Instructions

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<u>Service Level Management Policy</u>

<u>RACI/ARCI diagram</u>

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Contents

1   <u>Service Level Management Policy</u>

The following roles and responsibilities should be considered when implementing the SLM Policy. The job roles are flexible and will depend on your organisation – some 'roles' may be taken on by just one person. There should only be one person ultimately accountable for each task. If it helps in this section, describe what each role means to you e.g. what grade should they be, technical/non-technical, budget holder etc.

Remember: A RACI diagram should only ever show one person as Accountable. This diagram follows this rule, but it must be noted that even when not shown, that overall the IT Service Owner is always ultimately Accountable for all elements of the service provided.

R - Responsible for action/implementation; doer A - Ultimately accountable; "buck stops here" C - Consulted; two-way communication I - Information recipient; one-way communication	IT Service Owner	Service Level Manager	IT Service Provider	Technical Providers	3rd Party Technical Providers	ITSM Process Governance	Business Service Manager	Customer / Business	Service Consumer (End User)
Preparation									
Create a framework for defining IT services & SLM across the Enterprise	I	R	I	I	I	A	I	C	
Prepare Mission Statement for the Business	C	I	I				A/R	R	C
Defining the Service									
Compile the Service Catalogue	C	A/R	C	C	C	I	C	I	I
Compile the Service Level Requirements	C	A/R	C	C	C	I	C	I	I
Risk Assessment and Scenario review	C	A/R	C	C	C		C	C	
Populate and maintain a catalogue of existing services offered by the organisation	C	A/R	C	C	C	I	C	I	I
Compile the User Request Catalogue	C	A/R	C	C	C	I	C	I	I
Compile the Technical Service Catalogue	I	A	R	C	C	I	C	I	I
Confirm alignement with the Mission Statement	R	A/R	R	C	C	I	R	C	C
Service Level Agreement (SLA) preparation for each service in the Service Catalogue									
Identify Service Owner (from the Business)		A/R	C	C	C		R	R	C
Identify Service Level Manager (from the IT service provider)		A/R	R	C	C		R	R	C

R - Responsible for action/implementation; doer A - Ultimately accountable; "buck stops here" C - Consulted; two-way communication I - Information recipient; one-way communication	IT Service Owner	Service Level Manager	IT Service Provider	Technical Providers	3rd Party Technical Providers	ITSM Process Governance	Business Service Manager	Customer / Business	Service Consumer (End User)
Identify Customer and Supplier responsibilities (conside the inclusion of a RACI diagram)		A/R	R	C	C		R	R	C
Identify Service Description and Scope		A/R	R	C	C		R	R	C
Identify Roles and Responsibilities		A/R	R	C	C		R	R	C
Identify Service times and Support Arrangements		A/R	R	C	C		R	R	C
Identify any Maintenance window		A/R	R	C	C		R	R	C
Identify Service Thresholds		A/R	R	C	C		R	R	C
Identify Service Targets (e.g. Availability, reliability)		A/R	R	C	C		R	R	C
Identity any Service Continuity or Disaster Recovery details		A/R	R	C	C		R	R	C
Identify any Security requirements or considerations		A/R	R	C	C		R	R	C
Identify the Change Procedure to be used		A/R	R	C	C		R	R	C
Identify the Incident Management process to be used		A/R	R	C	C		R	R	C
Identify the Problem Management process to be used		A/R	R	C	C		R	R	C
Identify the Financial elements (e.g. Budgeting, Accounting, Charging)		A/R	R	C	C		R	R	C
If applicable, detail any Incentives or Penalties		A/R	R	C	C		R	R	C
Identify Service volume metrics / limitations / restrictions		A/R	R	C	C		R	R	C
Identify the Service Review frequency		A/R	R	C	C		R	R	C
Confirm the Service Review details (e.g. Attendees, Inputs, Outputs)		A/R	R	C	C		R	R	C
Identify the OLAs that relate to this Service		A/R	R	C	C		R	R	C
Ensuring the above detail is in line with the Operational Level Agreements (OLAs)		A/R	R	C	C		R	R	C
Providing details of all Services and Service providers to the Service Desk		A/R	R	C	C		R	R	C
Confirming the service levels meet the business need		A/R	R	C	C		R	R	C
Confirming the service levels can be delivered within business's budget		A/R	R	C	C		R	R	C
Ensuring the level of service described in the SLA is measurable and achievable within budget		A/R	R	C	C		R	R	C
Develop, maintain and publish the escalation procedure to be followed when the response to a service does not meet business requirements		A/R	R	C	C		R	R	C

