

Instructions

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Service Level Management Process

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Contents

1	INTRODUCTION.....	5
	Process description	5
	Vision/	5
	Mission	5
	Objectives of SLM	5
	Scope of this process	5
2	PROCESS OVERVIEW	6
	Inputs to SLM.....	6
	Outputs from SLM	7
	Triggers for SLM.....	7
	What is a service?	8
	What services are in scope of SLM?	8
	Managing changes to services	8
	Organisational Change Management.....	8
	Critical Success Factors	8
	Tools	9
3	INTERFACES AND DEPENDENCIES OF SLM	10
	Availability Management	10
	Configuration Management	10
	Service Desk.....	10
	Incident Management	10
	Problem Management.....	10
	Change Management	11
	Release Management.....	11
	IT Service Continuity Management.....	11
	Business Planning.....	11
	IT Security Management	11
	Financial Management	11
	Capacity Management	11
	Supplier Management.....	11
4	ROLES AND RESPONSIBILITIES.....	12
5	PROCESS REVIEW AND MEASUREMENT	13
	Operational Reviews of Agreements	13
	Strategic Reviews of Agreements.....	13
	Key Performance Indicators	14
	Reporting	15
6	GLOSSARY, ACRONYMS AND REFERENCES	16
	6.1 Glossary	16
	6.2 Acronyms.....	18
	6.3 References.....	18

1 Introduction

Process description

Service Level Management (SLM) negotiates, agrees and documents appropriate (IT) service targets with customer representatives. It then monitors and produces reports on *the service provider's* ability to deliver the agreed level of service with the aim of gradually improving the quality of the service in alignment with business plans. This improvement is managed through a Continual Service Improvement Program (CSIP).

Vision/ Mission

Enter your organisation's vision and/or mission here for SLM here – why are you doing it? You could mention high level policy statements from the policy document and/or business case.

Objectives of SLM

The following are generic SLM objectives. You do not have to adopt them all. Please add in any others that you may have that are specific to your organisation.

- Define, document, agree, monitor, measure, report and review the levels of services provided;
- Establish and improve the relationship and communication with the business and customers;
- Ensure that specific and measurable targets are developed for all services;
- Monitor and improve customer satisfaction with the quality of service delivered;
- Ensure that IT and the business have a clear and unambiguous expectation of the level of service to be delivered;
- Ensure that IT and the business understand their roles and responsibilities in delivering the agreed service;
- Ensure that proactive measures to improve the levels of service delivered are implemented wherever it is cost justifiable to do so;
- When used as a basis for charging, can help demonstrate the value customers are getting for their money;
- Ensure that services provided to the customer are aligned to and support their desired business outcomes.

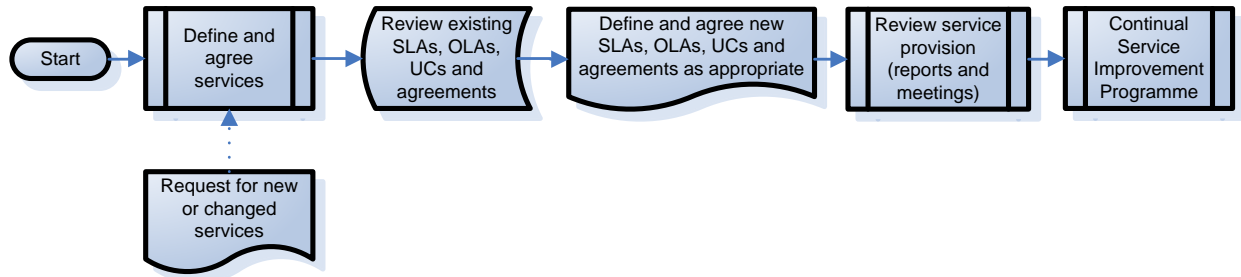
Scope of this process

This process document describes the SLM process only. It does not seek to describe any related processes specifically, just the relationship between these processes and SLM e.g. availability management.

Describe any other scope that might exist e.g. to cover IT support provided in

the UK by internal IT groups and external third-party support groups.

