

Service Level Management

Why? Increase customer satisfaction ❖ Ensure effective communications between the provider and the customer ❖ Clarify roles and responsibilities ❖ Ensure Provider's performance meets Customer's expectations

A **Service Catalog** contains default options, targets and levels of service. A customer will look at the Service Catalog and decide on which services are needed. They will then call and request service. A **Service Level Agreement** may then be constructed, negotiated and then agreed upon. Ongoing monitoring through reports will be done to assure the agreement is met. Reports may be generated monthly or quarterly depending on the service with Annual or Semi-Annual reviews of the agreement to assure compliance and customer satisfaction.

Service Catalog Outline

Introduction

Overview of Services

General Information

Services

List each Service

1. Description of service
2. Default targets and options
3. Roles and Responsibilities
4. Costs

Glossary

Procedures

Forms

Key Terms

SLM - Service Level Management ensures agreement to and monitoring of an optimal level of service for the customer in close cooperation between provider and supplier.

OLA - Operational Level Agreement - formal agreement between inter-department

SLA - Service Level Agreement - A formal agreement the customer and the service provider specifying service levels and the terms under which a service or services is provided to the customer.

UC - Underpinning Contract - A contract made with external vendors. May have penalties associated with it, if certain levels of service are not met.

SR - Service Request

Agreement - with/among customers

Contract - with/among suppliers

Service Catalog - defines all services

Defining the SLM Process

- Define Services
- Identify Customers
- Define default capabilities and targets
- Define Roles and Responsibilities
- Review / modify / create new foundational OLAs & Ucs
- Service Catalog – content
- SLA content
- Develop Key Performance Indicators and Metrics
- Documentation of relationships / interdependencies with other services

Escalation is the mechanism that assists timely resolution of an incident/service request. It can take place during every activity in the resolution process.

Functional

Transferring a request from first-line to second-line support groups, or further, is called functional escalation. Functional escalation primarily takes place because of a lack of knowledge or expertise. Functional escalation may also take place when agreed time intervals elapse. The automatic functional escalation based on time intervals should be planned carefully and should not exceed the resolution times agreed to in the SLA.

Hierarchical

Hierarchical escalation can take place at any moment during the resolution process when it is likely that the incident will not be resolved in time or satisfactorily. Automatic hierarchical escalation can be considered after a certain critical time interval, when it is likely that a timely resolution will fail. This should take place before the time in the SLA is exceeded so corrective actions can occur without breaching the SLA.

Notification

Notification may be made through email, pager, cell phones, or alerts. Identifying who, how and when someone is notified needs to be planned out ahead of time so that service levels are met.

Hierarchical

Functional

SLA Outline

SLA number

Provider Information

Customer Information

List of services from the Service Catalog to be provided. May be just a check list.

Service 1

Service 2

Service 3

Identify any deviation from the default levels of service in the catalog.

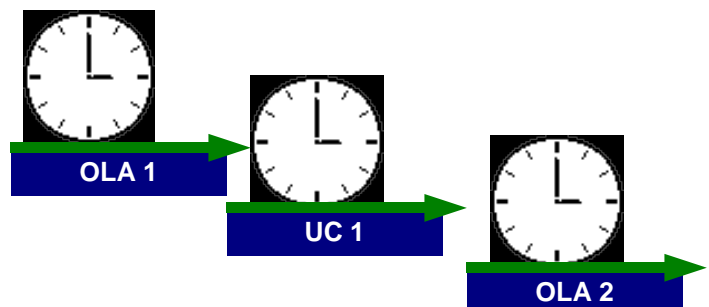
Customer Signature Date *Provider Signature* Date

Priority Scheme example

IMPACT	High Dept / Unit	1	2	3
	Medium 2 nd Floor Critical Process > 10 People	2	2	3
	Low 1 Person	3	3	4
		High	Medium	Low
		Critical Service	Support to critical	Non Critical Service
		URGENCY		

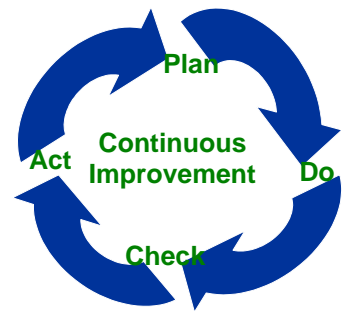
Impact - The degree to which the provision of services are disrupted within the organization, and the effect the interruption has on other areas of the business.

Urgency - The speed with which the incident must be resolved.