	IT Service Owner	Service Level Manager	IT Service Provider	Technical Providers	3rd Party Technical Providers	ITSM Process Governance	Business Service Manager	Customer / Business	Service Consumer (End User)
R - Responsible for action/implementation; doer **A** - Ultimately accountable; "buck stops here" **C** - Consulted; two-way communication **I** - Information recipient; one-way communication									
Issue SLAs									
Identify how they will be accessed by the customer	C	A/R	C			I	C	C	I
Publish via the agreed means	I	A/R	I	I	I	I	I	I	I
Operational Level Agreements									
Identify Service Scope		C	A/R	C	C		I		
Identify the Team (consider the inclusion of a RACI diagram)		C	A/R	C	C		I		
Identify any Dependencies upon other teams		C	A/R	C	C		I		
Confirm the components / platforms / applications in scope		C	A/R	C	C		I		
Identify the Incident Management targets		C	A/R	C	C	I	I		
Identify the Problem Management targets		C	A/R	C	C	I	I		
Identify the Change Management policy to be used		C	A/R	C	C	C	I		
Identify the Release Management policy to be used		C	A/R	C	C	C	I		
Identify the Technical Components (e.g. Supported hours, Out of hours, availabilty, reliability, maintenance and security)		C	A/R	C	C		I		
Confirm the Technical targets (e.g. availabilty, reliability, performance)		C	A/R	C	C		I		
Identify Technical responsibilities (e.g. patching, maintenance, CMDB)		C	A/R	C	C		I		
Identify Service Targets		C	A/R	C	C		I		
Identify how targets will be measured		C	A/R	C	C	I	I		
Identify the frequency and method of reviewing the targets		C	A/R	C	C	I	I		
Identify any incentives or penatlies attached to the targets		C	A/ R	C	C		I		
If applicable indicate the cost of providing the Support of this service		C	A/R	C	C		I		
Identify any Underpinning Contracts (UC) with third parties		C	A/R	C	C		I		
Ensuring underpinning contracts match the needs of the OLAs		C	A/R	C	C		I		
Ensuring the OLAs match the needs of the SLAs		R/C	A/R	C	C		I		
Identify the escalation process		R/C	A/R	C	C	I	I		
Service Desk									

R - Responsible for action/implementation; doer A - Ultimately accountable; "buck stops here" C - Consulted; two-way communication I - Information recipient; one-way communication	IT Service Owner	Service Level Manager	IT Service Provider	Technical Providers	3rd Party Technical Providers	ITSM Process Governance	Business Service Manager	Customer / Business	Service Consumer (End User)
Allocate resource to deliver the Service		A/R	R						
Logging Incidents		A/R	R	C	C		C	R	R
Resolution of Incidents		A/C	R	R	R		I	I	C
NOTE: Service Faults not logged with the Service Desk are ignored							R	A/R	R
IT Service Owners									
Allocate resource to deliver the Service		R	A/R						
Deliver the service		R	A/R						
Manage any third parties		R	A/R		R				
Correction of Service Faults		R	A/R	R	R		I	I	C
NOTE: Service Faults not logged with the Service Desk are ignored							C	A/R	R
Business as Usual / On-going									
Deliver the service in line with the agreed service levels		A/C	R		R		I	I	I
Provide accurate upates/changes to the services portfolio and catalogue		A/R	R	I	I/R		I	I	I
Monitor the overall service performance		A/R	C	C	C		C	C	I
Analyse and review service performance against SLAs		A/R	R	C	C	I	C	R	
Analyse and review service performance against OLAs		A/C	R	C	R/C	I	I		
Monitor that SLAs are being delivered within budget		A/R	C	C	C		R/C	I	
Monitor that OLAs are being delivered within budget		A/R	R	C	C		I	I	
Escalation of Service Faults not logged with the Service Desk							A	R	R
Escalation of Service Faults logged with the Service Desk		A/R	R				R	R	I
Produce regular reports on service performance and achievement		R/C	C		R		I	I	
Perform changes via the IT service provider's request for change process		A/C	R	R	R	I	R/C	C	
Instigate regular performance reviews with key business stakeholders		A/R	R		R		I	R	
Annual review of the Service Catalogue and SLAs		A/R	R		R		R	R	
Design and develop the service		R/C	A/R	C	C		C	C	

