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# ITIL 4 Service Level Management & Change Enablement - Detailed Notes

## 1. Service Level Management (SLM)

### 1.1 Purpose

To set clear business-based targets for service levels, and to ensure that delivery of services is properly assessed, monitored, and managed against these targets

### 1.2 Key Term: Service Level

**Definition:** One or more metrics that define expected or achieved service quality

### 1.3 Key Activities and Responsibilities

- **Establishment:** Creates shared view of services and target service levels with customers
- **Monitoring:** Ensures organization meets defined service levels through:
  - Collection and analysis of relevant metrics
  - Storage and reporting of performance data
- **Review:** Performs service reviews to ensure services continue to meet organizational and customer needs
- **Reporting:** Captures and reports on service issues and performance against SLAs

## 1.4 Service Level Agreements (SLAs)

**Definition:** A documented agreement between a service provider and a customer that identifies both the services required and the expected level of service

### 1.4.1 SLA Requirements

- Must relate to a defined service
- Focus on clearly defined service outcomes (not just operational metrics)
- Reflect mutual agreement between provider and consumer
- Written simply and understandable to all parties

## 1.5 The Watermelon SLA Effect

- **Concept:** SLA appears "green" (met) externally but is "red" (failed) internally from customer perspective
- **Example:** System unavailable during critical business process, despite overall availability meeting SLA targets
- **Impact:** Low customer satisfaction even when technical metrics are met

## 1.6 Customer Engagement Questions

To understand service level requirements, ask customers: - What does your work involve? How does technology help? - What are your key business times, areas, people and activities? - What differentiates a good day from a bad day? - Which activities are most important? - What are your annual goals and measurements? - What is the best measure of your success? - How do you evaluate IT services? - How can we help you more?

## 1.7 Metrics Types

| Metric Type                | Description                                    | Examples                                         |
|----------------------------|------------------------------------------------|--------------------------------------------------|
| <b>Operational Metrics</b> | Low-level indicators of operational activities | Availability %, Response times, Resolution times |
| <b>Business</b>            |                                                |                                                  |

**Metrics** | Business-related activities valuable to customers |  
Transaction completion rates, User productivity measures |

## 1.8 Required Skills and Competencies

- Relationship management
- Business liaison and analysis
- Commercial/supplier management
- Pragmatic focus
- Technical understanding

## 1.9 Service Value Chain Contribution

- **High Contribution:** Engage
- **Medium Contribution:** Plan, Design & transition, Deliver & support
- **Low Contribution:** Obtain/build, Improve

# 2. Change Enablement

## 2.1 Purpose

To maximize the number of successful service and product changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing the change schedule

## 2.2 Dual Objectives

- **Enable Change:** Get customer and user changes and benefits quickly
- **Protect:** Protect customers and users from adverse effects of changes

## 2.3 Key Term: Change

**Definition:** The addition, modification, or removal of anything that could have a direct or indirect effect on services

## 2.4 Key Term: Change Model

**Definition:** A repeatable approach to the management of a particular type of change

## 2.5 Scope of Change Enablement

Typically includes changes to: - Infrastructure and applications - Documentation and processes - Supplier relationships - Anything directly or indirectly impacting a product or service

**Note:** Distinct from Organizational Change Management which focuses on people aspects

## 2.6 Change Authority

**Definition:** The person or group who authorizes a change

**Process:** Assign appropriate authority for each change type to ensure efficiency and effectiveness

## 2.7 Change Types

| Change Type       | Description                                                 | Characteristics                                                          |
|-------------------|-------------------------------------------------------------|--------------------------------------------------------------------------|
| Standard Changes  | Low-risk, pre-authorized, well-understood, fully documented | No additional authorization needed, repeatable                           |
| Normal Changes    | Require scheduling, assessment, and authorization           | Follow standard process, moderate risk                                   |
| Emergency Changes | Must be implemented as soon as possible                     | Expedited process, typically for incident resolution or security patches |

## 2.8 Change Schedule Uses

- Help plan and coordinate changes
- Assist in communication with stakeholders
- Avoid conflicts between changes
- Assign resources effectively
- Support incident management, problem management, and improvement planning

## 2.9 Service Value Chain Contribution

- **High Contribution:** Design & transition, Obtain/build
- **Medium Contribution:** Deliver & support
- **Low Contribution:** Plan, Engage, Improve

## 3. Key Learning Points

### 3.1 Service Level Management

- Purpose: Set business-based service targets and ensure proper assessment/monitoring
- Focuses on both operational and business metrics
- Must avoid the "watermelon effect" where SLAs are technically met but customer satisfaction is low

### 3.2 Change Enablement

- Purpose: Maximize successful changes through proper risk assessment and authorization
- Manages three change types with different authorization requirements
- Balances change speed with risk management

### 3.3 Key Definitions

- **Service Level:** Metrics defining expected/achieved service quality
- **Change:** Addition, modification, or removal affecting services
- **SLA:** Documented agreement defining services and expected service levels

## 4. Exam Preparation Focus

### 4.1 Must Memorize

- Purpose statements for both practices
- Definition of "change"

- Characteristics of three change types
- SLA requirements and watermelon effect concept

## 4.2 Understanding Required

- Difference between operational and business metrics
- How change authority works
- Why customer engagement is crucial for SLM
- How change enablement balances speed and risk

## 4.3 Practical Application

- Recognize appropriate change type for different scenarios
- Identify missing elements in SLA descriptions
- Understand how both practices contribute to service value chain

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