Information Technology Department

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Service Level management Process & Procedure

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# **Introduction**

Service Level Management is the primary management of IT services, ensuring that agreed services are delivered when and where they are supposed to be delivered. The Service Level Manager is dependent upon all the other areas of Service Delivery providing the necessary support that ensures the agreed services are provided in a secure, efficient and cost effective manner.

It is arguably the most important set of processes within the ITIL framework. SLM processes provide a framework by which services are defined, service levels required to support business processes are agreed upon, Service Level Agreements (SLAs) and Operational Level Agreements (OLAs) are developed to satisfy the agreements, and costs of services are developed.

# **Goals & Objective**

The Goals and Objective of Service Level monitoring, report and review are:

* To ensure that IT service is provided as per the agreed targets.
* Proactive measures are taken to identify and initiate service improvements
* Monitor and improve customer satisfaction with the quality of service delivered

# **Scope**

The scope of this procedure is:

* To monitor, to report and to periodically review the service level performance of DHA IT vis-à-vis the agreed service levels.
* To deliver value to agencies and various departments by consistently reviewing the performance and initiating corrective and preventive actions to minimize service variations wherever necessary.
* The availability of vital business functions depends partly upon the performance of the applications as well not just the infrastructure. However, application services are not within the scope of the Service Level Management process.

# **Entry Criteria/Input**

* Service Levels agreed between various departments
* Service Improvement Plans
* Requests for Change
* New / Changed Service Requirements

# **Process Flow**



# **Procedure**

* 1. **Service Level Monitoring and reporting**
* The service level monitoring is done on a regular basis to ensure that the agreed service levels are maintained.
* The SLA Compliance Report is published once every four months and discussed during the SLA Compliance meeting once in four months.
* Some of the inputs used for defining the report requirements are;
  + Performance aganist Service Levels
  + Service Level changes which might happen from time to time during the service delivery program
  + Requirements which could be business centric in nature and are be for a shorter time-period.
  + Requests for specific Service Level Reports from senior management
  + Internal reporting needs for driving various improvement programs or for measuring the performance levels of teams/individuals/ IT components etc.
* While designing the service level reports the following points have been considered
  + Reports can be easily generated and there is a possibility of automating the reports.
  + The sources of all reports are the monitoring and ticketing tools
  + The measurement metrics are in line with the internal Service Levels
  + Report generation should not degrade IT services by consuming too much of available resources.
  + Business requirements
  + Internal quality requirements
  + There should be sufficient intelligence built into the reports so that further manual intervention can be avoided.
  + The reports should enable decision making.
* While publishing the reports the following points are taken into account
  + Owner who would publish the report
  + Intended Audience (with names of the audience members)
  + Data source (e.g.: from which tool)
  + Validity of the report
  + Restriction on circulation
* Hence, it is ideal to maintain a Service Reporting Matrix that has at the above points captured in the same.
* It should be always taken care to provide statistical analysis while developing the reports. Appropriate analysis tools could be used for the same (e.g. Pareto analysis, Bar / Pie Charts)
  1. **Review Service Level, SLA and UPC**
* The IT Management should conduct periodic review meeting with IT team and the suppliers participating in IT service-delivery as required to understand any outstanding issues and incidents / problem / change tickets.
* A detailed minutes of meeting (MoM) to be prepared, circulated to stakeholders and action items to be tracked for closure as per the timelines defined for each action items.
* Internal Service Reviews shall also track current Service Levels against agreed Service Levels.
* The MoM action status of the activities as defined for respective domains should be reviewed against the plan. Plan for subsequent agreed period should be discussed with the team.
* Service Reviews with the agencies and other user-departments should be conducted once a month. Respective reports and dashboards should be circulated to all relevant stakeholders in advance, within the defined timelines as agreed up-on, so that any queries can be addressed and discrepancies corrected to make the performance review effective.
* Service Reviews should also monitor Service Levels against and Underpinning Agreements with respective suppliers as applicable.
* During Service Reviews, the following points are ideally be reviewed along with any other matters that demand attention;
  + Service Delivery performance against planned agreements
  + Customer Complaints, Appreciations and Escalations
  + Requirement of Resources (HW/SW, Equipment, Personnel, Others.)
  + Status against the identified risks and any additional risks foreseen
  + Critical / Outstanding issues to be addressed by agencies (user community) for ensuing effective execution of the project
  + Supplier Management Report
  + Problem Management report as per scope
  + Configuration Audits as per scope
  + Change Management and Release Management summary as per scope
  + Action items arising out of previous Service Monitoring Reviews
* Action items, which are not closed from the previous Service Monitoring Reviews, should also be tracked.
* Minutes of the Service Performance Review meeting should be recorded and action items identified as appropriate.
* Action items for the support groups, Suppliers / Partners shall be identified if the SLA breach has been caused because of a failure of Underpinning Agreement.
  1. **Revise SLA and UPC**
* Based on the review of SLA and UPC the relevancy of the targets is checked and appropriate actions are initiated to revise respective agreements, contracts and service scope.
* The changes to the SLA will be discussed with the management and the approval is sought from the IT Director before rolling out the change to the SLA/UPC.
  1. **Monitor the adherence to SLA and check for any SLA deviation**
* The adherence to agreed SLA should be monitored and reported, during the reporting IT Department should check for any deviation in the agreed SLA
* These variations should be noted in the SLA reports which will be discussed with the stakeholders.
* The SLA performance should be analyzed to check for any trends of SLA deviation.
  1. **Check for service level deviations**

