

Service Level Management *Beyond SLAs*

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Agenda



- Service Level Management – Overview
- ISO 20000 – Overview
- How ISO 20000 views Service Level Management
- Defining IT Services and the role of the Service Catalog
- Creating effective OLAs



Service Level Management Goal

To maintain and improve IT Service quality, through a **constant cycle** of agreeing, monitoring and reporting upon IT Service Achievements.

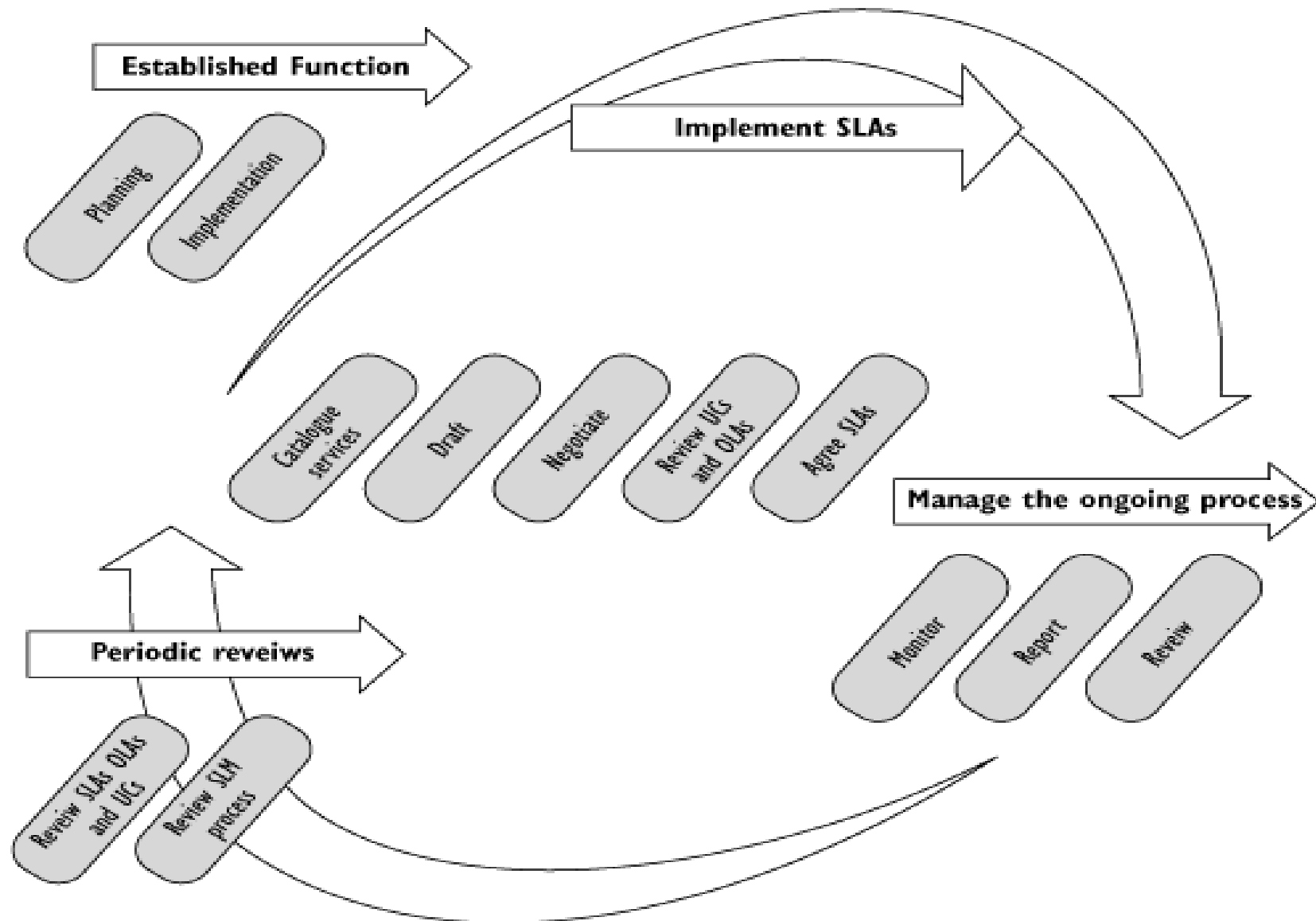
*Without a
Service Level
Agreement
your service level
is NOW!
~Char LaBounty*

