

Annex 4A Service Level Manager

Role, responsibilities and key skills

The SLM Process must be 'owned' in order to be effective and achieve successfully the benefits of implementation. This is not meant to imply that this should be a single post, unless that is appropriate within the organization. However if the role is split, care should be taken to avoid giving tasks to people with 'fire-fighting' type roles, as they will not have the time to manage the majority of the required tasks pro-actively.

The skills list given is an indication of the types of skills which would be present in an 'ideal candidate in an ideal world'. As long as most are present then a potentially good candidate for the post has been found.

Role

To implement and maintain the **SLM** process to the level required by the parent organization

Role positioning

The role must be of an appropriate level to negotiate with Customers on behalf of the organization, and to initiate and follow through actions required to improve or maintain agreed service levels. This requires adequate seniority within the organization and/or clearly visible management support.

Responsibilities

- creates and maintains a catalogue of existing Services offered by the organization
- formulates, agrees and maintains an appropriate SLM structure for the organization, to include
 - **SLA** structure (e.g. Service based, **Customer** based or multi-level)
 - **OLAs** within the IT Provider organization
 - Third Party Supplier/Contract Management relationships to the **SLM** Process
 - accommodating any existing Service Improvement Plans/Programmes within the **SLM** process
- negotiates, agrees and maintains the Service **Level** Agreements with the Customer
- negotiates, agrees and maintains the **Operational** Level Agreements with the IT provider
- negotiates and agrees with both the Customer and IT Provider any Service Level Requirements for any proposed new/developing services
- analyses and reviews service performance against the SLAs and **OLAs**
- produces regular reports on service performance and achievement to the Customer and IT provider at an appropriate level
- organizes and maintains the regular Service Level review process with both the IT Customer and IT provider which covers
 - reviewing outstanding actions from previous reviews
 - current performance
 - reviewing Service Levels and targets (where necessary)
 - reviewing underpinning agreements and **OLAs** as necessary
 - agreeing appropriate actions to maintain/improve service levels
- initiates any actions required to maintain or improve service level.
- conducts annual (as appropriate) reviews of the entire Service Level process and negotiates, agrees and controls any amendments necessary

SERVICE LEVEL MANAGEMENT

- acts as co-ordination point for any temporary Changes to service levels required (i.e. extra support hours required by the Customer, reduced Levels of Service over a period of maintenance required by the IT provider etc.).

Key skills

- Relationship Management skills
- a good understanding of the IT Providers services and qualifying factors in order to understand how Customer requirements will affect delivery
- an understanding of the Customer's business and how IT contributes to the delivery of that product or service
- excellent communication and negotiation skills
- patience, tolerance and resilience
- knowledge and experience of contract and/or supplier management roles
- good people management and administrative skills
- good understanding of statistical and analytical principles and processes
- good presentational skills
- reasonable numeric skills
- the ability to interact successfully with all levels of the Customer and IT Provider organization
- reasonable technical understanding and an ability to translate technical requirements and specifications into easily understood business concepts and vice versa
- innovative in respect of service quality and ways in which it can be improved within the bounds of the organization's limits (resource, budgetary, legal etc.)
- a good listener with the ability to apply the knowledge gained effectively
- even-handed and fair in dealings with other parties.