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Part 14: Guidance on the application of Service Integration and Management to ISO/IEC 20000-1

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ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

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Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives or www.iec.ch/members_experts/refdocs).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso.org/iso/foreword.html. In the IEC, see www.iec.ch/understanding-standards.

This document was prepared by Joint Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 40, *IT service management and IT governance*.

A list of all parts in the ISO/IEC 20000 series can be found on the ISO and IEC websites.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html and www.iec.ch/national-committees.

Introduction

This document provides guidance for organizations wishing to include Service Integration and Management (SIAM™) in an existing service management system (SMS), or one in the process of being established, based on ISO/IEC 20000-1:2018. An SMS supports the management of the service lifecycle, including the planning, design, transition, delivery and improvement of services, which meet agreed requirements and deliver value for customers, users and the organization(s) delivering the services.

The adoption of SIAM is driven by strategic factors, including:

- increased complexity of sourcing models using multiple service providers;
- a desire to remove reliance on any particular service provider;
- the requirement for effective controls for managing a multi-provider ecosystem;
- a desire for the ability and flexibility available from specialized service providers in this field.

SIAM is an evolution of service management methodologies that includes services integrated across multiple service providers. It has developed as organizations have moved away from outsourced contracts with a single service provider to an environment with multiple service providers. SIAM has evolved out of the challenges associated with these more complex operating models. SIAM addresses the issue of "accidental multi-sourcing", where an organization engages in an ad hoc way with multiple service providers and services over time, with no consistent overall control.

SIAM incorporates the concept of a service integrator layer, which is a single, logical entity held accountable for the end-to-end delivery of services. The service integrator layer is where end-to-end service management, assurance, integration and coordination are performed. It focuses on implementing an effective cross-service provider capability and executes the requirements directed by the customer organization.

This document also provides a mapping between ISO/IEC 20000-1 requirements and guidance to the elements in the SIAM methodology.

Information technology — Service management —

Part 14:

Guidance on the application of Service Integration and Management to ISO/IEC 20000-1

1 Scope

This document provides guidance for organizations that are establishing or improving a service management system (SMS) by incorporating a service integrator. The incorporation of a service integrator is aimed at addressing an environment that includes services sourced from multiple service providers.

This document specifically focuses on Service Integration and Management (SIAM™) in the context of an SMS.

The intended users of this document include:

- organizations that need to manage multiple service providers within a new or existing SMS; and
- consultants and advisors that support an organization during SMS implementation or improvement, where a SIAM approach is being adopted.

This document is not applicable to organizations that have only one service provider.

NOTE In SIAM, the term "supplier" is not used. Internal and external suppliers are both referred to as "service providers". See 4.2 for further comparison of terminology.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO/IEC 20000-1, *Information technology — Service management — Part 1: Service management system requirements*

ISO/IEC 20000-10, *Information technology — Service management — Part 10: Concepts and vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO/IEC 20000-1, ISO/IEC 20000-10 and the following apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

3.1 cross-functional team

group of people with different functional expertise working toward a common goal

Note 1 to entry: It may include people from finance, marketing, operations and human resources departments. Typically, it includes employees from all levels of an organization or from different organizations.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[9]

3.2 function

organizational entity, typically characterized by a special area of knowledge or expertise[SOURCE: SIAM Professional Body of Knowledge, 2021]^[9]

3.3 organizational change management OCM

process used to manage changes to business processes, organizational structures and cultures within an organization[SOURCE: SIAM Professional Body of Knowledge, 2021]^[9]

3.4 retained capabilities

functions within the customer organization that are responsible for strategic, architectural, business engagement and corporate governance activities

Note 1 to entry: The customer organization will include some retained capabilities that may include any accountabilities and responsibilities that remain with the customer for legislative or regulatory reasons.