2 Process Overview



Inputs to SLM *The following elements may provide an input to the implementation of the SLM process and to individual SLAs. Include these, or any others, if they are relevant to you and your audience. For example, if you have a specific reference to, or information about, your business strategy and how it might affect SLM, include it here. It is important to document the considerations for a complete set of information on which to base your SLAs and service models.*

- **Business information:** *Put in information about your organisation's business strategy, plans and financial plans and information on their current and future requirements. Also consider, if relevant IT sourcing strategies here. This should not be too detailed. Any reference material can be included in the reference section.*
- **Business Impact Analysis:** *Understand the impact, priority, risk and number of users associated with each service. You do not have to go into detail here, but provide an overview if appropriate. You could provide an attachment that details this information for each service.*
- **Business requirements:** *List any generic business requirements and the mechanism by which you will continue to keep up to date with these.*
- **Service Catalogue and Service Portfolio.** *These are the basis for the SLAs that you will implement*
- **Change information:** *How anything on the Forward Schedule of Change might affect services provided.*
- **Customer and user feedback, complaints and compliments.**
- **IT Service Management (ITSM) best practice and interfaces with other ITSM processes** – see separate section.
- **Existing SLAs, SLRs, OLAs, UCs and past service reports on the quality of service delivered.**
- **Minutes and actions from service review meetings and SLA review meetings**
- **SLM Policy**

- IT Service Management and SLM strategies
 - Competitor/market intelligence
 - Incident records
 - Problem records
-

Outputs from SLM

- Service reports providing details of the service levels achieved in relation to the targets contained within the SLAs. See more detailed Reporting section. *These could contain current and historical performance, breaches and weaknesses, major events, changes planned, current and predicted workloads, customer feedback, and improvement plans and activities. You could also include positive reporting – what went well in the period.*
 - Continual Service Improvement Program (CSIP)
 - Service quality plan- documenting and planning the overall improvement of service quality
 - Document templates aligned with corporate standards
 - Service Level Agreements (SLAs): A set of targets and responsibilities should be documented and agreed within an SLA for each operational service.
 - Service Level Requirements (SLRs): a set of targets for each proposed new or changed service, a set of targets and responsibilities should be documented and agreed in an SLR
 - Operational Level Agreements (OLAs): each internal support team should have an OLA with the agreed and documented targets and responsibilities
 - Minutes and actions from service review meetings and SLA review meetings
 - Revised contracts. As appropriate, changes to SLAs or SLRs may require existing UCs to be changed, or new contracts to be negotiated and agreed.
 - Updated Service Catalogue
-

Triggers for SLM

You may limit these within your organisation to allow for resource constraints or to assert more control on new service provision

- Changes in the Service Catalogue, such as new or changed business requirements or new or changed services
- New or changed agreements, SLRs, SLAs, OLAs or UCs
- Service review meetings and actions
- Service breaches or threatened breaches
- Compliments and complaints

	<ul style="list-style-type: none"> • Periodic activities such as reviewing, reporting and customer satisfaction surveys • Changes in strategy or policy
What is a service?	<ul style="list-style-type: none"> • IT Service enables one or many business processes; • Recognised by the customer, end users and the business (customer as they are the signatory, end users as they are the recipients of the service and the business because services provided affects business efficiency); • Not necessarily goods or products; <ul style="list-style-type: none"> • For example, provisioning/email etc.
What services are in scope of SLM?	<i>If known, list the services that you know will be included in your SLM implementation.</i>
Managing changes to services	<i>Changes to the documented services and requirements should be controlled. Mention any change control processes that exist to facilitate this or you could state that, for example, unless business critical, all changes to the overall service must be proposed in a service review meeting. Details of what is business critical and how changes can be proposed and implemented are subject to negotiation and agreement as part of this process. This section should not include normal technical 'churn' changes that do not impact the high level delivery of the service.</i>
Organisational Change Management	<p>The implementation or changes to services with SLM can lead to cultural unease in certain organisations. <i>Consider in this section how you will deal with the following areas:-</i></p> <ul style="list-style-type: none"> • <i>Communication to and with all affected people - a communications plan should be developed to include the different communications required by the different stakeholders, the content of the communications, the frequency and who they should be delivered by;</i> • <i>Obtaining buy-in from the people who's day-to-day work might change;</i> • <i>Training</i>
Critical Success Factors	<ul style="list-style-type: none"> • Service Catalogue: This forms the basis for SLAs and OLAs. The suggestion is to have a service catalogue which details which customers avail of which services, how, when etc., a self-service catalogue for end-users and a technical service catalogue for use by IT staff. • Continual Service Improvement Programme: All actions arising from

service review meetings and general service improvements should be noted in the CSIP, and tracked by the Service Level Manager or project manager.