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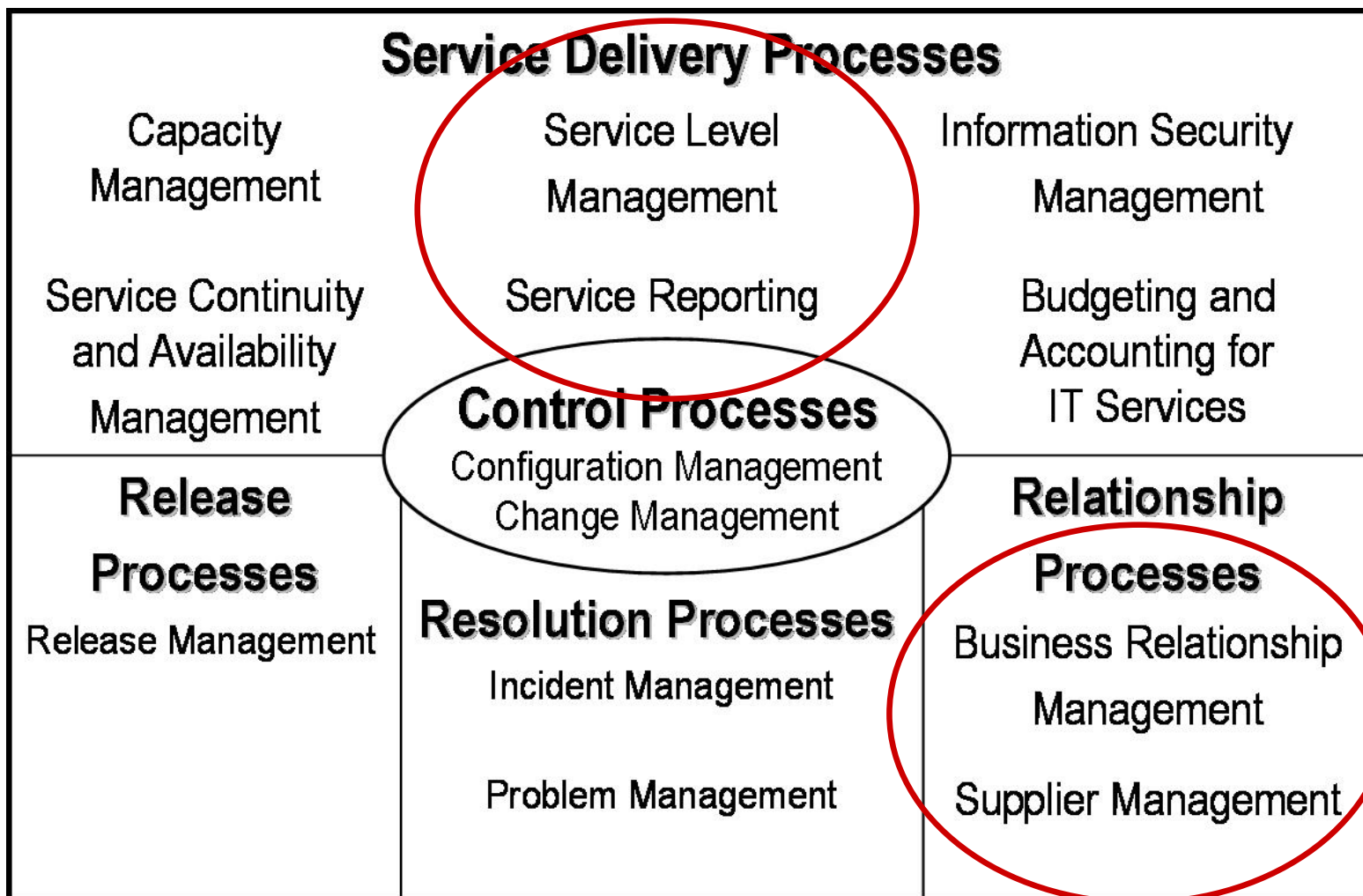


