. organisational policies and standards)
- Strategic risks and controls
- Strategic SIAM documentation
- Service management data.

Fig 1: A framework for governance

At the operational level we should include governance of:

- Operation of the implemented SIAM strategy
- Supplier on-boarding, transition and off-boarding processes
- Process operational plans
- Process definition documentation (e.g. process scope, flows, descriptions, interfaces)
- Conformance with applicable policies and controls
- Process related roles and responsibilities
- Tool configurations and documentation
- Tool related roles and responsibilities
- KPIs and metrics for:
  - service integrators
  - suppliers
  - processes and functions
- Operational reporting mechanisms
- Service improvement plans
- Operational risks and controls
- Audit policy, plan and schedule.

The SIAM governance solution needs to consider all of the above items and how they will be produced, maintained, recorded/ stored, monitored and reviewed. Regular review and maintenance is important as, over time, business requirements and objectives will change and the SIAM strategy and/or operations will need to adapt accordingly.

A framework for governance

The diagram to the left shows an example of a SIAM governance framework, comprising a range of components and the relationships between them. The various components are described within this article and the relationships are intended to indicate where each component fits in and why it is important to the overall framework.

The diagram is not intended to be a 'one size fits all' governance framework, as this would not be practical nor advantageous. Virtually all organisations tend to be coming from an existing 'historical' position, where some governance mechanisms will already exist, possibly in other forms or under other names. Different organisations will have different requirements in terms of the degree and formality of governance needed, driven by their own business requirements and applicable external factors such as legislation. Additionally, with governance in particular, it is critical to take account of the organisation's size and culture when considering the mechanisms to put in place. Trying to force an overly bureaucratic and rigid governance framework onto a smaller organisation that has a very informal culture is unlikely to work, while another larger more formal organisation may actually expect additional controls.

This example should act as a starting point, which can then be adapted by organisations to meet their specific requirements and terminology.

Strategic governance

Strategic governance covers, roles, ownership, monitoring and tooling for service integration.

Strategic roles and responsibilities

There are two key roles that need consideration:

SIAM governance lead

This is a senior role within the retained IT organisation, typically reporting into the CIO and responsible for providing assurance regarding the successful implementation and operation of the SIAM strategy. The role requires experience of governance, management, IT operations, IT project delivery, working with suppliers and service management, along with excellent communication skills in dealing with people at all levels within the organisation and externally.

During the design and implementation phases, the SIAM governance lead should work with the programme manager to ensure continued alignment between business requirements, IT strategy and the SIAM strategy and plans. Once operational, the SIAM governance lead will be responsible for working with all parties involved to ensure that the implemented SIAM strategy achieves its objectives. This will include representing SIAM within the greater organisation and communicating achievements and progress. The SIAM governance lead owns the SIAM strategy, plans, the process architecture, and the SIAM tooling strategy, architecture and plans. The role is responsible for ensuring that these artefacts are maintained and remain aligned with business plans and the IT strategy.

The SIAM governance lead will normally chair the SIAM Governance Board and be responsible for its effective and sustained operation.

As always, the role and its responsibilities should be documented and formally agreed.

SIAM governance board members

A SIAM Governance Board should be established as soon as responsibilities for SIAM operations have been identified. The Board will be responsible for supporting the SIAM Governance Lead in ensuring that SIAM is implemented and operated in accordance with strategy and plans, that any changes to SIAM strategy or operations are properly assessed, any issues or risks understood and addressed, and any potential improvements identified. The board should have representation from retained IT, the service integrator (whether retained or outsourced) and key suppliers (both internal and external), and provide coverage across all key processes and functions. A cycle of regular board meetings should be established but board members should also be available when required to review, discuss and approve changes and actions outside the normal meeting cycle.

Ownership

Ownership is an important governance concept, as frequently activities such as the maintenance of documentation do not occur due to a lack of clear ownership. All of the documentation within the SIAM Governance Framework must have documented and agreed ownership.