- Customer identification: Identifying the correct customer representative with whom to negotiate. This should be someone who can both understand the technical and operational implications of the SLA, but also be in a position to understand the business and make decisions that would potentially affect it. They should be able to represent the needs of the business sectors and end users that they are signing on behalf of.
- Organisational change management (see previous section)
- Stakeholder support – both from within and outside IT

Tools

Identify the tools (or tool capabilities) that you will use to help with SLM. Who owns these tools? Are there any tool constraints?

3 Interfaces and dependencies of SLM

The following interfaces and dependencies are potentials and for guidance only. Where appropriate, add in text that matches your organisation's working practices, or remove the topic completely. You may want to consider adding in constraints and risks to SLM of not having the following interfaces e.g. how can you figure out whether the availability of a service was in target if you do not have availability management in place to monitor and report on it?

Availability Management	<i>Availability management should show the level of availability and whether or not those levels are within SLA. It is key to services where there is a component whose availability can be measured e.g. LAN or server, that these are built into the SLA. This process can provide assistance with the determining of the availability targets and the investigation and resolution of service and component breaches. Do not include the individual services and their availability measurements or KPIs in here, as these may not have been agreed yet at the time of writing the process. Also, these will be an ever changing measure as the SLM process matures and service reviews happen over time. This should just be a guiding statement as to how availability management in your organisation relates to SLM.</i>
Configuration Management	<i>To be able to fully measure the end-to-end service, configuration management should be in place. Configuration management can help to identify bottlenecks in services that might be causing missed SLA. Ideally, the service catalogue should link directly to or be a part of the CMDB, so there is a visible relationship between the services offered and their component parts.</i>
Service Desk	<i>Instrumental in setting end-user expectation for service delivery in line with agreed SLAs and is the first point of contact with customers for understanding the main issues. In order that issues are dealt with effectively, it is imperative that the Servicedesk has the ability to gather, assimilate and pass on information to the right people at the right time.</i>
Incident Management	<i>Incident management enables SLM to define measurable responses to service disruptions. It provides a mechanism by which to determine whether or not targets have been met e.g. % tickets resolved in 'x' time, or number of instances of 'x' server going down – reporting on the services.</i>
Problem Management	<i>The occurrence of problems affects the level of service delivery measured by SLM. Problem management contributes to improvements in service levels, and it's management information can be used as the basis of some of the SLA review components</i>

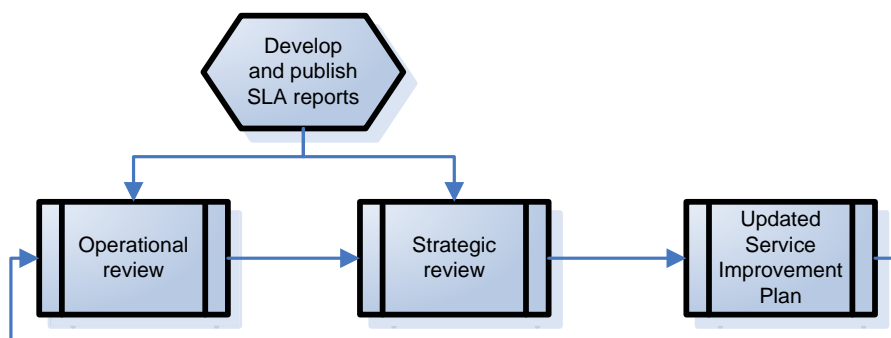
Change Management	<i>What change management processes/procedures must be followed in the course of all IT activities? How will changes made by IT be communicated to the customers of SLAs? How do customers request changes to their services? Change management may come into play when trying to make improvements from the Service Improvement Programme.</i>
Release Management	<i>Releases may affect the service levels of the service provider either temporarily or permanently. Any release will need to be checked against service levels and the agreement of the customer sought in the case of any change to service provision.</i>
IT Service Continuity Management	<i>Provision can be made in SLAs to account for disaster situations. You could note here any ITSCM plans that you have that might affect SLM. You may also want to note here what the SLM function does in the event of a disaster e.g. do they work from home, go to another site etc.?</i>
Business Planning	<i>What is happening when? SLM should be an enabler to business success. As such, a representative of SLM should be involved in business planning meetings to assess whether or not the current service offerings can meet the business needs and to set customer expectations where applicable.</i>
IT Security Management	<i>IT Security Management can assist with the determining of security requirements and responsibilities and their inclusion within SLRs and SLAs, together with the investigation and resolution of service and component security breaches.</i>
Financial Management	<i>Cost of delivering the service according to service level requirements? Return on investment? Charging policies?</i>
Capacity Management	<i>You will need to think about capacity when determining the service level requirements and setting expectations for customers.</i>
Supplier Management	<i>Assistance with the determining of targets, requirements and responsibilities and their inclusion within underpinning contracts to ensure that they support all SLR and SLA breaches caused by poor supplier performance</i>

4 Roles and responsibilities

The following roles and responsibilities should be considered when implementing SLM. 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.

