
Process Guide

Service Level Management

Company ABC

Service Improvement Program (SIP)

Process Guide – Service Level Management

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Document Information

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Version The following table refers to Version, Date, and Revisions.

Version	Date	Revisions
2.0	xx	Original with basic content added
3.0	xx	Updated with organization changes

Approval

Overview The SARCI model was adopted as a means to identify the relevant stakeholders that are: Responsible, Accountable, Consulted, Informed, or Signature approval required.

Delivery team approval The ABC team directly involved in the development of this document approve of its content.

Name	Title	Role	Date	Signature

Client approval The sponsor and ABC XX team directly involved in the development of this document approve of its content.

Name	Title	Role	Date	Signature

Continued on next page

Approval, Continued

Team members The following ABC team members contributed and reviewed the contents of this document.

Name	Title	Role
xxx		C
xxx		C
xxx		C
xxx		C
xxx		C

Section 1: Process Vision

Overview

Introduction This document describes the Process Vision for the Service Level Management process.

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Process Mission and Goals

Mission Statement Plan, coordinate, negotiate, report and manage the quality of IT services at an acceptable cost.

Process Goal The goal of Service Level Management is to maintain and gradually improve business aligned IT service quality, through a constant cycle of agreeing, monitoring, reporting and reviewing IT service achievements and through instigating actions to eradicate unacceptable levels of service. This is accomplished by:

- Assigning a Service Level Management Process Owner
- Managing XX services holistically versus as independent technical silos
- Building a catalog of XX services
- Developing Service Level Agreements for customers of XX services
- Developing Operational Level Agreements and Underpinning Contracts with XX suppliers
- Reporting on the quality of XX services on a regular basis
- Proactively seeking service improvements where needed
- Meeting with ABC hierarchy representatives on a regular basis to assess service quality and determine if service changes are needed
- Meeting with ABC internal suppliers on a regular basis to assess service quality and determine if service changes are needed
- Meeting with ABC vendor representatives on a regular basis to assess service quality and determine if service changes are needed
- Initiating Service Improvement Program initiatives when needed to improve service delivery quality

Guiding Principles

Principal We will let our customers know the key services we offer them and who is accountable.

Example Application of Principle For any service in our Service Catalogue, a customer can determine:

- How to access the service
- The level of service that we offer
- The agreed quality indicators that are used to monitor service levels
- Who has responsibility for delivering service to those levels.

Rationale Rationales are:

- Clear accountability for customer service.
- Clarity for the customer.

Implications Implications are:

- A Service Catalogue is in place that defines each service.
- Cross-organizational capabilities are in place.
- Approaches are publicized and responsibilities have been provided.
- Each service has a single owner.
- Roles and responsibilities are strongly communicated.
- A process is in place to maintain information on the accountability structure and ensure this information is current for customers.
- An account management role has been established and clearly communicated.
- Conflicts between “owners” and Account Managers has been managed.

Continued on next page

Guiding Principles, Continued

Principle The Service Management services to be provided will be defined in the form of specific service package offerings.

Example Application of Principle Each service package describes 3 service levels (minimum, normal, extended). There will be 2 types of service packages (basic services and special services).

Basic services are those that can be delivered economically to a large group of clients and that satisfy most of their service requirements.

Special services are those designed specifically to solve special operational problems and are the subject of separate SLA contracts.

Rationale Rationales are:

- Assure the affordability of services being offered/received.
- Limit the number of special services by ensuring the broad application of basic services.
- Reduce the number of SLAs and SLA contracts to be managed.

Implication Implications are:

- We have tools that allocate costs appropriately.
- We ensure only valuable services are funded.
- We consider SLA structures and organization to be used.

Continued on next page

Guiding Principles, Continued

Principle We will measure and deliver services based on KPIs agreed with the business.

Example Application of Principle The IT services offered to the Retail Banking business unit should relate in business terms and report benefits or impacts based on business measures such as volume of customer transactions or number of banking branches.

Rationale Rationales are:

- This will enable the business to understand the value of the services offered.
- IT services will be able to relate better to the business impact and benefits from services offered.

Implication Implications are:

- IT services understands the business use of the services.
- A Service Level Agreements are in place to ensure both parties have equal expectations of the service to be delivered.
- A mechanism for measurement and regular reporting on these services is in place.
- KPI definitions are in place that utilize business terms.
- Communication of KPIs and business value is done.
- A process to track KPIs and adjust service accordingly is in place.

Continued on next page

Guiding Principles, Continued

Principle

We will take action to continuously improve service quality.

**Example
Application of
Principle**

Our management processes encourage personnel to perform root cause analysis when statistics show an increasing trend in any particular problem category.

Rationale

Rationales are:

- Continuous improvement is an added value.
 - Simply measuring and reporting does not ensure continuous improvement in our services.
 - Objective measurement facilitates cost-benefit analysis of changes.
-

Implication

Implications are:

- We have objective measurements.
 - We educate all involved in the improvement cycle.
 - Our management processes are focused on change.
 - We understand that improvement activities must be seen as an investment, they cost time and resource that is recovered later in terms of quality of service delivery.
 - We communicate the benefits of continuous improvement to all.
 - Our culture recognizes that continuous improvement of service quality is a key part of management's role.
-

Continued on next page

Guiding Principles, Continued

Principle Systems will be managed to the (workstation, server) component level.

Example Application of Principle The IT Service Catalogue will include management services that cover business need for workstation level services.

Rationale Rationales are:

- Allows IT to clearly identify scope of resources and services tyo be managed.
- Provides total service orientation.

Implication Implications are:

- We make tools available for all processes.
- We have control over user changes to local components.
- Costs of supporting the capability to the depth of scope outlined are understood.

Critical Success Factors

Introduction This section describes Critical Success factors (CSFs) for the Service Level Management process.