During the review, a check is made to ascertain whether there is a deviation in the service. If so an exception report is prepared.

* 1. **Exception reporting**
* If there is a breach in the SLA, then an exception report should be prepared for the specific breaches and a consolidated report should be published during the service review.
* Any service level breaches by a supplier (UPC) should also be included in the exception report.
* The exception reports should be circulated to respective stakeholders before the review meeting for them to initiate actions accordingly.
  1. **Conduct RCA and initiate service improvements**
* Determine the areas of service level breaches and identifying root cause for such breaches.
* There are various tools which could assist doing an effective Root cause analysis. Few such tools could be
  + Ishikawa Diagram (Fish-bone / Cause-Effect diagram)
  + Pareto analysis (for prioritization of causes identified)
* Based on the RCA and identified actions, initiate a corrective action for SLA Breaches and preventive actions to arrest potential causes

1. **Key Performance Indicators (KPIs)**

|  |  |  |
| --- | --- | --- |
| **Key Performance Indicator** | **Frequency** | **Target** |
| Percentage SLA target achieved | Monthly | 98% |
| Percentage of RCAs submitted for the unplanned unavailability | Monthly | 95% |
| Percentage of Planned SLA Performance Reviews  conducted for the year | Once in 4 months | 95% |

1. **RACI Matrix**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Step No** | **Activity** | **Responsible** | **Accountable** | **Consult** | **Inform** |
| 6.1 | Service Level Monitoring and reporting | IT Support Team | Service Level Manager | DHA Sectors and suppliers | Customer/ Management |
| 6.2 | Review Service Level, SLA and UPC | Service Level Manager | Service Level Manager | DHA Sectors and suppliers | Customer/ Management |
| 6.3 | Revise SLA and UPC | Service Level Manager | Service Level Manager | DHA Sectors and suppliers | Customer/ Management |
| 6.4 | Handle temporary service breaches | IT Support/Incident Manager | Service Level Manager | DHA Sectors and suppliers | Customer/ Management |
| 6.5 | Check for service level deviations | Service Level Manager | Service Level Manager | DHA Sectors and suppliers | Customer/ Management |
| 6.6 | Exception reporting | Service Level Manager | Service Level Manager | DHA Sectors and suppliers | Customer/ Management |
| 6.7 | Conduct RCA and initiate service improvements | IT Support/Incident Manager | Service Level Manager | DHA Sectors and suppliers | Customer/ Management |

1. **Roles & Responsibilities**

| **Role** | **Description** |
| --- | --- |
| Service Level Manager | Service Level Manager is responsible for end to end management of the SLM Process including:   * Ensure new/changed OLAs and UCs in alignment with SLAs, by working with other Service owners, IT Sections and supplier management * Monitoring & ensuring that the SLAs, OLAs and UCs are adhered to the commitments * Reporting and reviewing the Service level performance with stakeholders in IT and Business * Ensure that any SLA deviations are properly analysed, addressed and further occurrence is prevented * Ensuring continual improvement of Services in coordination with respective Service owners and IT sections |

1. **Output**

* Agreed and published SLAs, OLAs and UPCs
* SLA, OLA and UPC Performance Reports
* SLA/OLA/UPC Exception RCA Reports
* Service Level review records

1. **References**

* Incident Management Process & Procedure
* Supplier Management Process & Procedure
* Change Management Process & Procedure

1. **Abbreviations**

* SLA: Service Level Agreement
* SOW: Scope of Work
* OLA: Operational Level Agreement
* UPC: Under Pinning Contract
* RCA: Root Cause Analysis
* SLM: Service Level Management/Manager
* MoM – Minutes of Meeting