Note 2 to entry: Some services may be delivered by the customer's staff. These staff are considered internal service providers and not part of the customer retained capabilities.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[9]

3.5 Service Integration and Management SIAM

management methodology that can be applied in an environment that includes services sourced from multiple service providers[SOURCE: SIAM Professional Body of Knowledge, 2021]^[9]

3.6 service integrator

single, logical entity held accountable for the end-to-end delivery of services and the business value that the customer receives

Note 1 to entry: Service integrator accountability includes end-to-end service governance, management, integration, assurance and coordination.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[9]

3.7 service provider

internal or external organization that provides services

Note 1 to entry: Within a SIAM ecosystem, there are multiple service providers.

Note 2 to entry: Service providers can also be known as suppliers or vendors.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[9]

3.8**SIAM ecosystem**

network or interconnected system

Note 1 to entry: The SIAM ecosystem includes three layers: customer organization (including retained capabilities), service integrator and service provider(s).

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[9]

3.9**SIAM governance**

framework of rules, policies, processes, and in some cases legislation, by which businesses are operated, regulated and controlled

Note 1 to entry: In a SIAM ecosystem, governance refers to the definition and application of policies and standards. These define and ensure the required levels of authority, decision-making and accountability.

Note 2 to entry: ISO/IEC 38500 defines governance as “a system of directing, overseeing and accountability”.

[SOURCE: SIAM Professional Body of Knowledge, 2021, modified — Note 2 to entry added.]^[9]

3.10**SIAM model**

customer organization-initiated structure consisting of practices, processes, functions, roles and structural elements described within the SIAM methodology and based on the layers in the SIAM ecosystem[SOURCE: SIAM Professional Body of Knowledge, 2021]^[9]

3.11**SIAM practice**

actual application or use of an idea, belief or method, as opposed to the theories relating to it[SOURCE: SIAM Professional Body of Knowledge, 2021]^[9]

3.12**structural element**

teams that have members from different organizations and different SIAM layers

Note 1 to entry: These include boards, process forums and working groups.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[9]

4 ISO/IEC 20000-1 and Service integration and management**4.1 Introduction to ISO/IEC 20000-1**

ISO/IEC 20000-1 specifies requirements for establishing, implementing, maintaining and continually improving an SMS. An SMS supports the management of the service lifecycle, including the planning, design, transition, delivery and improvement of services, which meet agreed requirements and deliver value for customers, users and the organization delivering the services. The organization in the scope of the SMS can be a whole or part of a larger organization and can also be known as the service provider.

ISO/IEC 20000-1 is intentionally independent of specific guidance. The organization can use a combination of generally accepted methodologies (e.g. SIAM) and its own experience. Appropriate tools for service management can be used to support the SMS.

All requirements specified in ISO/IEC 20000-1 are generic and are intended to be applicable to all organizations, regardless of the organization's type or size, or the nature of the services delivered. While it can be used "regardless of the organization's type or size, or the nature of the services delivered," ISO/IEC 20000-1 has its roots in information technology (IT). It is intended for service management of services using technology and digital information. The examples given in this document illustrate a variety of uses of SIAM in the context of an SMS.

ISO/IEC DTS 20000-14:2023(E)

Exclusion of any of the requirements in ISO/IEC 20000-1:2018, Clauses 4 to 10, is not acceptable when the organization claims conformity to ISO/IEC 20000-1, irrespective of the nature of the organization.

The organization cannot demonstrate conformity to the requirements specified in ISO/IEC 20000-1 if it does not provide or operate at least some of the services, service components or processes within the scope of the SMS.

ISO/IEC 20000-10 includes the concepts for an SMS, the vocabulary used for the ISO/IEC 20000 series, and a description of each part of the series and related standards. Guidance is available in other parts of the ISO/IEC 20000 series including:

- ISO/IEC 20000-2: Guidance on the application of service management systems;
- ISO/IEC 20000-3: Guidance on scope definition and applicability of ISO/IEC 20000-1;
- ISO/IEC TS 20000-5: Implementation guidance for ISO/IEC 20000-1;
- ISO/IEC 20000-6: Requirements for bodies providing audit and certification of service management systems;
- ISO/IEC TS 20000-11: Guidance on the relationship between ISO/IEC 20000-1 and service management frameworks: ITIL®.

