


# Signature Page

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Incident Management: priority setting				
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## 1. PURPOSE AND OBJECTIVES

The purpose of this document is to define the proper usage of the Priority, Impact, and Urgency fields in the creation and handling of Incident tickets in the Sanofi ITS Service Management system, ServiceNow. In addition, guidelines regarding the allowable exceptions for upgrading and downgrading priorities, and the role of the Sanofi Control Tower in the validation of “P1-Critical” Incidents requirement are defined.

This Work Instruction supports the Priority matrix contained in the Incident Management SOP (GDSOP-014179).

## 2. SCOPE

This Work Instruction details how the Incident Initiator and all subsequent Incident support personnel will determine field settings and information on the handling of Incident tickets in the Sanofi ITS Service Management system, ServiceNow, with regard to:

- Priority
- Impact
- Urgency
- Adjusting Incident Priority
- Role of the Control Tower
- Guidelines for Related Records (Parent/Child)

## 3. DEFINITIONS AND ACRONYMS

### 3.1 DEFINITIONS

**Impact:** The Impact is a measure of the effect of an Incident on the business

**Urgency:** The Urgency reflects the time available for repair or avoidance before the effect of the Incident is felt by the business

**Validated P1:** Flag to indicate that the Priority of the P1 Incident has been confirmed as accurate by the Sanofi Control Tower

**Major Incident Communication:** Flag to indicate that information about the P1 Incident and its outage will be communicated by the Sanofi Control Tower via Everbridge to the Sanofi ITS Leadership Teams.

Refer to the ITS Glossary for Service Management Definitions

### 3.2 ACRONYMS

**ITS:** Information Technology and Solutions

**SLC:** Service Level Commitment

## 4. REFERENCES

Standard Operating Procedure *ITS: Incident Management* (GDSOP-014179)

Global Working Instruction *Incident Manager* (GDWIN-000027)

## 5. INSTRUCTIONS




### 5.1 DEFINING PRIORITY

Priority is used to identify the relative importance of an Incident and the required time for restoration of services. This includes resolution activities and communication about the Incident. The Priority of a specific Incident is determined by the combination of Impact and Urgency. There are five Priority levels used at Sanofi, as show in the chart below.

	Urgency		
Impact	1-High	2-Medium	3-Low
1-High	1-Critical	2-High	3-Moderate
2-Medium	2-High	3-Moderate	4-Low
3-Low	3-Moderate	4-Low	5-Very Low

### 5.2 DEFINING IMPACT

Impact is based on the overall Impact to the business. It is defined by the Service Level Commitment (SLC)\* of the Service Offering selected on the Incident.

SERVICE LEVEL COMMITMENT	IMPACT	+	URGENCY	=	PRIORITY
Based on the Service Offering selected on the incident	May be modified by exception by the Incident Manager		May evolve with the incident lifecycle		Determines resolution time
 GOLD	High	+	HIGH MEDIUM LOW	=	P1 P2 P3
 SILVER	Medium	+	HIGH	=	P2
 BRONZE			MEDIUM	=	P3
			LOW	=	P4
WORKPLACE / LAB SERVICES	Low	+	HIGH	=	P3
BEST EFFORT			MEDIUM	=	P4
			LOW	=	P5

\*Note: The process to define the SLC of a Service Offering is outside the scope of this document.

Upon creation of a new Incident record, an Incident Initiator selects the appropriate Service Offering. The Impact is automatically generated based upon the SLC of the selected Service Offering. The Impact is fixed and, in general, should not be modified.

However, under certain circumstances the Impact of an Incident may be modified by exception only. This will, in turn, adjust the Priority of the Incident either up or down. The Impact field can only be modified by a trained Incident Manager per the guidelines in Section 5.4.2 Documenting Priority Exceptions, Section 5.4.3 Guidelines for Downgrade Exceptions, and Section 5.4.4. Guidelines for Upgrade Exceptions.

### 5.3 DEFINING URGENCY

Urgency reflects the time available for repair or avoidance before the circumstances of the Incident are felt by the business.

Urgency is set initially by the Incident Initiator. The Urgency may be based on the Caller's perspective. The Urgency Guidance Matrix provides guidance to the Incident Initiator and the Operational Support Teams in defining the Urgency of an Incident.