Similarly, all the processes and supporting tools utilised by SIAM must also have clear and agreed ownership. In the same way as for documentation, a frequent reason for software tools not being maintained is due to them having no clear ownership. Assignment of ownership must be carefully considered as it is important that the ownership of both processes and tools be an active role, which actually has some time spent on it, rather than a 'tick in the box' assignment of the role to someone who has neither time nor interest in performing the role. Here, budget, may also be a consideration as it makes little sense to assign the ownership of a tool to someone who has no access to any budget with which to maintain the tool. The tool owner may not necessarily be the budget holder but they should have access to the relevant budget via either a reporting line or other mechanism.

Strategic SIAM documentation

There is a range of key strategic documentation that needs to be governed:

- SIAM strategy
- SIAM model
- SIAM implementation and operate plans
- SIAM process architecture
- SIAM tooling strategy
- SIAM tooling architecture
- SIAM tooling plans

In terms of governing this information, we need to ensure that:

- Formal review, approval and sign-off mechanisms exist and are followed
- The artefacts exist, have been documented and have been approved/signed off
- The artefacts take into account and comply with all applicable external (e.g. laws and legislation) and internal (e.g. organisational policies and standards) control requirements
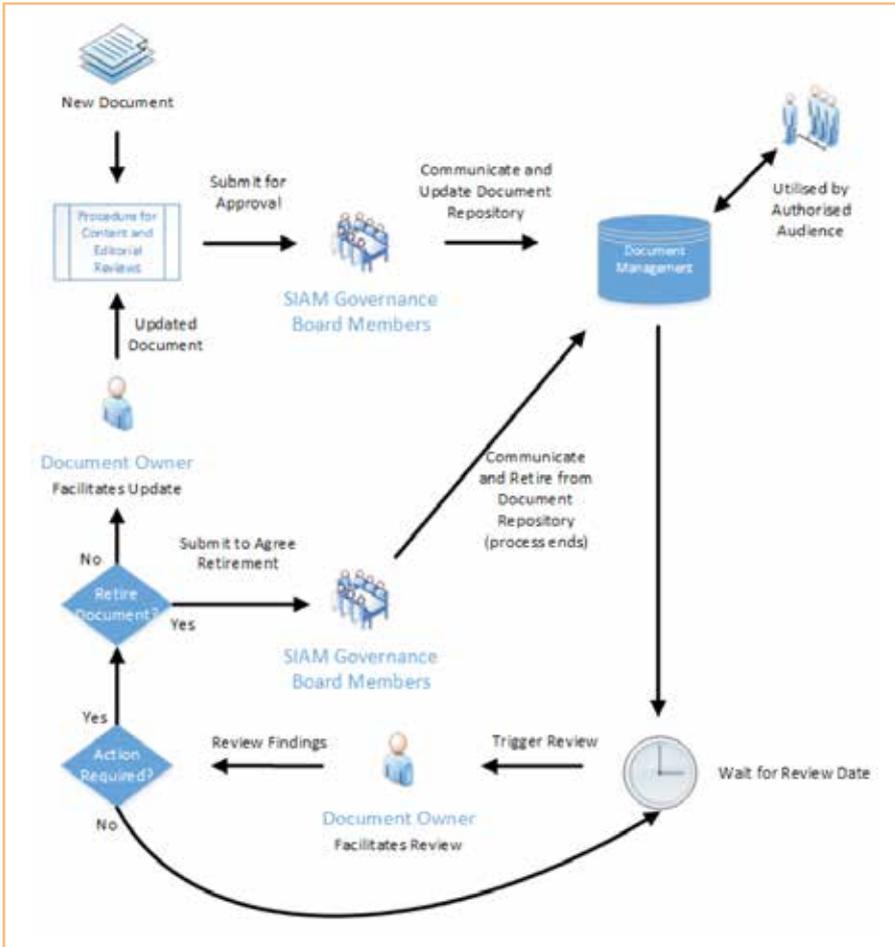
Fig 2: Example of a strategic review

- The information is readily available to those that need it and are authorised to see it, but restricted from unauthorised access

- Any changes to the artefacts are managed and tracked

- The artefacts are regularly reviewed and when necessary updated to ensure continued alignment with business plans and IT strategy

- Implementation and operation of the SIAM strategy, model, architecture and plans remains consistent and aligned with the documentation. Where this isn't the case we need to identify whether the activity needs to be corrected or the documentation updated.