Success Factors The Critical Success Factors (CSFs) are:

- Meeting Customer Needs And Priorities
- Adherence To Service Levels
- Controlling Service Delivery

Key Performance Indicators

Indicators Key Process Performance Indicators (KPIs) are:

Metric	Target	Source
Meeting Customer Needs And Priorities		
Customer satisfaction score/rating	7.0	ABC Quarterly Customer Satisfaction Survey
Average time to implement SLA requests	< 3 weeks	Manually calculated from time of written request from ABC Representative to notification back to ABC Representative
Percent of repeat incidents	< 15%	Number of Repeat Incidents divided by all reported XX incidents
Adherence To Service Levels		
Number of service complaints	0	Number of written complaints to XX Service Manager from ABC Representatives
Controlling Service Delivery		
Percentage of supporting services covered by OLAs	100%	Number of OLAs in place divided by number of XX service providers from XX Service Provider Summary

Process Solution Scope

Introduction This section describes the current scope of the Service Level Management process.

Description The scope of the Service Level Management process will primarily cover activities within the XX organization. Although it is recognized that many XX services may be impacted by problems outside the XX organization, the role of XX Service Level Management at this time will be to make a best effort to coordinate activities where authorized. XX Service Level Management will report and highlight external issues where possible.

Section 2: Process Organization

Overview

Introduction

The key roles involved with executing this process are summarized as follows:

- ABC Service Management Roles
 - Infrastructure Services Executive (ABC)
 - Service Level Manager
 - Service Level Administrator
 - Non-ABC Service Management Roles
 - CIO Technical Partner
 - Supply Chain Management (SCM)
 - Vendor
 - ABC Service Management Roles
 - Service Level Management Process Owner
 - ABC Support Manager
 - Service Provider
 - Service Support
 - Service Subject Matter Expert (Service SME)
 - Service Reporter
 - OLA Representative
-

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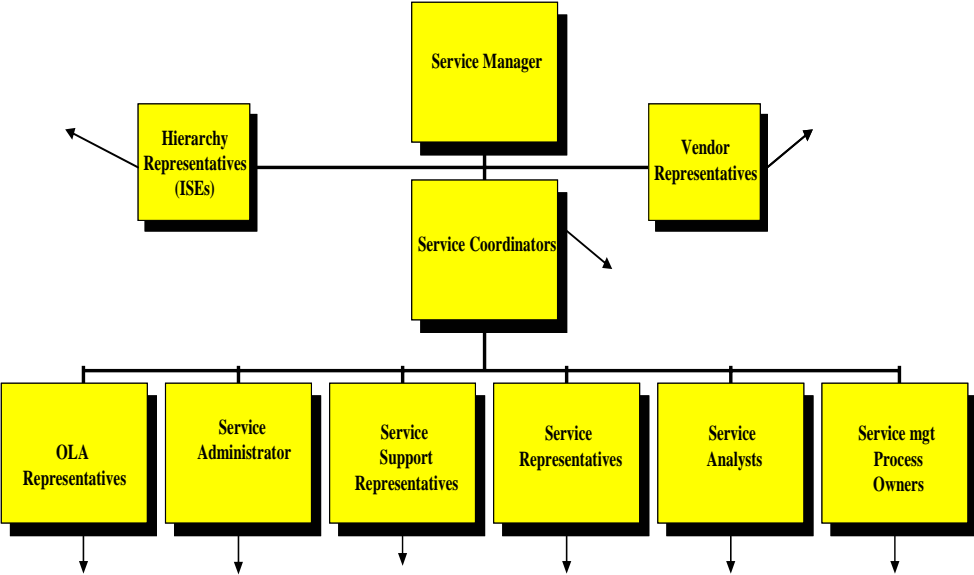
See below:

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Service Level Management Organization

SLM Organization

The above roles will be organized into a virtual IT service organization that looks as follows:



ABC Service Management Roles

Infrastructure Services Executive (ABC)

This role is aligned to the ABC CIO organization. The primary function of this role is to ensure that CIO's have the right information, tools, and level of technology service needed to support ABC's internal lines of businesses. Key activities include:

- Acts as a single point of contact for one or more ABC Hierarchies
 - Identifies service needs for the Hierarchies represented
 - Escalates Hierarchy service issues to the ABC Support Manager
 - Communicates service status on service issues to the Hierarchies represented
 - Assists in SLA negotiation efforts with the Hierarchies represented
-

Service Level Manager

Represents one or more hierarchies within the ABC ABC organization and is responsible for all Service Level Management activities related to those hierarchies. Key activities include:

- Negotiate, agree and maintain SLAs in conjunction with the ABC Representatives for the Hierarchies represented
 - Ensure appropriate SLAs in place to support any new services
 - Analyze and review actual service performance against SLAs
 - Provide regular reports on service performance and achievement to the ABC Representatives for the Hierarchies being represented
 - Organize and maintain a regular Service Level review process with both ABC Representatives and XX representatives
 - Review SLA targets and metrics where necessary
 - Agree appropriate actions to maintain or improve service levels
 - Initiate and coordinate actions required to maintain or improve service levels
 - Identify any temporary changes to service levels when needed.
-

ABC Service Management Roles continued

Service Level Administrator

This role serves as the coordinator between CIO Technology Partners, Service Providers and Supply Chain Management. Key activities include:

- Assist with negotiation, agreement and maintenance of SLAs in conjunction with ABC Representatives and Service Level Managers
 - Identify service requirements for OLAs
 - Ensure appropriate OLAs/SLAs in place to support any new services
 - Review SLA targets and metrics where necessary
 - Review OLA targets and metrics where necessary
 - Review third party underpinning agreements where necessary
 - Agree appropriate actions to maintain or improve service levels
 - Coordinate actions required to maintain or improve service levels
 - Act as a coordination point for any temporary changes to service levels when needed.
-

Non-ABC Service Management Roles

CIO Technical Partner This role provides representation for the lines of business. CIO Technology Partners enter into Service Level Agreements on behalf of the business. Key activities include:

- Represent the line of business view and interest during negotiations, agreement and maintenance of SLAs in conjunction with ABC Representatives and Service Level Managers
- Identify service requirements on behalf the lines of business represented
- Review SLA targets and metrics where necessary to determine if line of business goals are being met
- Agree appropriate actions to maintain or improve service levels
- Coordinate actions required to maintain or improve service levels where line of business responsibilities may be necessary

Supply Chain Management (SCM) This role is responsible for negotiating and maintaining Third Party Supplier Contracts. Key activities include:

- Representing XX interests when negotiating with vendor services
- Preparing Underpinning Contracts for vendors
- Negotiating Underpinning Contract terms and conditions
- Obtaining approvals from XX and ABC management for all negotiated terms and conditions
- Coordinating contracting efforts with ABC legal support
- Forwarding a copy of agreed contracts to the Service Level Manager
- Responding to vendor issues if identified by the Service Level Manager

Vendor Represents external companies / parties responsible for providing and delivering technical services. Key activities include:

- Represent the vendor view and interest during negotiations, agreement and maintenance of Underpinning Contracts in conjunction with Supply Chain Management
- Communicates information about available products and services to the Service Manager
- Provides a single point of contact for vendor issues related to delivered products and services
- Ensures products and services are delivered per contracted requirements

ABC Service Management Roles

Service Level Management Process Owner

Primary role is to ensure executive support of the Service Level Management process, co-ordinate the various functions and work activities at all levels of the process, provide the authority or ability to make changes in the process as required, and manage the process end-to-end so as to ensure optimal overall performance. Key activities include:

- Communicate the organization vision and the process's strategic goals to business units and IT organizations.
- Identify and assimilate similar and/or overlapping activities/initiatives within IT.
- Co-ordinate inter-process changes with other process owners.
- Provide process ownership through design, implementation and continuous improvement activities in the process life cycle.
- Work with all functions within the IT community to ensure processes are executed as designed and measured accurately and completely.
- Ensure alignment of the process to the corporate and IT strategy.
- Create a new environment by displaying a motivational impatience for results (be a behavior change leader)
- Publicize activities and build commitment and consensus around Service Level Management activities
- Facilitate resolution of interface problems with other process owners
- Communicate with and manage the expectations of customers of XX Services

ABC Support Manager

Coordinates and oversees all activities in the ABC Organization. Key activities include:

- Owns and manages the ABC Product and Services Catalog
 - Publishes and communicates ABC technology roadmaps
 - Escalates ABC issues to appropriate resolution parties when these are ABC
 - Provides single point of contact into the ABC Organization
 - Coordinates activities across all ABC Representatives
-

ABC Service Management Roles continued

Service Provider	<p>Responsible for providing the strategy for how individual technical services will be delivered within the ABC Organization. Key activities include:</p> <ul style="list-style-type: none">• Responds to issues and requests from the ABC Organization• Provides input to the ABC Service Catalog and Technology Roadmap• Provides input into Operational Level Agreement that represents the services being delivered• Coordinates service delivery activities within the organization(s) they represent• Establishes the boundaries and strategy for how services will be delivered to ABC associates and customers• Coordinates actions to ensure appropriate resources and capacity are established to make sure services can be delivered per needed service requirements
Service Support	<p>Responsible for day to day delivery of services, taking a holistic view of those services. Key activities include:</p> <ul style="list-style-type: none">• Coordinates and manages day-to-day activities to deliver services• Manages and delivers services according to the Operational Level Agreement for the services being represented• Assists in the collection of metrics and data to support the quality of services being delivered• Assists with resolution of service issues when they arise
Service Subject Matter Expert (Service SME)	<p>Assists with service analysis and support activities within area of expertABC. Key activities include:</p> <ul style="list-style-type: none">• Interfaces between requests for services and IT support groups that provide services• Provides expertABC specific to a business function• Provides expertABC specific to negotiations and contracting with outside supplier vendors• Assists Service Manager in investigating assigned service issues through to resolution

ABC Service Management Roles continued

Service Reporter

Handles tasks that gather service data and metrics, administers service reporting tools, assembles and produces service reports. Key activities include:

- Administers Service Level Management support tools
 - Assembles and produces Service Level Management reports
 - Handles ad-hoc requests for Service Level Management status or one-time information retrieval/reports
 - Manages service reporting communication distribution lists
 - Gathers service data as needed for reporting and communications
-

OLA Representative

Representative from an internal bank group that is delivering services under an Operational Level Agreement (OLA) and is responsible for negotiating the terms and service targets of the OLA. Key activities include:

- Acts as a single point of contact for one or more bank service delivery groups
 - Assists in OLA and SLA negotiation efforts
 - Provides single point of contact for OLA issues, negotiation and status
-

Section 3: Process Foundation

Overview

Introduction This section documents key inputs, outputs, activities and the general workflow of the Service Level Management process.

Contents This section contains the following topics:

Topic	See Page
Process Inputs	25
Process Key Activities	27
Process Outputs	29

Process Inputs

Introduction This section describes the inputs to the Service Level Management process.

Inputs The table below describes the inputs to this process:

- Other ABC Business and IT Units**
- Identification of new services or changes to services that may be required
 - ABC hierarchy and non-EC business unit feedback on service quality being delivered
 - Identification as to whether a service level has been missed or not
 - Identification of financial penalties or other charges that may be levied on XX IT Service Delivery related to poor service quality
-

- Incident Management**
- Frequency and duration of incidents
 - Incident and resolution history detail to assist with identification of overall service quality
 - Identification as to whether a service target has been missed or not
-

- Problem Management**
- Frequency and duration of known errors
 - Known error detail to assist with identification of overall service quality
 - Notification about known errors that have been resolved
 - Identifies actions to be taken to resolve known errors in accordance with Service Improvement Plan (SIP)
 - Number of repeat incidents that have occurred
-

Process Inputs continued

Change Management

- RFCs to assess impacts of changes on service targets, OLAs, UCs and the Service Catalog
 - Status of RFCs
 - Notification of approvals to proceed with planned RFC changes to modify service targets, OLAs or UCs
 - Service quality metrics on the Change Management process
 - FSCs with impact on service availability
 - Documented Change Management processes to be used by IT customers
 - Post implementation review results to assess effectiveness of service changes
-

Release Management

- Release plans and schedule status to determine impact on service quality
 - Release progress/status that can be communicated to customers
 - Validation that releases were implemented within customer SLA timeframes and agreed scope
-

Configuration Management

- Historical service reports, OLAs UCs and customer feedback information that have been stored as CIs.
 - CI relationship information to assist with the development of service requirements and service targets
 - List of components that are included within the scope of each service being delivered
 - CI status information if requested
-

Service Monitoring and Control

- Capability or assessment of the existing XX IT infrastructure to monitor new services and/or service levels
 - Historical monitoring and service control information that describes how well XX service levels are being met
 - Support for service level negotiation processes with monitoring and control actions/options needed to support XX service targets
-

Process Key Activities

Introduction This section describes the key activities for the Service Level Management process.