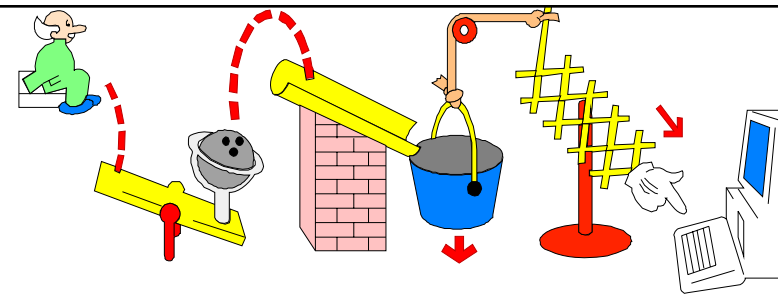
SLM Overview

Define
Negotiate
Agree
Monitor
Report
Review



ISO/IEC 20000: The ITSM Standard





ISO/IEC 20000: Process Objectives

- **Service Level Management:** To define, agree, record and manage levels of service
- **Service Reporting:** To produce agreed, timely, reliable, accurate reports for informed decision making and effective communication
- **Business Relationship Management:** To establish and maintain a good relationship between the service provider and the customer based on understanding the customer and their business drivers
- **Supplier Management:** To manage suppliers to ensure the provision of seamless, quality services

Key Concepts



- **Service Catalog:** A document listing all IT Services
- **Service Level Agreement (SLA):** An agreement between IT and its Customer
- **Operational Level Agreement (OLA):** An agreement between internal IT units
- **Underpinning Contract (UC)** – An agreement between IT and an external supplier