In order to provide this governance, the governance framework should include the following controls.

Change management and approval

There are two primary reasons why change management is important to the governance of the strategic SIAM documentation:

- The information within the SIAM governance documents needs to be controlled to prevent unapproved (and perhaps ill-considered) changes. Any changes need to be considered for impact across all processes, functions and key suppliers, which is where the SIAM Governance Board comes in.

- Any significant business or IT changes outside of the SIAM Governance Framework need to be considered for possible impact on the SIAM strategy and the operation of that strategy.

Although ITIL states that key documentation should be within the scope of the change management process, this does vary from organisation to organisation and currently many do not typically include documentation changes within their process scope. Where possible it makes sense to do so, as in change management we have a process that includes assessment, approval and notification of changes, all of which we need to help govern the SIAM documentation. Core members of the SIAM Governance Board can be included as assessors for relevant changes.

However, if organisations already have other mechanisms for managing documentation changes, perhaps as part of a document management system, then this can be a viable alternative. In a smaller or less mature organisation, the mechanism may simply

be a process of emailing the document to the SIAM Governance Board members, incorporating comments and feedback, then following final approval by the relevant authority (such as the SIAM Governance Lead), placing the updated document into a controlled location. As long as the process is understood and provides adequate control, this may be acceptable at this stage in the organisation's evolution.

Document management and storage

Organisations will often have their own established mechanisms for the management, naming, labelling and storage of documents. Some will have fully specified document management systems with built-in approval workflows and document versioning, while others may just have some general policies for security marking documents and perhaps access to a SharePoint structure. Generally speaking, it is fair to say that the ability to locate, manage and control documentation could do with improvement within many organisations.

As such it is recommended that any SIAM programme review the existing mechanisms and decide whether these should be utilised or a different solution put in place. The primary requirements for any solution should be that:

- approved documents can be readily accessed by those needing and authorised to access them

- unauthorised access is prevented

- documents can be searched for and located

- documents can be version controlled and changes tracked

- document ownership can be recorded

- documents can only be uploaded or amended by a controlled set of authorised individuals

- a process exists for assessing and approving new or changed documents.

Strategic review cycle

There should be a strategic review cycle to ensure regular reviews (at least annual) of all key documentation to ensure continued alignment, relevance and accuracy. This process also helps ensure that document ownership is still correct.

The review should trigger the document owner to review the content and identify any changes that are now required. They should then manage the updating of the document and pass it into the approval process. An example process is shown in figure 2.

The document owner should also review and update the document between standard reviews, when they become aware of any changes that may impact the documented information. Due to this, it generally makes sense for the document owner to be involved in the subject matter, rather than assigning the ownership to an individual who is isolated from the material in question and who is thus unlikely to become aware of necessary changes.

Monitoring and reporting

The SIAM Governance Board are responsible for monitoring progress and reports regarding implementation and operation of the strategy and associated plans. One aspect of this monitoring should be to ensure that actual activities are still aligned with key documentation. Where exceptions are identified, the board need to understand whether this is:

- A temporary, tactical change for a justifiable reason (which needs to be understood and monitored)

- An erroneous deviation perhaps due to misinterpretation of the documentation (which needs corrective action)

- An emerging change due to newly discovered information, external factors or evolving requirements, that needs to be assessed for impact and then plans (or other documentation) changed accordingly.

Success of implementation plans

At the strategic level, the success of SIAM implementation plans needs to be tracked and monitored. During initial implementation or transition, this should of course be being done by the programme management staff; however, once in role, the SIAM Governance Lead and the SIAM Governance Board should also be involved.

Following the initial SIAM programme, there may still be implementation plans underway at times, perhaps to bring in other process areas or new tools, and progress on these again needs to be monitored and communicated across the SIAM ecosystem.