R - Responsible for action/implementation; doer A - Ultimately accountable; "buck stops here" C - Consulted; two-way communication I - Information recipient; one-way communication	IT Service Owner	Service Level Manager	IT Service Provider	Technical Providers	3rd Party Technical Providers	ITSM Process Governance	Business Service Manager	Customer / Business	Service Consumer (End User)
Funding the service	R	C	C		C		C	A	
Providing resources to support the service		I	A/R	I	I		I	I	
Annually (at least)									
Review and refine the Service Catalogue – *see earlier section for more detail*		A/R	C	C	C		C	C	
Review and refine SLAs – *see earlier section for more detail*		A/R							
Review and refine OLAs – *see earlier section for more detail*			A/R						

2   Interfaces with other processes

As SLM processes have critical interfaces with Incident & Problem and CCRM processes, it is also important to consider the relevant roles and responsibilities surrounding these interfaces.

In the sections that follow, the following interfaces are considered:

- Incident Management
- Change Management
- Problem Management
- Request Fulfilment
- Asset / Configuration Management
- Knowledge Management
- Release Management
- Service Transition

Remember: The job roles are flexible and will depend on your organisation – some 'roles' may be taken on by just one person. There should only be one person ultimately accountable for each task. If it helps in this section, describe what each role means to you e.g. what grade should they be, technical/non-technical, budget holder etc.

2.1 Incident Management

R - Responsible for action/implementation; doer A - Ultimately accountable; "buck stops here" C - Consulted; two-way communication I - Information recipient; one-way communication	IT Service Owner	Service Desk	IT Service Provider	Technical Providers	3rd Party Technical Providers	Project Manager	Design Services	Incident Manager	Information Security	ITSM Process Owner	Business Service Manager	Customer / Business	Service Consumer (End User)
(Normal) Incident Management													
Logging a Customer/Network Incident and identifing as a normal incident	I	A/R	I	I	I		I	I			I	I	
Allocating an Incident Manager		A/R											
Linking related calls to the incident		A/R						C/I					
Business communications		A/R											
Performing a first line fix		A/R											
Updating the Service Management Toolset, Call details		A/R			R/C		R/C	R/C					
Reviewing the Call Details and selecting the updates that should be visible to the Business		A/R											
Diagnosis of the incident		A/R			R/C		R/C	C/I					
Resolving the Incident		A/R			R/C		R/C	C/I					
Updating the incident and related incidents at resolution		A/R			C/I		C/I	C/I					
Major Incident Management													
Logging a Customer/Network Incident and identifing as a P1 or major P2	I	A/R	I	I	I		I	I			I	I	I
Allocating the Major Incident Manager and Advising everyone who this is	I	I	I	I	I		I	A/R			I		
Linking related calls to the incident		A/R						C/I					
Business communications	I	I	I	I	I		I	A/R			I	I	I
Management / Internal Communications	I	I	I	I	I		I	A/R			I		
Intranet/Portal updates	I	C	I	I	C		C	A/R			I	I	I
Updating the Service Desk message	I	R	I	I	C		C	A/R			C	I	I
Updating the Service Management Toolset, Call details		I			C		C	A/R					
Reviewing the Call Details and selecting the updates that should be visible to the Business	I	A/R	I	I	I	I	I	C	I	I	I	I	I
Managing the team diagnosing the incident		C/I			C/I		C/I	A/R					

Managing the team resolving the incident		C/I			C/I		C/I	A/R					
Updating the incident and related incidents at resolution	I	C	I	I	C		C	A/R			I	I	I
Preparing the post incident report	I	I	I	I	I		I	A/R			I		

2.2   Change Management

R - Responsible for action/implementation; doer A - Ultimately accountable; "buck stops here" C - Consulted; two-way communication I - Information recipient; one-way communication	IT Service Owner	Service Desk	IT Service Provider	Technical Providers	3rd Party Technical Providers	Project Manager	Design Services	Change Manager	Information Security	ITSM Process Owner	Business Service Manager	Customer / Business	Service Consumer (End User)
Initiating a project based Request for Change (RFC)			C	C	C	A/R	C	C/I	C/I		C	I	I
Initiating a non project based Request for Change (RFC)			R/C	R/C	R/C		R/C	C/I	C/I		C	I	I
Validating an RFC		C	C	C	C	C	C	A/R	R/C		C/I	I	I
RFC approval		C	R/C	R/C	R/C	I	R/C	A/R	R/C		C/I	I	I
Updating records, Forward Schedule of Change, etc	I	I	I	I	I	I	I	A/R	I	I	I	I	
CAB preparation, meet, write-up	I	C	C	C	C	C	C	A/R	C	I	C	I	I
Instigating / Performing the change and record updates			R/C	R/C	R/C	A	R/C					R/A	
Review and approval of the work performed		R/C	R/C	R/C	R/C	I	R/C	A/R	R/C		C/I		
Rolling back a failed change		C/I	C/I	C/I	C/I	C/I	C/I	C/I	C/I		C/I	A/R	