Service Catalog

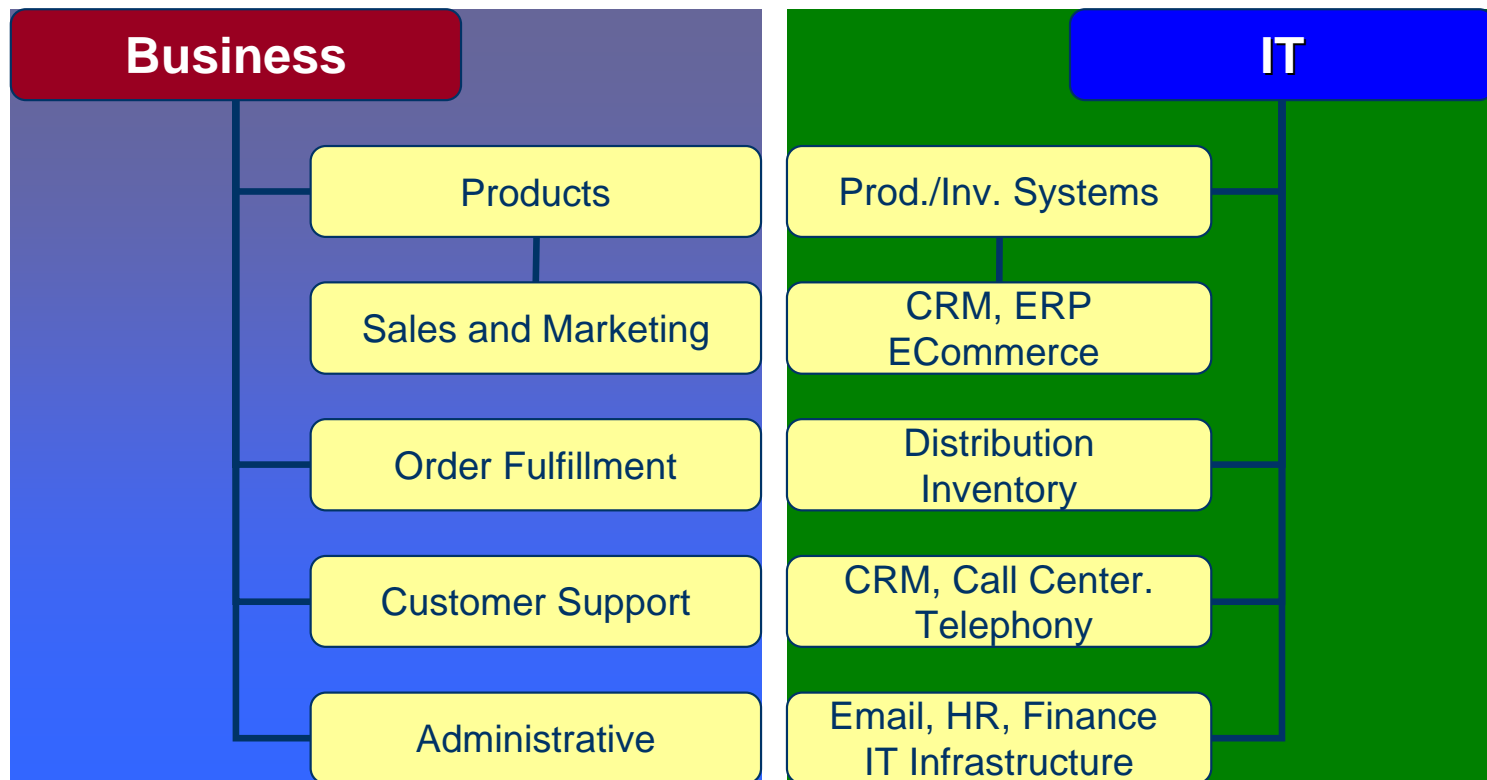


- List of all services IT provides to Customers
- Provides a clear explanation of the services, Customers/Users, descriptions and costs
- Essential to any service provider business in order to define products and services

What is an IT Service?

One or more IT systems that enable a business process

What is an IT Service?



Each service has a supporting SLA

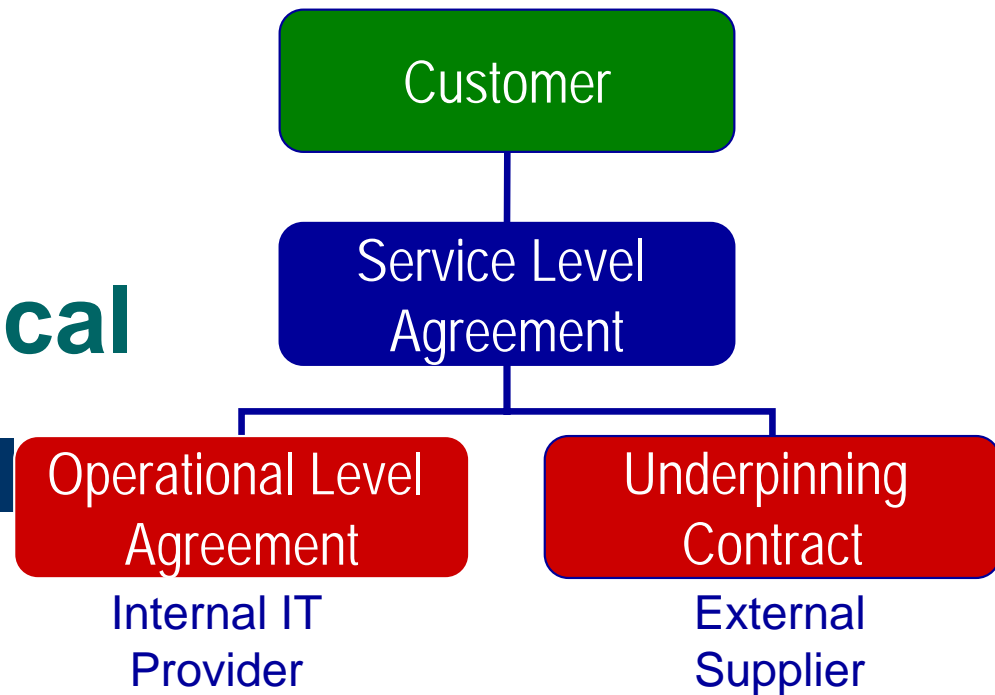
What goes into an SLA?



- Services included/excluded
- Service hours
- Availability / Reliability targets
- Throughput, transaction response times, batch turnaround times
- Support arrangements / targets
- Change targets
- Security Plan
- IT Service Continuity Plan
- Service costs and charges
- Reviews and reporting
- Penalties and Incentives

S	Specific
M	Measurable
A	Attainable
R	Realistic
T	Timely

Cooperation is Critical



SLA targets can only be achieved with the **support** and **commitment** of internal and external providers



- Operational Level Agreements (OLAs)
- Underpinning Contracts (UCs)

Establishing Effective OLAs

OLAs:

- Set out specific targets for support groups that underpin the targets included in SLAs
- Include targets for each of the elements in the support chain
- Stipulate overall support hours for all groups that underpin the availability times in the SLA
- Include any special procedures for contacting staff (including after hours support)

Keep it Simple! OLAs need not be complicated.