Progress against key plans should be reviewed at SIAM Governance Board meetings, so that there is a common understanding of objectives, progress and timescales, and to allow a forum for discussion of any issues, impacts on related processes or potential changes to the plans.

The primary purpose of this activity should be to ensure that the implementation of the strategy is going according to plan and does not need corrective action in order to ensure that the intended objectives are met.

Operational achievements against strategic objectives

Ongoing monitoring and review should also be carried out to understand whether the operation of the SIAM strategy is achieving (or on track to achieve) the intended strategic objectives. So, if one of the strategic objectives was to obtain £2M cost savings over a certain number of years, as part of governance we should be tracking against this objective to understand whether it has been or can still be achieved. In some organisations this value tracking may be occurring elsewhere, perhaps as part of portfolio management, but even if so, the SIAM Governance Board should be obtaining the information from them and reviewing it.

During the course of a programme and its value realisation, there may be changes of scope, business strategy, external factors (e.g. legislation) or priority, which necessitate the programme objectives being re-considered. Often a decision needs to be made as to whether to accept a programme change and alter the intended programme objectives accordingly, or reject the change (where feasible) and retain the original objectives. What should be avoided is allowing programme changes to occur but retaining the original objectives where they are no longer realistically attainable, hence setting up the programme to be measured as a failure.

Where the SIAM Governance Board identify, through regular monitoring and review, that operation of the SIAM strategy is not on track to meet the intended objectives, timely consideration needs to be given as to whether any corrective action can and should be implemented to bring the plan back on track.

Tooling strategy

A SIAM tooling strategy needs to be developed, implemented and maintained. This should cover the Service Management and Systems Management related tooling requirements for all in scope processes, functions, platforms and services, as well as the integrations between different tools. In part, as should happen with any Service Management implementation, this is to aid cost effectiveness by preventing each area from going off and selecting their own tools (e.g. monitoring tools), which is likely to lead to increased complexity, license costs and support costs, the need for integration of disparate tools, duplication of both tool functionality and effort, and increased capacity requirements due to potentially having multiple clients on each system.

However, from a SIAM perspective this strategy is also required to establish how some of the technical aspects of service integration will be implemented. Often this strategy will have commercial contract implications, for example, will all suppliers be expected to use the service management toolset owned by either retained IT or the service integrator? If suppliers are able to use their own toolsets and integrate with the service integrator's toolset, what are the rules around this? At what volume of traffic does an integration need to be automated rather than manual? If asset or configuration data is being fed by suppliers up to the service integrator, what is the required frequency, content, format and medium?

The tooling strategy, architecture and plans must be aligned with IT enterprise architecture standards and policies, and support the planned SIAM process architecture. Governance needs to exist to ensure that the tooling strategy is developed, aligned, agreed, signed off and then owned and maintained. Governance should also be making sure that supplier contracts are aligned with both the SIAM process

architecture and the tooling strategy. Over time the tooling strategy will need to be updated and subject to continuous improvement, so ongoing ownership is critical.

Data segregation and ownership

Other strategic considerations, related to tooling and governance, are data segregation and data ownership.

In a multi-supplier environment, suppliers may be reluctant to share information such as costed quotes for planned changes, knowledge documents and current problems. Consideration thus has to be given as part of the tooling strategy, as to whether any data segregation will be employed.

In the case of common data, that may be utilised by a number of tools, the strategy needs to consider which tool will be the 'master' source of this data, which in turn will determine the direction of related data integrations. In secure environments, thought must also be given as to the type of information that is allowed to be held on different systems, for example it may not be permitted to hold hostname and IP address information within certain applications due to their placement or security classification.

Another consideration is data ownership. As time goes by, a wealth of information will build up within the service management tools, including past incidents and problems and how they were resolved, existing known errors, the history of changes made to the infrastructure, and capacity baselines and trends. When contracts end, perhaps with a move to a different supplier, who owns this data, and even if the retained organisation owns it, can it be handed over in a usable form if it was previously held within the service integrator's toolset?