Figure 1 illustrates an SMS showing the clause content of ISO/IEC 20000-1. Numbers in parentheses in Figure 1 indicate ISO/IEC 20000-1 clause numbers. See Annex A for a list of the ISO/IEC 20000-1 clause number and titles.

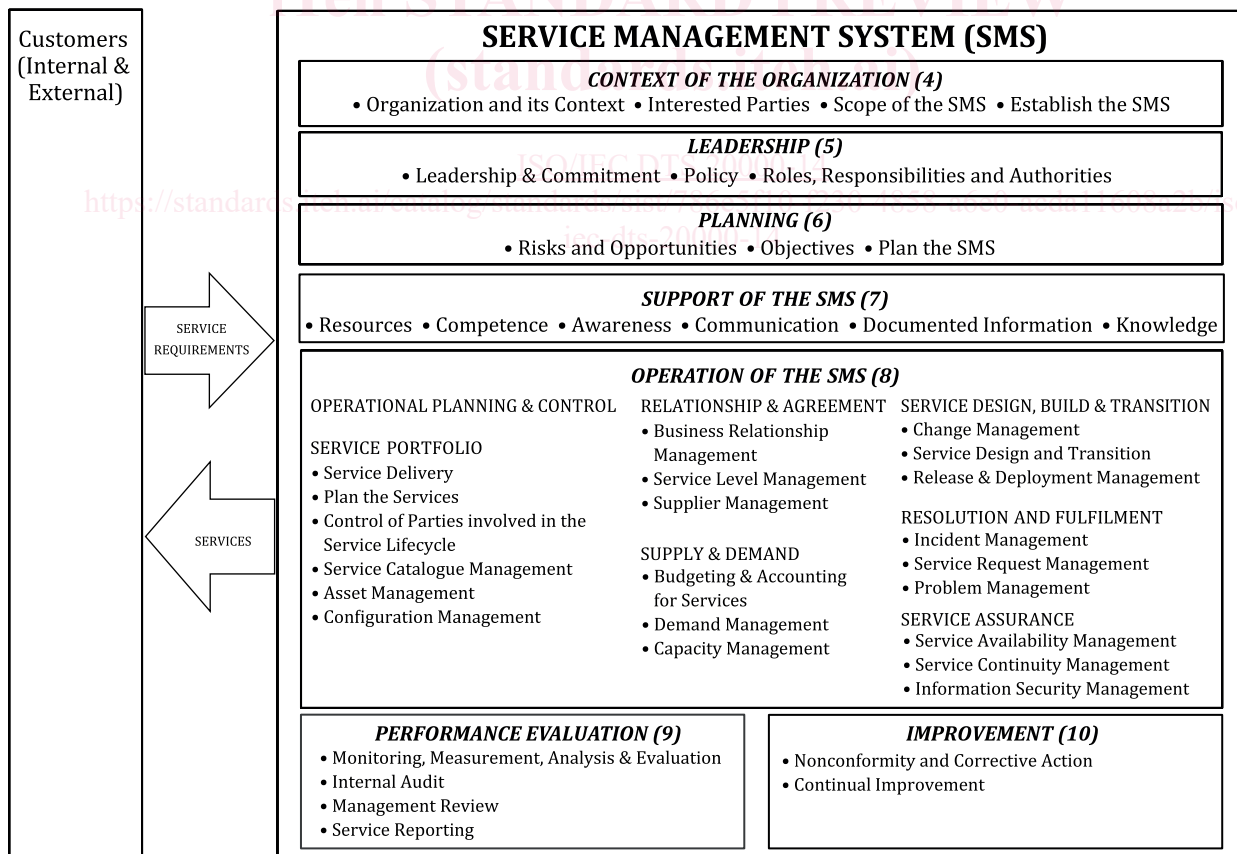


Figure 1 — Service management system

4.2 Terminology comparison

[Table 1](#) compares terms that are found in either the ISO/IEC 20000 series or the SIAM Bodies of Knowledge (BoKs) to show the variation in how they are used. This document uses these terms from a SIAM perspective.