Activity Summary The following table summarizes the key activities for this process:

Service Level Management Key Activities
Identify IT services and service requirements.
Define, build and manage the IT Service Catalog.
Define, build and negotiate Service Level Agreements.
Define, build and negotiate Operational Level Agreements.
Identify Underpinning Contract service requirements.
Monitor and Manage Service Targets
Initiate Service Improvement Actions.
Provide management information about Service Level Management quality and operations.

Identify IT services and service requirements Identify XX services, customers and service requirements.

Define, build and manage the IT Service Catalog Define and implement a catalog of XX services.

Define, build and negotiate Service Targets Define a Service Catalog structure (i.e, base agreements, add-ons for unique requirements, etc.). Draft the XX OLA and test with end customers. Negotiate final OLA targets and KPIs.

Continued on next page

Process Key Activities continued

Define, build and negotiate Operational Level Agreements. Define Operational Level Agreements with suppliers to XX services. Negotiate and finalize these with non-EC business units.

Identify Underpinning Contract service requirements. Review contracts in place with existing XX supplier vendors. Review these for applicability to XX service agreements. Develop strategies where necessary to align these with Service Level requirements.

Monitor and Manage Service Targets Monitor and manage adherence to agreed service targets. Report on these on a regular and periodic basis with XX business representatives.

Initiate service improvement actions. Proactively initiate actions to improve services where customer needs have changed or there is a failure to meet service targets.

Provide management information about Problem Management quality and operations Reporting on KPIs on a monthly basis and providing management information that covers the state and health of Service Level Management activities.

Process Outputs

Introduction This section describes the outputs from the Service Level Management process.

Outputs The table below describes the outputs from this process:

Other ABC Business and IT Units

- Communications on quality of services being delivered to customers
- Escalation policies for service issues
- Service Catalog to communicate XX services that are available

Incident Management

- Service targets and thresholds
- Escalation policies for incident resolution
- Service Catalog
- Classification and priority guidelines for recording and taking actions to resolve incidents

Problem Management

- Service targets and thresholds to be used as input for problem identification and impact analysis efforts
- Escalation policies for Known Error resolution
- Service Catalog
- Feedback to determine if Known Errors resolutions are successful
- Identify priorities for problems
- Service Improvement Program (SIP) to be used as input for problem and Known Error resolution activities

Process Outputs continued

Change Management

- Establishes priorities for RFCs being submitted
 - RFCs for changes to the Service Catalog
 - RFCs related to Service Improvement Program (SIP) actions
 - Participates on Change Advisory Board (CAB)
 - Review of Planned Service Availability (PSAs) for impacts on service
 - Review RFCs and Forward Schedule Of Changes (FSCs) to match customer requirements and timelines
 - Review RFCs for impact on services being delivered
 - RFCs for changes to service targets, OLAs and UCs.
-

Release Management

- Establishes priorities for release development activities
 - Determines impacts of releases and their development on services
 - Service Improvement Plan (SIP) to be used as input for release development
 - Ensure Service requirements have been incorporated into release designs and activities
-

Configuration Management

- OLAs
 - Copies of UCs
 - EC Service Catalog
 - SIP information
 - Service Reports
-

Service Monitoring and Control

- Service targets that need to be monitored
 - Initiation of service monitoring and control improvement actions
 - Identification of XX services to be provided
-

Section 4: Process High Level Workflows

Overview

Introduction This section describes the Service Level Management Key Activities in greater depth and their associated workflow procedures.

Key Activities The following Key Activities exist within the XX Service Level Management process:

Key Activity	See Page
Identify IT services and service requirements.	32
Define, build and manage the IT Service Catalog.	33
Define, build and negotiate Service Level Agreements.	34
Define, build and negotiate Operational Level Agreements.	36
Identify Underpinning Contract service requirements.	38
Monitor and Report On Service Targets	39
Manage and Control Service Targets	40
Initiate Service Improvement Actions.	41
Provide management information about Service Level Management quality and operations.	42

Identify IT Services and Service Requirements

Description Identify XX services, customers and service requirements.

Procedure The following steps describe the workflow procedure for this key activity.

Step	Task Description	Organization	Role
1	Identify XX Service Requirements	ABC	Service Level Manager
1	Review XX service requirements and targets as requested by ABC Representatives	ABC	Service Level Manager
2	Identify new XX services	ABC	ABC Support
3	Identify service requirements by XX service	ABC	ABC Support
4	Establish service targets and metrics	ABC	Service Provider
5	Confirm service requirements and targets	ABC	Service Support
6	Match services and requirements to Service Catalog	ABC	Service Provider
7	If Services: do not already exist in the catalog or; exist in catalog but have changes Then Create draft service description and update Service Catalog	ABC	Service Provider

Define, Build and Manage the IT Service Catalog

Description Define, implement and maintain catalog of XX services.

Procedure The following steps describe the workflow procedure for this key activity.

Step	Task Description	Organization	Role				
1	Review draft service descriptions and changes	ABC	Service Provider				
2	Confirm Service Catalog description (See XX Service Catalog in SLM Policy document)	ABC	Service Provider				
2	<table border="1"> <thead> <tr> <th>Service Exists In Catalog</th> <th>Service Does Not Exist In Catalog</th> </tr> </thead> <tbody> <tr> <td>Update existing Service Catalog entry and mark as PROPOSED</td> <td>Create new Service Catalog entry and mark as PROPOSED</td> </tr> </tbody> </table>	Service Exists In Catalog	Service Does Not Exist In Catalog	Update existing Service Catalog entry and mark as PROPOSED	Create new Service Catalog entry and mark as PROPOSED	ABC	Service Provider
Service Exists In Catalog	Service Does Not Exist In Catalog						
Update existing Service Catalog entry and mark as PROPOSED	Create new Service Catalog entry and mark as PROPOSED						
3	Create RFC to document Service Catalog change	ABC	Service Provider				
4	Update Service catalog with changes once approved by Change Management	ABC	Service Provider				
5	Change PROPOSED status to ACCEPTED for updated catalog entries	ABC	Service Provider				
6	Change ACCEPTED status to REMOVED for catalog entries that are being replaced or eliminated	ABC	Service Provider				

Define, Build and Negotiate Service Targets

Description Define an OLA structure (i.e, base agreements, add-ons for unique requirements, etc.). Draft OLAs and test with end customers. Negotiate final OLA targets and KPIs.