- The Urgency Guidance Matrix is not to be considered a complete listing, but rather a guide. Sanofi staff and vendors are expected to leverage their professional institutional knowledge and discretion when establishing Urgency.

Urgency may evolve over the life of the Incident. If the Impact to the business will increase over time if the Incident is not resolved quickly, then the Urgency may be increased. Examples are a virus which is spreading or a data loss that may grow if not addressed quickly.

Urgency Guidance Matrix	Application	Infrastructure	Workplace Services	Lab Services
-Reputation at Stake (Manufacturing, Sales, R&D, Shipping or Client/Customer Data has been impacted) or; -Imminent financial loss or; -A large number of people or systems impacted or; -Impact spreading rapidly; reported by 10 or more users (e.g. Network loss, Unavailability of Telephony Services) -Impact to the business is escalating and no workaround or; -Resolution is time sensitive due to a key business deliverable or; -Malware or a virus attack	High	High	High	High
Issue with one or more critical features or functionalities (Business or a group)	High	High	Medium	High
Urgency declared by a regulatory compliance/quality team	High	High	Medium	High
Complete inoperability/ no workaround available (no failover or resilience)	High	High	Medium	Medium
Issue with one or more critical features or functionalities (individual)	Medium	Medium	Medium	Medium
Partial inoperability/ workaround available	Medium	Medium	Low	Low
-Issue with a non-critical feature or functionality or; -A non-critical service has been affected during the non-business hours (application alert from monitoring) or; -Any informational request or a procedural question	Low	Low	Low	Low

## 5.4 PRIORITY HANDLING

### 5.4.1 Guidelines for Priority Handling

- The Service Desk must not offer to escalate the Incident Priority, only the Urgency.
- Assignment to a Support Group from the Service Desk must follow the rules using the following hierarchy:
  - An existing Knowledge Article which provides assignment rules associated to the Incident categorization. This includes the Service Offering, the affected CI or any related knowledge based on keywords in the Incident description
  - If available, the assignment rules associated to the Impacted CI
  - Assignment to the local on-site Support Group if the Incident is determined to be an issue related to an on-site support related service
  - The default assignment associated to the assigned Service Offering
- Incident routing from the Service Desk must always follow the documented escalation path to the designated support levels. Triage or L2 Support Groups must not be bypassed when assigning tickets, unless a specific Knowledge Article is leveraged which indicates an assignment group based on the Incident classification
- Single User Incidents refer to issues Impacting only the individual user, such as a password reset or e-mail error. A single user contacting the Service Desk to report an application outage is not considered a Single User Incident and Priority is set according to the rules for the applicable application or service
- Escalations of non-production systems (training, development, testing, etc.) should not exceed a “P3-Moderate” Priority. Exceptions would be considered only during

a system upgrade when these systems are part of a production migration/upgrade project. An Incident Manager should be contacted to review the exception.

- All e-mail communications related to escalation exceptions are to be done via the ServiceNow Incident Management system so that the e-mail is logged within the Incident activity log by the Incident Manager.


## 5.4.2 Documenting Priority Exceptions

If the customer requests an exception to the prioritization rules, the call taker or Operational Support Team creates a Work Note to detail the request. It includes the customer name, contact phone number, department, and title along with the reason for exception. This must include the potential business Impact if the exception is not made.

The Incident Manager must review the request to determine if the situation meets the requirements and that the Priority needs to be changed. The Incident Manager will then notify the Caller of the decision

The guidelines for downgrade and upgrade exceptions must be followed when the Incident Priority is modified by adjusting the Urgency and/or Impact.