In terms of strategic governance, it is important that the SIAM Governance Lead and the SIAM Governance Board members ensure that this strategic planning is occurring, with the decisions and the reasons for those decisions documented. Going forward the focus should then be on checking alignment with strategy and ensuring that the strategy is regularly reviewed and updated to maintain currency and relevance.

Summary

Good effective governance is key to successful SIAM, both during implementation and on-going operation. In the second part of this article, we will look at operational governance, and the issues surrounding the efficient day-to-day management of a multi-supplier environment. The whole paper can be found at www.itsmf.co.uk/SIAMcontent

Service level agreements often provide the main point of contact between service providers and service consumers. But do they really support the business in the right way? Niall Rudd takes a fresh look at the best ways to measure and maintain customer satisfaction.
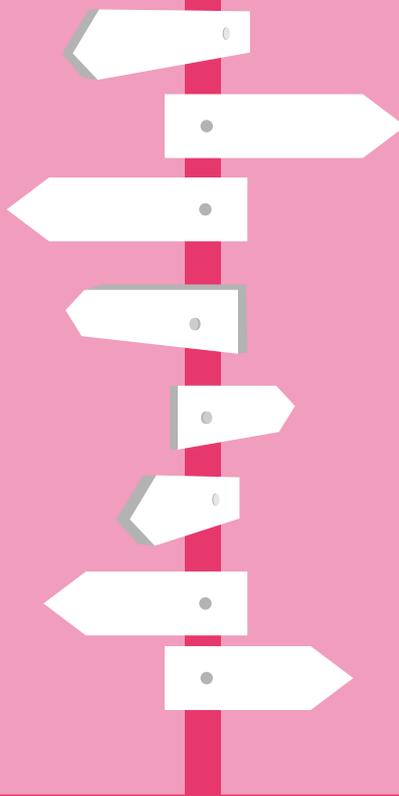
Does your SLA help or hinder?

Service desk owners are all too aware of that feeling of helplessness when employees and business stakeholders complain about service quality, yet the green light of the SLA flashes comfortingly in the background. Satisfaction levels may be at 3.9, but is that good or bad? What's working? What isn't?

For too long SLAs have focused on service desk violations rather than CSI and development from the viewpoint of the employee.

A study by Deloitte University Press1 shows 87% of organisations cite culture and engagement relating to employee experience as one of their top challenges. Poor engagement between service desk agents and employees creates a dissatisfied and under-valued workforce. SLAs typically assume employees to be a homogenised group, not differentiating profiles of doers, triers, prioritisers and those who need more support than most.

We need to know what these different profiles say about the service and the effectiveness of the channels through which they communicate with the service desk. Combine this information with lost productivity and then we really begin to see the business value of assuring our feedback methods ask the right questions and give the insights needed to improve service and reduce lost worktime. Benchmarks should be gathered from the feedback of our employees, not be presented as an optimum target built into an SLA.

♡ +46
Previous week +44

⊘ 3h 9m
Previous week 3h 5m

Volume 2544   All time 34308   Avg 176 per day
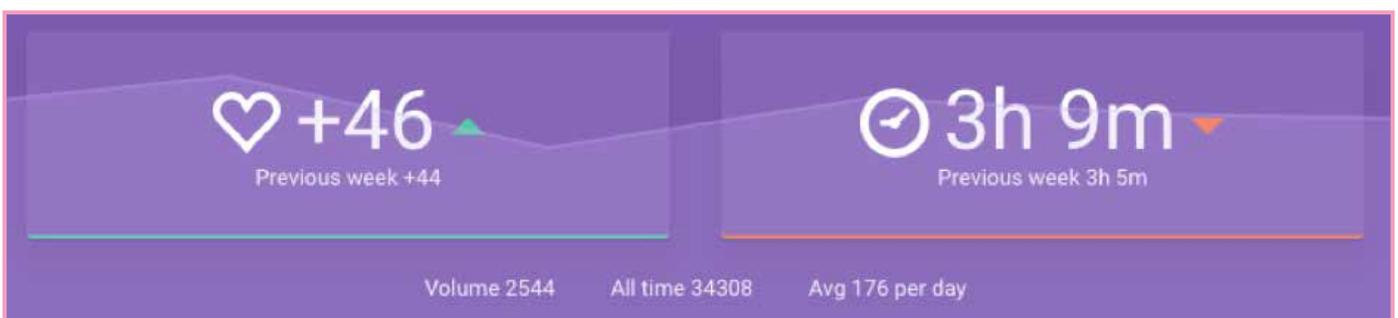
Fig 1: NPS Happiness Score versus Lost Work Time