Procedure The following steps describe the workflow procedure for this key activity.

Define, Build and Negotiate Service Targets, continued

Step	Task Description	Organization	Role				
1	Create XX Base OLA (See SLM Policy Document) as DRAFT	ABC	Service Provider				
2	Review and negotiate XX Standard OLA with XX customers and ABC business units (See SLM Policy Document)	ABC	ABC Support				
3	Confirm XX Standard OLA descriptions and targets	ABC	Service Support				
4	Identify unique OLA requirements and services	ABC	Service SME				
5	<table border="1"> <thead> <tr> <th>Unique OLA services and/or requirements</th> <th>No unique OLA services and/or requirements</th> </tr> </thead> <tbody> <tr> <td>Draft Service OLA, negotiate and confirm with business ABCs</td> <td>Done</td> </tr> </tbody> </table> <p>NOTE: See SLM Policy Document for description of OLAs</p>	Unique OLA services and/or requirements	No unique OLA services and/or requirements	Draft Service OLA, negotiate and confirm with business ABCs	Done	ABC	Service Provider
Unique OLA services and/or requirements	No unique OLA services and/or requirements						
Draft Service OLA, negotiate and confirm with business ABCs	Done						
6	Operate with draft OLA(s) for a minimal 6 month period	ABC	Service Support				
7	<table border="1"> <thead> <tr> <th>Service Issues</th> <th>No Service Issues</th> </tr> </thead> <tbody> <tr> <td>Renegotiate OLAs or fix operational problems to meet services when these occur</td> <td>Change OLAs from DRAFT to LIVE</td> </tr> </tbody> </table>	Service Issues	No Service Issues	Renegotiate OLAs or fix operational problems to meet services when these occur	Change OLAs from DRAFT to LIVE	ABC	Service Provider
Service Issues	No Service Issues						
Renegotiate OLAs or fix operational problems to meet services when these occur	Change OLAs from DRAFT to LIVE						

Define, Build and Negotiate Operational Level Agreements

Description Define Operational Level Agreements with ABC non-EC suppliers to XX services. Negotiate and finalize these with non-EC business units.

Procedure The following steps describe the workflow procedure for this key activity.

Define, Build and Negotiate Service Targets, continued

Step	Task Description	Organization	Role				
1	Review and identify configuration breakdown for each XX service in the Service Catalog	ABC	Service SME				
2	Identify supporting sub-services needed to support each XX service	ABC	Service SME				
3	Identify each ABC non-EC business unit that is responsible for providing the supporting sub-services (See Service Mapping in SLM Policy document)	ABC	Service SME				
4	Identify the requirements needed by XX for each sub-service	ABC	Service SME				
5	Group supporting sub-services and requirements into OLA drafts (See OLA Policy in SLM Policy document)	ABC	Service Provider				
6	Review and negotiate OLAs with non-EC business units (See OLA Escalation Process in SLM Policy document)	ABC	OLA Representative				
7	Confirm OLA descriptions and targets	ABC	Service Provider				
8	Operate with draft OLA(s) for a minimal 6 month period	ABC	Service Support				
9	<table border="1"> <thead> <tr> <th>Service Issues</th> <th>No Service Issues</th> </tr> </thead> <tbody> <tr> <td>Renegotiate OLAs or fix operational problems to meet services when these occur</td> <td>Change OLAs from DRAFT to LIVE</td> </tr> </tbody> </table>	Service Issues	No Service Issues	Renegotiate OLAs or fix operational problems to meet services when these occur	Change OLAs from DRAFT to LIVE	ABC	Service Provider
Service Issues	No Service Issues						
Renegotiate OLAs or fix operational problems to meet services when these occur	Change OLAs from DRAFT to LIVE						

Identify Underpinning Contract Service Requirements

Description Identify contracts in place with existing XX supplier vendors. Review these for applicability to XX service agreements. Develop strategies where necessary to align these with Service Level requirements.

Procedure The following steps describe the workflow procedure for this key activity.

Step	Task Description	Organization	Role
1	Review and identify configuration breakdown for each XX service in the Service Catalog	ABC	Service SME
2	Identify existing underpinning contracts currently in place to support each XX service	ABC	Service SME
3	Review the requirements needed by XX for each sub-service	ABC	Service SME
4	Identify contracted services that may be missing or inadequate	ABC	Service SME
5	If there are missing/inadequate services: Summarize service issues and escalate to Supply Chain Management to resolve	ABC	ABC Support
6	Summarize and review EC/ABC obligations with existing contracts	ABC	Service SME
7	Document any obligations as work procedures	ABC	Service SME
8	Establish communications with Supply Chain Management to recognize new/changing service contracts	ABC	ABC Support
9	Create CIs for existing contracts	ABC	Service SME

Monitor and Report on Service Targets

Description Monitor and report on adherence to agreed OLA targets. Report on these on a regular and periodic basis with the ABC organization.

Procedure The following steps describe the workflow procedure for this key activity.

Step	Task Description	Organization	Role
1	Obtain detailed service reports from XX Service Providers	ABC	Service Reporter
2	Collate/Summarize reporting data as necessary	ABC	Service Reporter
3	Develop service reports against service metrics	ABC	Service Reporter
4	Save statistics for historical purposes	ABC	Service Reporter
5	Distribute reports to ABC Organization	ABC	ABC Support

Manage and Control Service Targets

Description Manage and control service quality via adherence to agreed service level requirements.

Procedure The following steps describe the workflow procedure for this key activity.

Step	Task Description	Organization	Role
1	Compare service statistics against key performance indicators for each XX service	ABC	Service SME
2	If Service Issues are found: Summarize and highlight service issues and initiate Service Improvement actions (See Initiate Service Improvement Actions)	ABC	Service SME
3	Review service results with ABC Business Units on a regular basis	ABC	ABC
4	Escalate Service disputes to XX ABC Support and/or XX Executive if necessary	ABC	ABC
5	Receive requests from Business Units to change SLAs	ABC	ABC
6	Identify and implement changes to existing XX OLA as necessary to meet new/changing business needs	ABC	ABC Support
7	Manage short-term deviations to OLAs due to business requirements	ABC	Service Provider

Initiate Service Improvement Actions

Description Proactively initiate actions to improve services where customer needs have changed or there is a failure to meet service targets.