Impact Exception Guidance					
	Gold	Silver	Bronze	Workplace	Lab
P1-Critical	Severe Business Impact Outage of Gold Application	Upgrade Exception Only! *		No P1 Allowed	No P1 Allowed
		<ul style="list-style-type: none"> <li>Outage of Manufacturing site, other large site due to an infrastructure service failure (i.e. network, telephony, e-mail)</li> <li>Outage of a global Infrastructure service impacting multiple sites or larger user community (1,000+)</li> <li>Feature failure impacting ability to Manufacture, Sell, Ship product</li> <li>Application outage with critical business impact</li> <li>Sanofi is unable to respond to regulatory request</li> <li>Multiple calls (e.g. 10) of similar application issue with high business impact</li> <li>Identified deviation to Sanofi GxP System</li> <li>Identified risk to patient or customer data</li> </ul>			
P2- High	<ul style="list-style-type: none"> <li>Significant impact to users, but workaround exists or resolution can bear some delay</li> </ul>	<ul style="list-style-type: none"> <li>Outage or significant business impact</li> </ul>	<ul style="list-style-type: none"> <li>Outage or significant business impact</li> </ul>	Upgrade Exception Only! * <ul style="list-style-type: none"> <li>Confirmed widespread virus outbreak</li> </ul> Automatic Exception for: ** <ul style="list-style-type: none"> <li>VIP User</li> <li>Important CI (Printer Only)</li> </ul>	Upgrade Exception Only! * <ul style="list-style-type: none"> <li>Clinical experiment or clinical trial at risk</li> <li>Confirmed widespread virus outbreak</li> </ul>
P3- Medium	<ul style="list-style-type: none"> <li>Single user - No business impact</li> </ul>	<ul style="list-style-type: none"> <li>Significant impact to users, but workaround exists or resolution can bear some delay</li> </ul>	<ul style="list-style-type: none"> <li>Significant impact to users, but workaround exists or resolution can bear some delay</li> </ul>	<ul style="list-style-type: none"> <li>Significant impact to Users</li> <li>Single user unable to perform business critical function, such as regulatory submissions</li> <li>Multiple calls (e.g. 10) of similar issue with high business impact</li> </ul>	<ul style="list-style-type: none"> <li>Significant impact to Users</li> <li>Lab PC is unavailable</li> <li>Multiple calls (e.g. 10) of similar issue with high business impact</li> </ul>
P4 - Low	Downgrade Exception Only! * <ul style="list-style-type: none"> <li>Non-Customer Facing - Generally via Event Monitoring</li> <li>Customer requested delay on restoration</li> </ul>	<ul style="list-style-type: none"> <li>Single user - No business impact</li> <li>"How-to" issues</li> </ul>	<ul style="list-style-type: none"> <li>Single user - No business impact</li> <li>"How-to" issues</li> </ul>	<ul style="list-style-type: none"> <li>No Business Impact: Single User</li> <li>Service is functional, but key feature is not working properly</li> <li>User is limited in functionality, but has a workaround</li> </ul>	<ul style="list-style-type: none"> <li>No Business Impact: Single user</li> <li>Key software is not working properly, but workaround exists</li> </ul>
P5 - Very Low	Downgrade Exception Only! * <ul style="list-style-type: none"> <li>Non-Customer Facing - Generally via Event Monitoring</li> <li>Customer requested delay on restoration</li> </ul>	Downgrade Exception Only! * <ul style="list-style-type: none"> <li>Non-Customer Facing - Generally via Event Monitoring</li> <li>Customer requested delay on restoration</li> </ul>	Downgrade Exception Only! * <ul style="list-style-type: none"> <li>Non-Customer Facing - Generally via Event Monitoring</li> <li>Customer requested delay on restoration</li> </ul>	<ul style="list-style-type: none"> <li>"How to"</li> <li>Customer Requested Delay on Restoration</li> </ul>	<ul style="list-style-type: none"> <li>"How to"</li> <li>Customer Requested Delay on Restoration</li> </ul>
This chart is to be used as guidance to alert an Incident Manager of possible priority exceptions. It is not to be considered a complete listing of Impact Exceptions, but rather a guide. Sanofi staff and vendors are expected to leverage their professional institutional knowledge and discretion when declaring exceptions. All exceptions will be tracked and reviewed					
*Incident Manager approval is required ** For priority "3-Moderate" incidents for VIP Users and Important CIs (Printers), there is an automatic upgrade to "2-High"					

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### 5.4.3 Guidelines for Downgrade Exceptions

When the Priority of an Incident is not in alignment with the requirements of the business situation, it may be downgraded by modifying the Impact or the Urgency field.

All downgrades must be fully documented as to the criteria used for the downgrade.