	IT Service Owner	Service Level Manager	Business Integrator or account manager	Customer	End User	IT Service Provider	Architect/Engineer	Vendor /Supplier Manager	Customer Relationship Manager	Project Manager	ITSM Process Owner
R - Responsible for action/implementation; doer A - Ultimately accountable; "buck stops here" C - Consulted; two-way communication I - Information recipient; one-way communication											
Create a framework for defining IT services & SLM across the IT Enterprise	I	R	I	C		I	I	I	I		A
Populate and maintain a catalogue of existing services offered by the organisation	R	R/A	C	I	I	C	C	C	C		I
Formulate, agree and maintain an appropriate SLM structure, 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	R	R/A					C	R			I
Negotiate, agree & maintain the Service Level Agreements with the Customer	A	C	R	R		R	C	C	R		
Negotiate, agree & maintain the Operational Level Agreements with the IT provider	A	C	I			R	C	C	I		
Negotiate and agree with both the Customer & IT Provider any Service Requirements for any proposed new/developing/changing services	R	C	A	R		R	C	C	A	R	
Analyses and reviews service performance against the SLAs and OLAs	A	C	C	R	C	I		R	C		
Produce regular reports on service performance and achievement	A	R/C	I	I		I		R	I		
Organize and maintain the regular Service Level reviews	A	R		R		R		R			
Implement and manage an ongoing service improvement plan and activities.	A	R	I	R/C		R		R	I		
Conduct reviews of the entire Service Level process	C	R/A					C	C			I
Design and develop the service	R/A	C	C	C		C	C	C	C		
Deliver service in line with agreed to service levels.	R/A	C	I	I	I	R		R	I		
Provide accurate updates/changes to the services portfolio and catalogue	A/R	C	I	I	I	R	C	C	I		
Maintain the Service Catalogues	R	A				R		R			
Set direction regarding new and existing services based on business needs	A	C	R	R		C	C	C	R	I	
Funding the service	R			A				C			
Provide resources to support the service	A/R	I	I	I		R		C	I		

5 Process review and measurement



This section sets the expectations about what reviews will happen to monitor and improve the service that SLM is covering.

Operational Reviews of Agreements

Objective:

To review the service achievement in the last period and to preview any issues for the coming period.

Attendees:

IT service owner (or representative)
Customer (or representative)
Any other interested parties

Frequency:

Monthly, or as a minimum, quarterly

Input:

- SLA reports
- Breach details
- Forward Schedule of change
- CSIP – action updates

Output:

- Updated CSIP
- Minutes and actions for all parties

Strategic Reviews of Agreements

Objective:

To ensure that the targets and services covered are still relevant. Technological or business changes may have occurred or are planned that affect the SLAs.

Attendees:

IT service owner (or representative)
Customer (or representative)
Any other interested parties

Frequency:

At least annually. Should be brought under Change and Configuration Management for control.

Input:

- Business plans and changes to business
- IT plans and changes to business
- SLA reports – performance over the period
- CSIP – action updates

Output:

- Amended SLAs, OLAs and UCs as appropriate.
- Updated CSIP
- Minutes and actions for all parties

**Key
Performance
Indicators**

These indicators will measure the success of the SLM process. *The KPIs in this section are for guidance only. They may vary depending on your organisation. Please pick as few as possible to measure SLM, as with any process. A few carefully chosen metrics are better than overwhelming people with too many and causing too much of an administrative burden. These should also be aligned with the objectives as you have set out earlier in this document. Please note also that KPIs should be reviewed for their validity in the current environment (perhaps at an annual review meeting). Retire any KPIs that are no longer adding value.*

Measuring effectiveness of SLM in improving IT Service Quality:

- Percentage reduction in SLA targets missed
- Percentage reduction in SLA targets threatened
- Percentage increase in customer perception and satisfaction
- Percentage reduction in SLA breaches caused because of third party support contracts or internal OLAs

Delivering the SLM service at affordable costs:

- Total number and percentage increase in fully documented SLAs in place
- Percentage increase in SLAs agreed against operational services being run
- Percentage reduction in the costs associated with providing, monitoring and reporting on SLM and SLAs
- Percentage increase in the speed of developing and agreeing appropriate SLAs

Managing the business interface to SLM

- Increased percentage of business services or areas covered by SLAs
- Documented and agreed SLM processes and procedures are in place
- Reduction in the time to respond to and implement SLA requests
- Frequency of service review meetings
- Increased percentage of SLA reviews completed on time
- Reduction in the percentage of outstanding SLAs for outstanding re-

negotiation

- Percentage increase in the coverage of OLAs and third-party contracts in place, whilst possible reducing the number of the actual number of agreements
- Documentary evidence that issues raised at service and SLA reviews are being followed up and resolved
- Reduction in the number and severity of SLA breaches
- Effective review and follow-up of all SLA, OLA and underpinning contract breaches.

Reporting

Set your audiences expectation as to what reporting they will receive and when. Given the KPI headings above, tailor the audience to the specific report. Try to keep at least one report that shows the efficiency of the process, and one that shows the effectiveness of it.

Name of report: <i>Call the report something intuitive</i>	
Purpose of report: <i>Why are you doing this report? Does it add value or is it just reporting for reporting's sake? E.g. 'This report will show the benefit of SLM through increased % of SLA targets being achieved'.</i>	
Frequency	
Content	
Distribution	

Name of report: <i>Call the report something intuitive</i>	
Purpose of report: <i>Why are you doing this report? Does it add value or is it just reporting for reporting's sake? E.g. 'This report will show the benefit of SLM through increased % of SLA targets being achieved'.</i>	
Frequency	
Content	
Distribution	

Note: This is reporting on the SLM process, not necessarily on each individual SLA, although at least a comment should be made on how and when reporting will take place for individual implementations.

6 Glossary, acronyms and references

6.1 Glossary

Include definitions of any relevant terms that have appeared anywhere in the document.

Term	Definition
<i>Name of IT organisation</i>	The organisation responsible for the delivery of IT services to the customer
Customer	The customer is the person who signs the SLAs on behalf of the end-user. Describe who the customer is e.g. Business sector directors, national sales manager, site head etc.
A service	How is a service defined in terms of your organisation? It could be a business service e.g. Procurement or technical services e.g. email. If you are writing SLAs for business services, you will need to know and be able to articulate the component parts that make up that service e.g. telecoms and servers (end-to-end service provision). You can also describe the end-to-end components of technical services, but if you are not in a position to be able to articulate these clearly, you can define just the service provision that you can control and articulate. E.g. for an email service, you can define the target resolution times for the support teams and target availability, but state that these are subject to constraint by teams or services that are out of your control. <u>Note:</u> Be careful that there are not so many constraints on your service provision that you appear not to be responsible for the service.
Service Catalogue	<i>A catalogue in its simplest form could be a spreadsheet that documents what you do, for whom, and when. You could consider the following types of catalogue to complete a set of information suitable for varying audiences. Describe briefly what you have (if anything) or intend to have, such as is described below.</i> <ul style="list-style-type: none"> • (User facing) Service Catalogue Lists the IT Services being provided by IT and the users of those services. Includes characteristics of both the services and the users. • Technical Service Catalogue Makes the link between technical infrastructure components and the services they support • Self-service Catalogue For users to reference when they want new or replacement hardware (PC, Phone, BlackBerry, etc) software, permissions and access

Other process maturity and governance frameworks	<p>These references may prove useful in understanding the maturity of your processes.</p> <ul style="list-style-type: none"> • COBIT – Control Objectives for Information and related Technology. www.isaca.org • ISO/IEC 20000 – ISO Specification and code of practice for IT Service management. http://www.bsigroup.co.uk/en/Assessment-and-Certification-services/Management-systems/Standards-and-Schemes/ISOIEC-20000/ • ITIL V2 Self assessment - http://www.itsmf.co.uk/BestPractice/SelfAssessment.aspx

6.2 Acronyms

Include any acronyms that have appeared anywhere in the document.

Acronym	Meaning
SLM	Service Level Management
SLA	Service Level Agreement. A written agreement between an IT Service Provider and the IT Customer (s)
OLA	Operational Level Agreement
UC	Underpinning contract
CMDB	Configuration Management Database
CSIP	Continual Service Improvement Program
KPI	Key Performance Indicator

6.3 References

Reference item	Location
SLM reporting procedures	
Monthly report	
SLA template	
OLA template	
SLR template	