Procedure The following steps describe the workflow procedure for this key activity.

Step	Task Description	Organization	Role				
1	Identify category of service issue	ABC	ABC				
2	Escalate service issue to ABC Support	ABC	ABC				
3	<table border="1"> <thead> <tr> <th>Services Not Meeting SLA Targets</th> <th>Service Level Targets Not Meeting Business Need</th> </tr> </thead> <tbody> <tr> <td>Initiate Service Improvement Program (SIP) (See Service Improvement Program in SLM Policy document)</td> <td>Renegotiate XX OLA targets (See Define, Build and Negotiate Service Targets workflow)</td> </tr> </tbody> </table>	Services Not Meeting SLA Targets	Service Level Targets Not Meeting Business Need	Initiate Service Improvement Program (SIP) (See Service Improvement Program in SLM Policy document)	Renegotiate XX OLA targets (See Define, Build and Negotiate Service Targets workflow)	ABC	ABC Support
Services Not Meeting SLA Targets	Service Level Targets Not Meeting Business Need						
Initiate Service Improvement Program (SIP) (See Service Improvement Program in SLM Policy document)	Renegotiate XX OLA targets (See Define, Build and Negotiate Service Targets workflow)						
4	Notify affected EC/ABC Business Units of service problems and actions being taken to fix them	ABC	ABC				
4	Monitor actions to correct service issues	ABC	ABC Support				
5	Confirm resolution of service issues with EC/ABC Business Units	ABC	ABC				

Provide Management Information about Service Level Management Quality and Operations

Description Provide reporting on KPIs on a monthly basis and providing management information that covers the state and health of Service Level Management activities.

Step	Task Description	Organization	Role
1	Populate Service Level Management KPIs	ABC	Service Reporter
2	Forward KPI results to ABC Organization	ABC	ABC Support
3	Review KPI results for issues and look for opportunities for improvement of the Service Level Management process	ABC	Service Level Management Process Owner
4	Respond to requests from others, if needed, about issues and problems related to the Service Level Management Process	ABC	Service Level Management Process Owner