2.3   Problem Management

R - Responsible for action/implementation; doer A - Ultimately accountable; "buck stops here" C - Consulted; two-way communication I - Information recipient; one-way communication	IT Service Owner	Service Desk	IT Service Provider	Technical Providers	3rd Party Technical Providers	Project Manager	Design Services	Problem Manager	Information Security	ITSM Process Owner	Business Service Manager	Customer / Business	Service Consumer (End User)
Identifying / Raising a problem	R	R	R	R	R	R	R	R	R	R	R	R	R
Pro-active review of incidents to identify problems		C	C	C			C	A/R	C		C	C/I	C/I
Problem review to assess status, new problems and recommend	C/I	C/I	C/I	C/I	C/I		C/I	A/R	C/I		C/I		
Problem Owner - best suited for progressing the problem			A/R	R	R			C/I					C/I
Resolution / Closure of the problem	I	I	I	I	I		I	C/I	I		I	A/R	I

2.4   Asset / Configuration Management

R - Responsible for action/implementation; doer **A - Ultimately accountable; "buck stops here"** **C - Consulted; two-way communication** **I - Information recipient; one-way communication**	IT Service Owner	Service Desk	IT Service Provider	Technical Providers	3rd Party Technical Providers	Project Manager	Design Services	Configuration Manager	Information Security	ITSM Process Owner	Business Service Manager	Customer / Business	Service Consumer (End User)
Configure and manage the asset library		C	C	C	C	I	C	A/R	C	I			
Record updates as part of a project		R	R	R	R	A	R					R	
Record updates outside of a project								C/I				A/R	
Regular review and highlight problems		I	I	I	I	I	I	A/R	I				

2.5   Knowledge Management

R - Responsible for action/implementation; doer A - Ultimately accountable; "buck stops here" C - Consulted; two-way communication I - Information recipient; one-way communication	IT Service Owner	Service Desk	IT Service Provider	Technical Providers	3rd Party Technical Providers	Project Manager	Design Services	Knowledge Manager	Information Security	ITSM Process Owner	Business Service Manager	Customer / Business	Service Consumer (End User)
Configure and manage the library	C/I	C/I	C/I	C/I	C/I	C/I	C/I	A/R	C/I	I	C/I		
Use documentation / Knowledge	R	R	R	R	R	R	R	A/R	R		R		
Update of documentation	R	R	R	R	R	R	R	A/R	R		R		

2.6   Release Management

R - Responsible for action/implementation; doer A - Ultimately accountable; "buck stops here" C - Consulted; two-way communication I - Information recipient; one-way communication	IT Service Owner	Service Desk	IT Service Provider	Technical Providers	3rd Party Technical Providers	Project Manager	Design Services	Release Manager	Information Security	ITSM Process Owner	Business Service Manager	Customer / Business	Service Consumer (End User)
Process creation and management	C/I	C/I	C/I	C/I	C/I	C/I	C/I	A/R	C/I	I	C/I		
Performing / Managing release within a project						A/R		C/I				R	
Performing / Managing release outside of a project								C/I				A/R	
Approval		C/I	C/I	C/I	C/I	C/I	C/I	R	C/I			A/R	

2.7   Service Transition

R - Responsible for action/implementation; doer A - Ultimately accountable; "buck stops here" C - Consulted; two-way communication I - Information recipient; one-way communication	IT Service Owner	Service Desk	IT Service Provider	Technical Providers	3rd Party Technical Providers	Project Manager	Design Services	Service Transition	Information Security	ITSM Process Owner	Business Service Manager	Customer / Business	Service Consumer (End User)
Process creation and management	C/I	C/I	C/I	C/I	C/I	C/I	C/I	A/R	C/I	I	C/I		
Request Transition engagement						A/R		R					
Identify Service Transistion requirements		C	C	C	C	R	C	A/R	C				
Continual reviews		C	C	C	C	A/R	C	R	C				
Prepare/provide details identified in the Acceptance form					R	A/R	R						
Create Forward Schedule of Change marker						A/R							
Prepare for go-live		C/I	C/I	R	R	A/R	R	C/I	C/I				
Resolve any concessions						A/R		R/C					
Provide all requirements for STAF sign-off						A/R		R/C					
Prepare Project Closure form						A/R		I					