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Operational Level Agreement (OLA)

IT Unit 1				IT Unit 2		
Contact				Contact		
Title				Title:		
Contact Phone:				Contact Phone:		
Contact Email:				Contact Email:		
Services Covered				Services Excluded		
Software: Hardware: Other:				Software: Hardware: Other:		
Description of Services						
Hours of Operation				Availability Target (%)		
Off-Hour Support				Scheduled Maintenance Window		
Unit 1 Responsibilities				Unit 1 Responsibilities		
Incident Response Goals (in business hours)				Key Performance Indicators		
Priority	Definition	Response	Resolution	KPI	Measurement	Frequency
1	Urgent					
2	High					
3	Medium					
4	Low					
Other Requirements						
Signatures						
Customer Representative:					Date:	
Service Provider Representative:					Date:	
Effective Date:				Term: 1 year		
First Review Date:						

Operational Level Agreement (OLA) Template

This Operational Level Agreement (OLA) between the Service Desk and the _____ Support Group will ensure that service as agreed in our Service Level Agreements (SLAs) is guaranteed to our customers the first time, every time, and in a manner that contributes to the success of the business.

1) It is the Service Desk's responsibility to record and prioritize every Incident that is reported to or discovered by the Service Desk. Thorough, concise documentation is especially critical for Incidents that are escalated to the Support Group in order to alleviate any unnecessary calls or emails to the customer reporting the Incident.

2) It is the responsibility of the Support Group to inform and make constructive suggestions to the Service Desk team during the _____ group meetings of any modifications that can be made to enhance the Incident documentation process.

3) Priorities will be assigned in accordance with the SLAs.

4) Priorities can only be modified if the manager of the Service Desk team, the manager of the Support Group, and the customer agree.

5) All escalated Incidents will be acknowledged by the Support Group via the Incident Management System within _____ minutes. In the event the Support Group is unable to access the Incident Management System, a call to the Service Desk must be made to ensure the reported Incident is acknowledged. The Service Desk will enter the Incident acknowledgment into the Incident Management System, but will not be responsible for entering an acknowledgment into the Incident Management System under any other circumstance.

6) If the escalated Incident is not acknowledged within the agreed upon time, the Incident Management System will automatically notify the Support Group Manager who will be responsible for Incident assignment.

7) If the Support Group Manager does not respond within _____ minutes, the Incident will automatically be escalated to _____.

8) It is the Service Desk's responsibility to ensure that the escalation has taken place, the appropriate people have been notified, and the Incident ticket has been updated to reflect these actions.

9) The Support Group is responsible for timely, complete documentation of the Incident ticket with all steps taken for Incident resolution including any contact with the customer. This will provide valuable information to others who may become involved in the Incident resolution process, ensure that Incident resolution is progressing expeditiously, and act as a knowledgebase for future similar Incidents.

10) The Service Desk team will refer to the documented Incident ticket for status. This information will be passed on to the customer when appropriate, which will further guarantee that quality, uninterrupted time is given to the Support Group.

11) It is the Service Desk's responsibility to ensure that the Incident ticket has been updated by the Support Group to reflect the actions taken.

12) The Support Group is responsible for resolving and completely documenting the final resolution to the Incident within the agreed upon time.

13) The Service Desk is responsible for closing every Incident recorded in the Incident Management System after review. This will increase the knowledgebase of the Service Desk and ensure customer satisfaction. It will also give the customer the opportunity to report any new Incidents to the Service Desk so they can be logged, researched, resolved, or escalated to the correct personnel and closed promptly to ensure total customer satisfaction.

15) The success of this agreement will be measured and published through the statistics provided in the Incident management system. The fields that will be reported on include:

- Incident start time
- Incident escalation time
- Support Group
- Incident acknowledgment time
- Incident resolution time
- Incident close time
- Incident priority

16) This agreement will be reevaluated and published by January 30th of every year (or as needed).

Keys to Success

- Create a Service Catalog
- Manage expectations
- Define Service Level Requirements
- Draft SLAs
- Establish / Review OLAs and UCs
- Negotiate / Agree to SLAs
- Establish SLA monitoring
- Regularly report and review
- Communicate, communicate, communicate