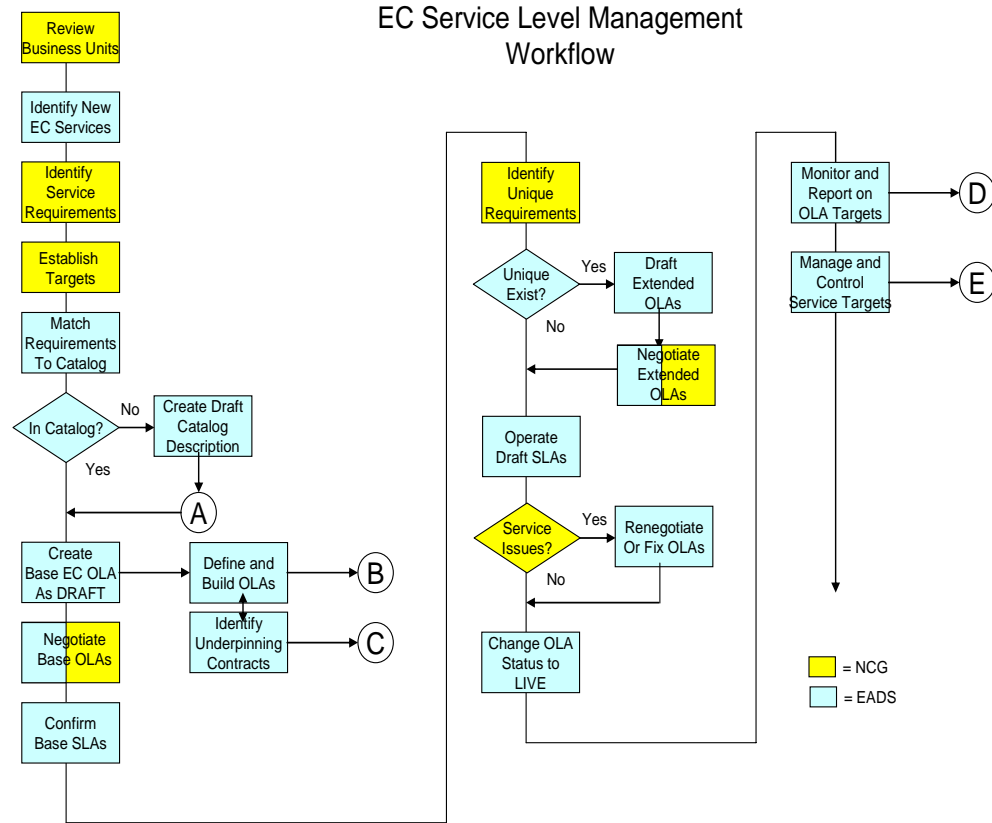
Section 5: Process Workflow Diagrams

Process Workflow Diagrams

Introduction

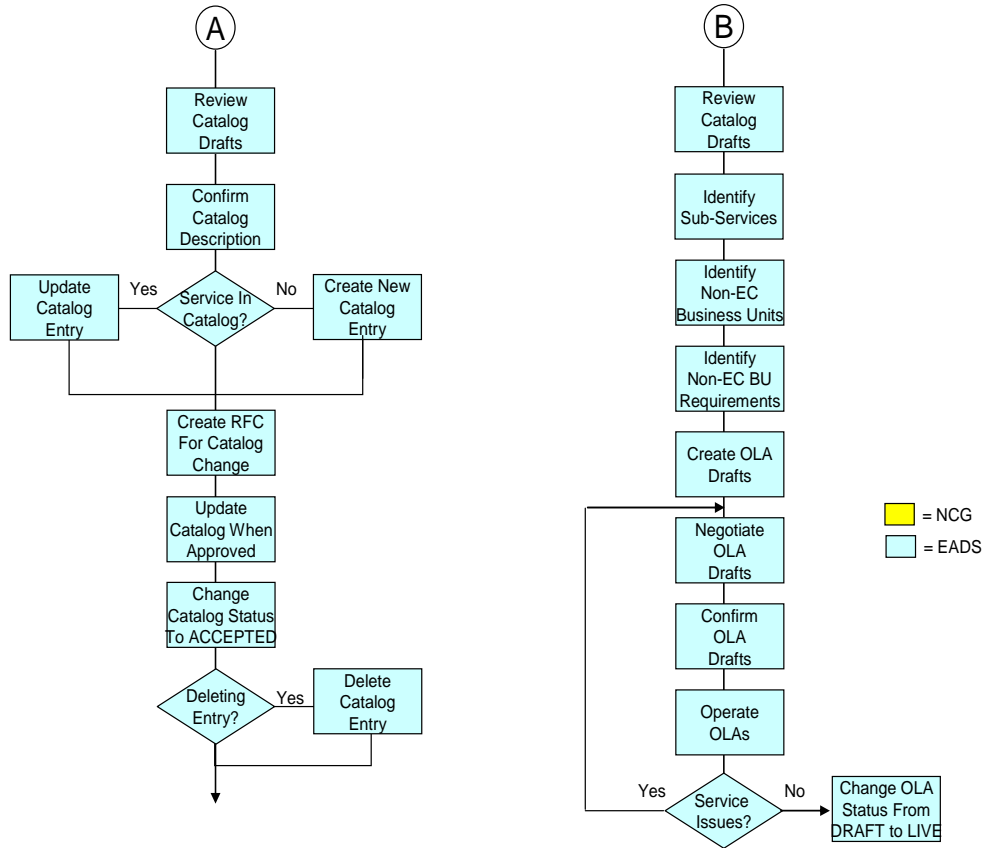
The following diagram illustrates a high level workflows for the Service Level Management process.

Service Level Management Workflow Diagram



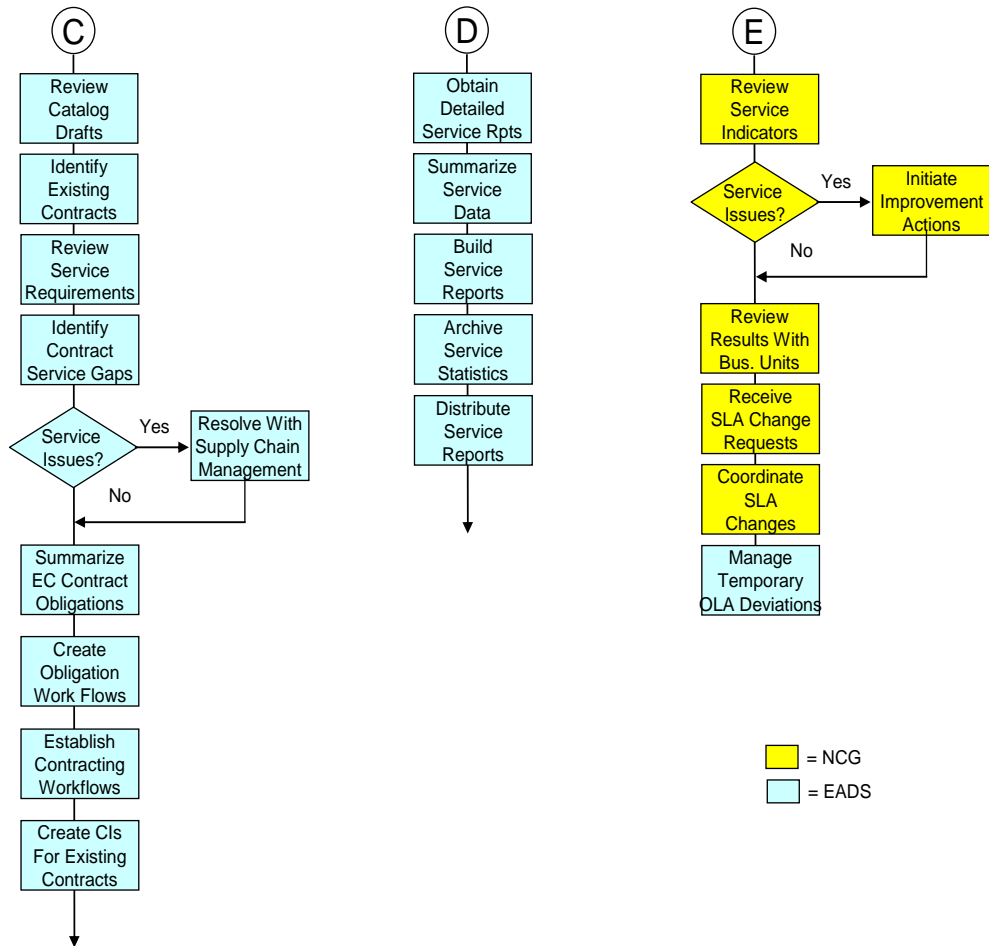
Process Workflow Diagrams continued

Service Level Management Workflow Diagram Continued



Process Workflow Diagrams continued

Service Level Management Workflow Diagram Continued



Section 6: Process Tool Requirements

Overview

Introduction This section describes the supporting tool sets used with the SLM Process.

Contents This section contains the following topics:

Topic	See Page
Functional Requirements	47
Tool Support Matrix	49
Logical Support Architecture	50

Functional Requirements

Introduction

This section identifies the types of tools needed and lists key functional requirements by each tool type.

Tool Product Types

The tool types needed to support this process are:

- SLM Database
 - Data Extraction and Reporting Capability
 - Service Monitoring and Analysis Capability
 - SLA Reporting, Tracking and Workflow Capability
-

Functional Requirements continued

Functional Requirements

The following table identifies the functional requirements needed to operate this process. These have been grouped into the above tool types.