Fig 2: Happiness by employee profile

Fig 3: Happiness by communication channel

Fig 4: Happiness by sector
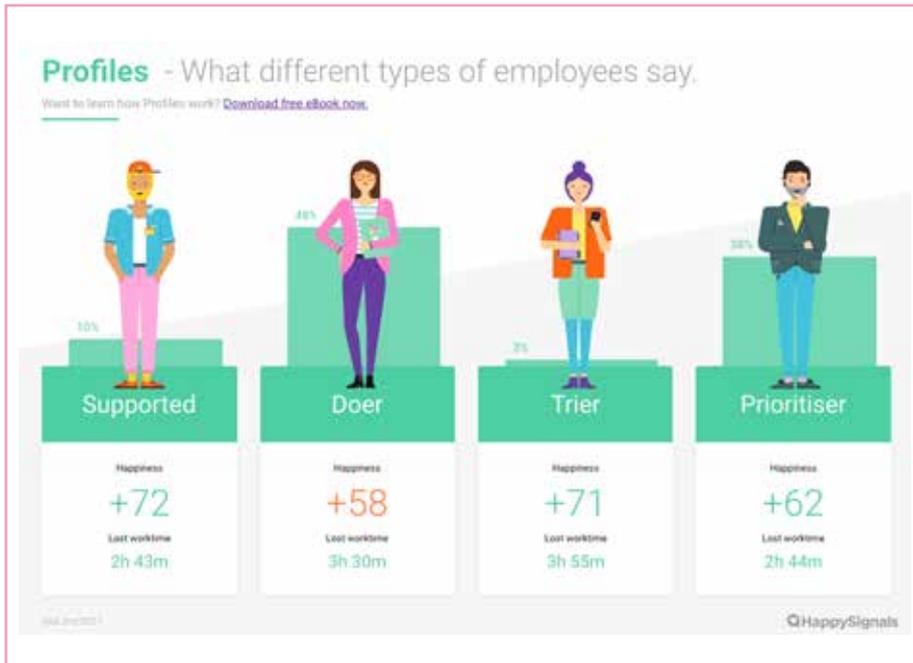
Whether outsourced or otherwise, the challenge of culture and engagement needs to start with the service desk owners and the relationship they have with their customers (the employees). Closing tickets within a benchmarked timeframe is all too common, but tells us nothing of how the service desk is performing against differing internal services and the myriad of individuals within them. Accurately measuring and taking the necessary steps to reduce this lost work time can offer huge savings to your business. Service management needs to focus on the end-to-end experience of the employee and not just play the SLA game of pointing fingers at the service desk agents. Real and meaningful feedback measuring satisfaction of service against lost work time offers a clear insight into the overall performance of the service desk and, more importantly, builds the confidence to resource specific channels relating to that feedback. Consider how Finance performs against HR, for example, or how the UK offices perform against offices in other countries, or the email channel performs against the self-service portal.

Our traditional SLAs tell us nothing. Accurate employee experience measurement highlights both weaknesses and strengths, allowing the service desk to work collaboratively with its customers towards a common goal, providing real motivation for support personnel, who can learn from real-time employee experience.

To learn more about the Employee Experience Benchmark please visit happysignals.com/try.

[1]Deloitte University Press Study https://dupress.deloitte.com/dup-us-en/focus/human-capital-trends/2015/employee-engagement-culture-human-capital-trends-2015.html


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