
Overview

This sub discipline covers the competencies required to integrate a range of system elements together operationally in order to form a coherent set of capabilities that meets the business needs. These elements or components will already have been subject to systems development activity to ensure that they can interface with each other in order to produce an holistic 'end to end' IT/technology system. It also covers the competencies required to integrate larger IT/technology systems, system components and subsystems, each providing unique and discrete services, in order to support processes which typically span either across business units and functions within an organisation and/or across organisational boundaries.

Cross organisational integration activities are most commonly required as a result of business and organisational change such as merger, acquisition partnering and joint venture activity between organisations, during which the need to integrate and process information, particularly that relating to customers and revenue, must be maintained, protected and operated with a minimum of disruption. Failure to integrate systems rapidly and seamlessly is frequently cited as one of the main causes of the failure to realise the value from such wide ranging business change

Systems integration activities require a broad range of competencies due to the diverse characteristics of individual system components that need to be integrated together. These components may include hardware, software and network system capabilities that have been developed, acquired or commissioned. Some may be new and others may already be implemented and used within the infrastructure and are available for reuse

**Performance
criteria**

You must be able to:

Manage the systems integration infrastructure

- P1 Design and develop effective systems integration strategy and policies
- P2 Design and develop effective standards, procedures, tools and techniques for the conduct of activities
- P3 Design and develop effective policies, procedures, tools and techniques to ensure the alignment of systems integration activities with all relevant legislation, regulations and external standards
- P4 Select appropriate approaches to undertake systems integration activities in a range of business, IT and other technology contexts
- P5 Advise and guide others on all aspects of systems integration activities, including best practice
- P6 Identify when and how it is appropriate to use external providers of systems integration services and which will be the most effective providers to use based on the business, technical and organisational issues involved
- P7 Communicate and negotiate effectively and tactfully with external providers of system integration services
- P8 Participate effectively in the negotiation and agreement of contracts and the authorisation of decisions, actions and approaches in system integration assignments.

Manage systems integration

You must be able to:

- P9 Identify and recommend opportunities to improve the quality and effectiveness of systems integration activities
- P10 Take action to improve the quality and effectiveness of system integration activities
- P11 Verify that the deliverables of systems integration activities meet the business needs of any impacted organisation
- P12 Make timely and appropriate decisions on the actions that may be taken in the event of systems integration activities not meeting the business need so or being incomplete, inaccurate or inadequate
- P13 Review the quality and effectiveness of any external providers of systems integration activities, drawing meaningful conclusions.

Knowledge and understanding

You need to know and understand:

Manage the system integration infrastructure

- K1 systems integration strategy and policies including those to ensure the alignment of systems integration activities with all relevant legislation, regulations and external standards
 - K1.1 the processes, procedures, methods, tools and techniques that may be used to conduct systems integration activities
 - K1.2 the processes, procedures, methods, tools and techniques to monitor the alignment of systems integration activities with the business needs of any organisations impacted by them
 - K1.3 the processes, procedures, methods, tools and techniques to monitor the alignment of systems integration activities with all relevant legislation, regulations and external standards
 - K1.4 the processes, procedures, methods, tools and techniques to monitor the alignment of systems integration activities with the systems architectures relevant to any organisations impacted by or involving them
 - K1.5 the processes, procedures, methods, tools and techniques to monitor the progress of systems integration activities against budgets, plans and schedules
- K2 identify and select:
 - K2.1 the approaches that can be taken to undertake systems integration activities and their appropriateness in a range of business, IT and other technology contexts
 - K2.2 the issues associated with systems integration activities
 - K2.3 when and how to use external providers of systems integration services
 - K2.4 which providers of systems integration services to use
- K3 advise and guide others:
 - K3.1 all aspects of systems integration activities
 - K3.2 best practice in systems integration activities
- K4 negotiate and make contractual arrangements with on external providers of systems integration services
- K5 agree and authorize
 - K5.1 system integration decision, actions and approaches
 - K5.2 strategy, policies, plans, procedures, standards, tools and techniques relating to systems integration activities

manage systems integration

You need to know and understand:

- K6 identify, select and advise on:
 - K6.1 what actions may be taken in the event of systems integration activities not supporting the business needs
 - K6.2 what actions may be taken in the event of systems integration deliverables being inaccurate, incomplete and/or inadequate
 - K6.3 what actions may be taken in the event of systems integration activities being out of alignment with systems architecture, data and business analysis and systems design and development deliverables

- K6.4 opportunities to improve the quality and effectiveness of systems integration activities
- K7 verify that the deliverables of systems integration activities meet the business needs of any impacted organisation
- K8 review the quality and effectiveness of:
 - K8.1 systems integration activities
 - K8.2 external providers of systems integration services
- K9 make decisions:
 - K9.1 on the results provided by monitoring systems integration activities
 - K9.2 on the actions that may be taken in the event of systems integration activities not meeting the business need
 - K9.3 to improve the quality and effectiveness of systems integration activities within an organisation.

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