Tool Type	Desired Tool Functionality
SLM Database	<ul style="list-style-type: none"> • Store SLAs, OLAs and Underpinning contracts • Capability to support a variety of SLA structures such as master SLA agreements with extensions for unique departmental needs • Capability to store service data such as SLA/OLA results • Capability to maintain service historical data and information • Ability to tie SLA/OLA agreements with ABC business units and departments • Ability to store service communication distribution lists for service reporting • Ability to store service catalog and handle a variety of service catalog data formats • Provides linkages between service catalog and SLA/OLAs • Provide linkage to procurement databases with underpinning contracts
Data Extraction And Reporting Capability	<ul style="list-style-type: none"> • Ad-Hoc reporting capabilities • Flexible data formatting and extraction capability • Report distribution capability • Multiple report media delivery channel support
Service Monitoring And Analysis Capability	<ul style="list-style-type: none"> • Highly flexible capability for monitoring service levels • Ability to configure monitoring/monitoring scripts to summarize data for reporting purposes • Automatic alerts for service levels in jeopardy or missed service targets
SLA Reporting, Tracking and Workflow Capability	<ul style="list-style-type: none"> • Ability to generate service results by SLA/OLA and Service Catalog categories • Support for workflows to build, agree, approve and maintain SLA/OLAs

Tool Support Matrix

Introduction

The following table identifies tools available at ABC and maps these to the tool types identified earlier.

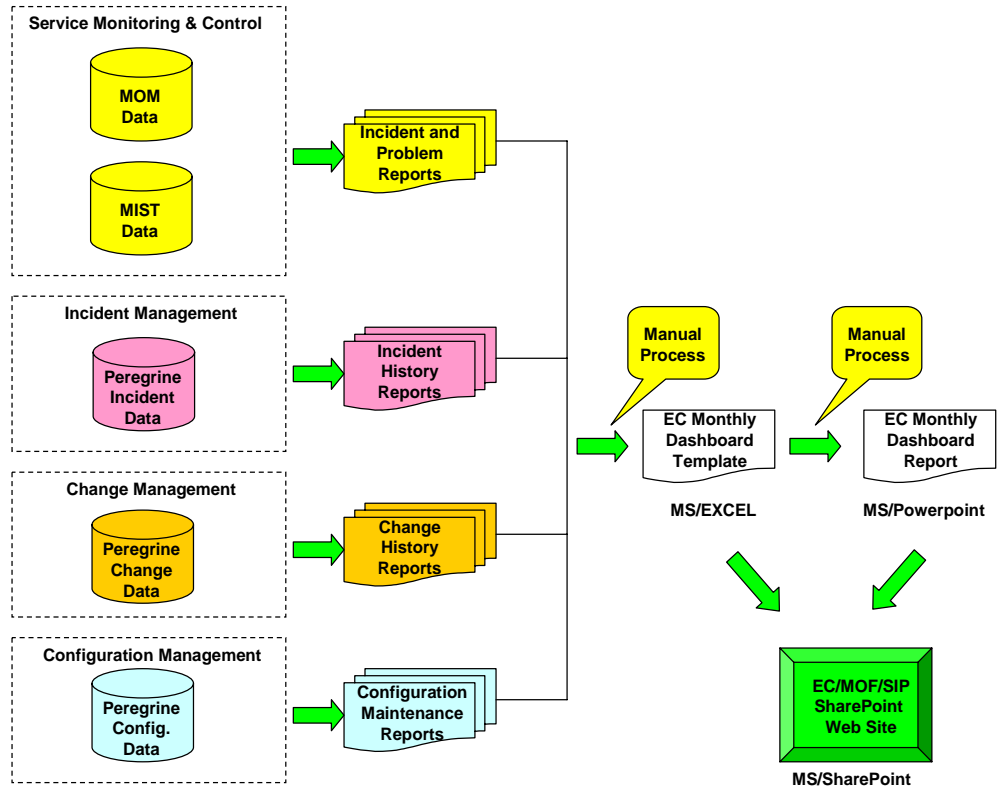
Tool Type	Candidate Tools/Strategies/Issues
SLM Database	The EC/MOF SIP Sharepoint site will be used to store all SLM related documents, OLAs and historical service reports
Data Extraction And Reporting Capability	<p>Peregrine Incident, Peregrine Change and MIST will be the primary tools to obtain service statistics. These will be collated into the monthly XX Dashboard Report manually. The manual process for this is described in the XX Monthly Dashboard Report Process document stored on the Sharepoint site.</p> <p>MS/Powerpoint and MS/EXCEL will be used to produce the XX Monthly Dashboard Report (See XX Monthly Dashboard Report Process document for details)</p>
Service Monitoring And Analysis Capability	This will utilize the existing tool sets used by the Service Monitoring and Control process.
SLA Reporting, Tracking and Workflow Capability	This will be done manually.

Logical Support Architecture

Introduction

The chart below describes the logical architecture used to support the Service Level Management Process.

Support Architecture Diagram



Section 7: Process Reporting

Overview

Overview The following pages show planned reports related to Service Level Management. Templates for these can be found on the SIP SharePoint Web Site.

Service Level Management Reports

Reports Service Level Management will use the following reports:

Report	Description
ABC Monthly Dashboard Presentation	Describes all service targets for XX SIP support and delivery including OLA results. Presented to XX Senior Management.
ABC Monthly Dashboard Template	Summarizes all XX SIP key performance indicator results for the given month. Used as input to produce the XX Monthly Dashboard Presentation.
Charting Worksheet	Used to create the graphical charts for the XX Monthly Dashboard Presentation.
Operational Level Agreements (OLAs)	Used to describe key underpinning support services from other ABC internal providers and their service targets.
ABC Service Provider Summary	Inventory of all key underpinning support services from other ABC internal providers.
ABC Service Catalog	Catalog of business services provided by XX to ABC associates.

Section 8: Process Forms

Process Forms There are no forms used with this process other than the reports and templates described in Section 7: Process Reporting.

Section 9: Terminology Definitions

Service Level Management Terms and Definitions

Overview This section describes terms used with Service Level Management.

Term	Definitions
SLA	Service level agreement: agreement between service provider and customer/service recipient
OLA	Operational level agreement: agreement between internal organizations that, collectively, provide a service to a customer
UC	Underpinning contract: agreement between internal organizations and the vendors or external parties that, collectively, provide a service to a customer
SLO	Service level objective: objectives or targets for service that typically include thresholds for breaches/service level transgressions
SLS	Service level statement: an document that initially defines SLOs, often used as a precursor to an SLA.
SCM	Supply Chain Management – performs contracting and procurement functions at ABC