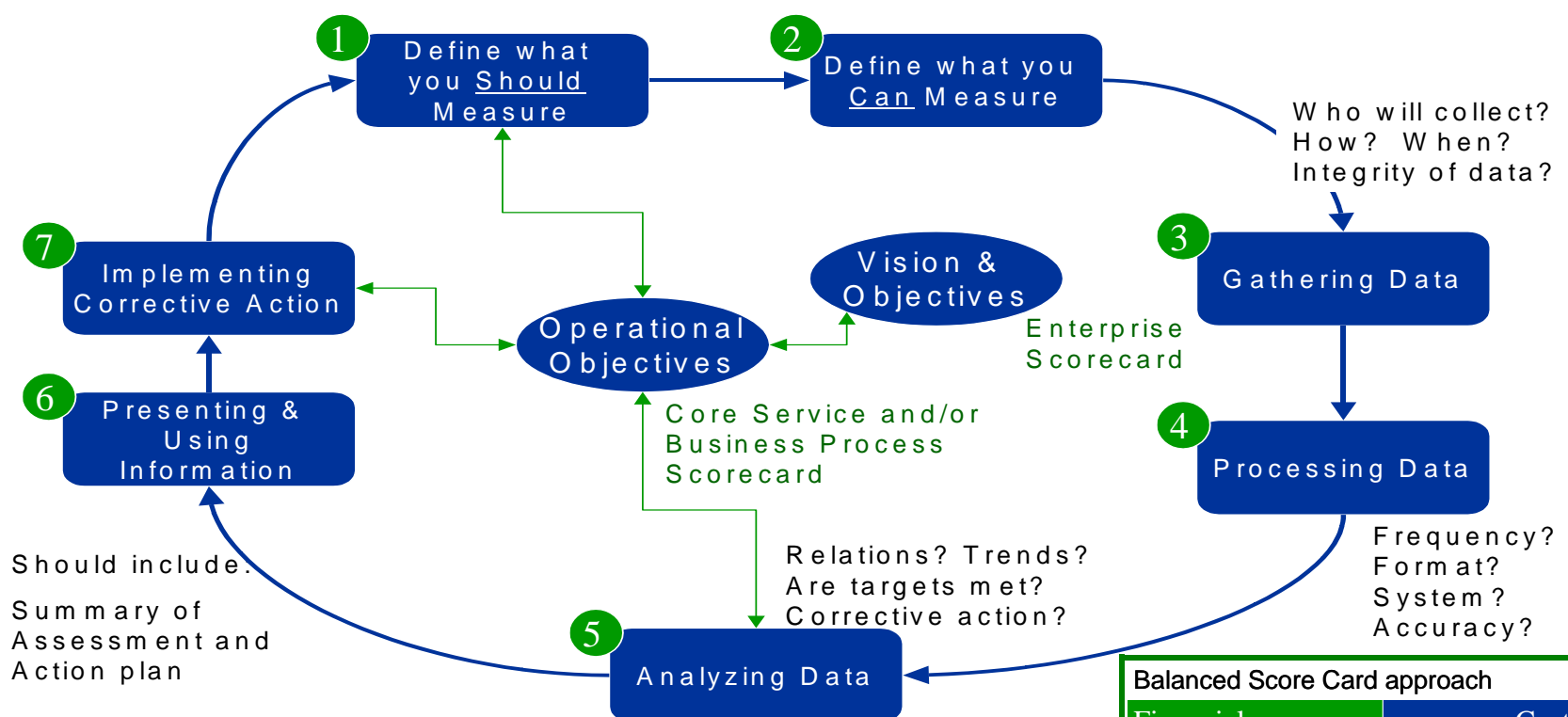
Multiple clocks may be running at the same time. The total of these times must allow you to meet your SLA agreement with the customer.

Process Implementation Strategy



Document AS IS	What & Who	Define Details (How)	Review Project
Gather existing Documentation	Review OLAs	Document detailed procedures and Policies	Monitor SLA Pilot
Gather current Procedures	Review Ucs	Formalize OLAs	Report on SLA Pilot
Document current Customer Relationships	Define Current Service Offerings	Formalize Contract Mgmt. Process	Review SLA Pilot
Gather existing Service Levels	Develop Service Catalog	Customize tool for Monitoring and Reporting	Full SLA Negotiation
Assess Current Service tools	Define SLA Structure	Define Customer Pilot	Full SLA Sign-off
Document existing Roles & Responsibilities	Define SLM process	Negotiate SLA from Service Catalog	
		Review Service requirements	

The Measuring Process



It all starts at the top!

There should be clear links between what you measure that is tied to the objectives of within your scorecards.

Those objective in turn align to Core Service objectives & Enterprise objectives

Measure - Categories

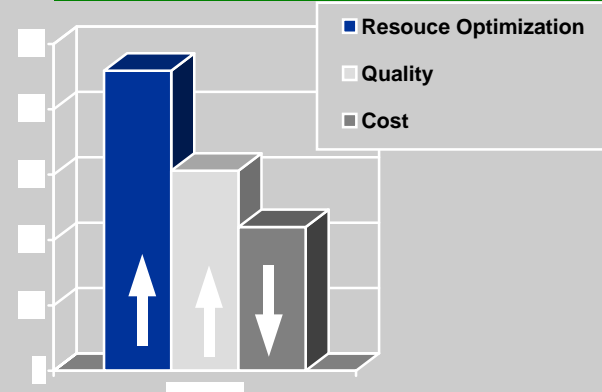
- **Input** – A total # of ____ were used to create an output
- **Output**– The total # of ____ were created from the process
- **Efficiency** – How well resources are used compared to plan
- **Outcome** – Is what we are doing affecting a community outcome?
- **Effectiveness** – How well the plan or goal was achieved
- **Quality** – How well are we doing it?

A single measure may contain or cover more than one category.

Balanced view of ROI

- ◆ Resource Optimization
- ◆ Quality
- ◆ Cost
 - Soft Saving
 - Hard Saving

Balanced Score Card approach	
Financial <ul style="list-style-type: none"> • Control operating expenditures & capital costs • Utilize resources effectively • Improve fiscal sustainability 	Customer <ul style="list-style-type: none"> • Increase customer satisfaction
Learning & Growth <ul style="list-style-type: none"> • Foster a positive work environment • Develop high performing leaders, teams & employees 	Internal Process <ul style="list-style-type: none"> • Increase quality & productivity • Deliver competitive services



Service Support KPI

Process	Objective	Example KPIs	Category
Incident – Corrective Maintenance	Increase customer satisfaction by Restoring service to expected level ASAP	# of Incident by category, priority and resolution on type	Quality
		# of Incidents restored within SLA targets	Efficiency/ Outcome
Problem	Increase Quality and Productivity	# of problems identified & root cause determined with solution or workaround	Quality
		# of Repeat incidents by category trending downwards	Quality/ Effectiveness