Table 1 — Comparison of key terminology between the ISO/IEC 20000 series and the SIAM BoKs

Term	ISO/IEC 20000 series definition	SIAM relationship (BoKs)
customer	customer organization or part of an organization that receives a service or services.	SIAM uses customer organization as the end client to denote the organization that commissions the SIAM ecosystem. They also contribute to and receive the integrated SIAM services.
external supplier internal supplier	external supplier another party that is external to the organization that enters into a contract to contribute to the planning, design, transition, delivery or improvement of a service, service component or process. internal supplier part of a larger organization that is outside the scope of the SMS that enters into a documented agreement to contribute to the planning, design, transition, delivery or improvement of a service, service component or process.	The term "supplier" is not used in the SIAM BoKs. Internal and external suppliers are both referred to as "service providers".
governance	governing body group or body that has the ultimate responsibility and authority for an organization's activities, governance and policies and to which top management reports and by which top management is held accountable.	Governance refers to the rules, policies, processes (and in some cases, legislation) by which businesses are operated, regulated and controlled. There may be many layers of governance within a business such as enterprise, corporate and IT. In a SIAM ecosystem, governance refers to the definition and application of policies and standards. These define and ensure the required levels of authority, decision-making and accountability.
interested party	interested party person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity related to the SMS or the services.	Stakeholder is a person or group of people that have a particular interest in, or are impacted by, something.
service integrator	service integrator entity that manages the integration of services and service components delivered by multiple suppliers Note 1 to entry: The role of the service integrator supports the promotion of end- to-end service management, particularly in complex supply chains, by ensuring all parties are aware of, enabled to perform and are held accountable for, their role in the supply chain.	The service integrator is a single, logical entity held accountable for the end-to-end delivery of services. The definition does not focus on suppliers or supply chain but rather the multiple service provider environment (see above: internal and external supplier).

Table 1 (continued)

Term	ISO/IEC 20000 series definition	SIAM relationship (BoKs)
service provider	service provider organization that manages and delivers a service or services to customers.	Service provider refers to both internal and external service providers ("suppliers" in ISO/IEC 20000).
top management	top management person or group of people who directs and controls an organization at the highest level.	The term "top management" is not used. Top management in an SMS within a SIAM ecosystem would be subject to the leadership and management review requirements in ISO/IEC 20000-1.

5 Introduction to the SIAM ecosystem

5.1 Brief overview of SIAM

SIAM is a well-known, globally adopted management methodology that can be applied in an environment that includes services sourced from multiple service providers. It describes the SIAM practices, structures, elements and principles associated with the discipline. It can be used with other methods, approaches and frameworks.

The SIAM Foundation and Professional Bodies of Knowledge (F-Bok, P-BoK respectively) are used as the source material for SIAM guidance. The BoKs are non-prescriptive and intended to provide principles to inform the workings of a multi-provider SIAM ecosystem.

5.2 SIAM model

5.2.1 General

SIAM does not include a specific operating model; instead, it explains that each organization needs to develop its own model according to its circumstances and based on the layers of the SIAM ecosystem. Because of this, there is no ideal SIAM model, although some ways of working can be more suitable to particular implementations than others. However the customer organization chooses to define its SIAM model, it will include common characteristics.

The SIAM model that an organization adopts can be influenced by several factors including:

- the services that are in scope of SIAM;
- the required outcomes related to specific drivers of the organization;
- the use of proprietary models by externally-sourced service integrators.

[Figure 2](#) shows a high-level SIAM model, including the relationships between SIAM layers, SIAM practices, processes, functions and structural elements. Each element of the model is further explained in subsequent clauses.

The diagram is a representation of the many concepts involved in a SIAM model against the backdrop of the SIAM layers.

The three layers (e.g. customer organization, service integrator, service provider) are shown with the structural elements on the left (structural elements are described in [5.2.4](#)). Within the three layers, other elements exist. The service integrator layer includes its specific functions and management of SIAM practices, as well as interfaces with processes. The service provider layer includes the processes that are undertaken largely by the providers and that are managed and coordinated by the service integrator. The service provider would also interface with the SIAM practices.