- The Urgency field can be modified by the Service Desk or the Operational Support Team. If Urgency is modified, a Work Note must be added to the Incident to provide the justification.
- The Impact field can only be modified by a trained Incident Manager. If Impact is modified, both an Impact Exception Reason and a Work Note must be added to the Incident to provide the justification
- Any Incident where the Impact is downgraded is subject to review by the ITS Operational Leadership.

If the Service Owner or on-call manager does not agree with the downgrade, their comments must also be fully documented in the Incident ticket.

Impact or Urgency can be modified for the following reasons:

1. The Incident is found to have a lower Urgency than originally determined by a previous assignment group
2. The initial Service Offering was incorrectly selected. When the correct Service Offering is selected, this may have a lower Service Level Commitment which, in turn, may result in a downgraded Priority
3. Incidents logged via Event Management for which the application or service can be confirmed to be outside of normal service hours or the Incident occurred on a non-production system
  - The Operation Support Team may downgrade the Urgency without Sanofi authorization.
4. A Single User Incident was escalated beyond a Priority of “P3-Moderate” without documentation
  - The Operational Support Team may downgrade the Urgency without Sanofi authorization
  - This does not apply to single users with a VIP status within the ServiceNow tool as their Incidents are escalated automatically from an Impact of 3-Low to 2-Medium
5. When an Event Management Incident with Priority “P1-Critical” or “P2-High” is determined to be a false alert, typically due failure to suppress alerts during scheduled maintenance on a monitored system, the Incident may be



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downgraded prior to closure. This is for the purpose of removing any false “P1-Critical” or “P2-High” Priority Incidents from reporting metrics.

#### 5.4.4 Guidelines for Upgrade Exceptions

When the Priority of an Incident is not in alignment with the requirements of the business situation, it may be upgraded by modifying the Impact field.

All upgrades must be fully documented as to the criteria used for the upgrade.

- The Impact field can only be modified by a trained Incident Manager. If Impact is modified, both an Impact Exception Reason and a Work Note must be added to the Incident to provide the justification

Only Gold Service Offerings are able to generate a “P1-Critical” Incident without an exception. Silver and Bronze Service Offerings may be upgraded to “P1-Critical” by updating the Impact based on the guidance in the Impact Exception Guidance Table.

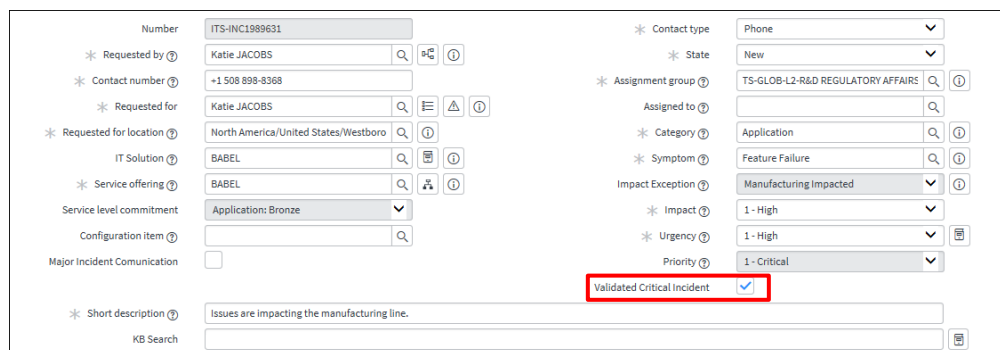
Any Incident where the Impact is upgraded is subject to review by the ITS Operational Leadership.

If the Impact upgrade raises the Priority to a “P1-Critical”, the Incident is subject to validation by the Sanofi Control Tower, and possible reclassification to a lower Priority

#### 5.5 ROLE OF THE SANOFI CONTROL TOWER


The Sanofi Control Tower has responsibility for the review and validation of all “P1-Critical” Incidents within their defined scope of responsibility. The Control Tower will contact the Incident Manager to confirm the Priority.

- This includes communication with the Incident Manager to confirm that an Incident has been properly prioritized as a “P1-Critical.” If there is agreement that the Incident is a “P1-Critical, the Validated Critical Incident checkbox will be ticked by the Control Tower



The screenshot displays the Sanofi Incident Management system interface. The incident details are as follows:

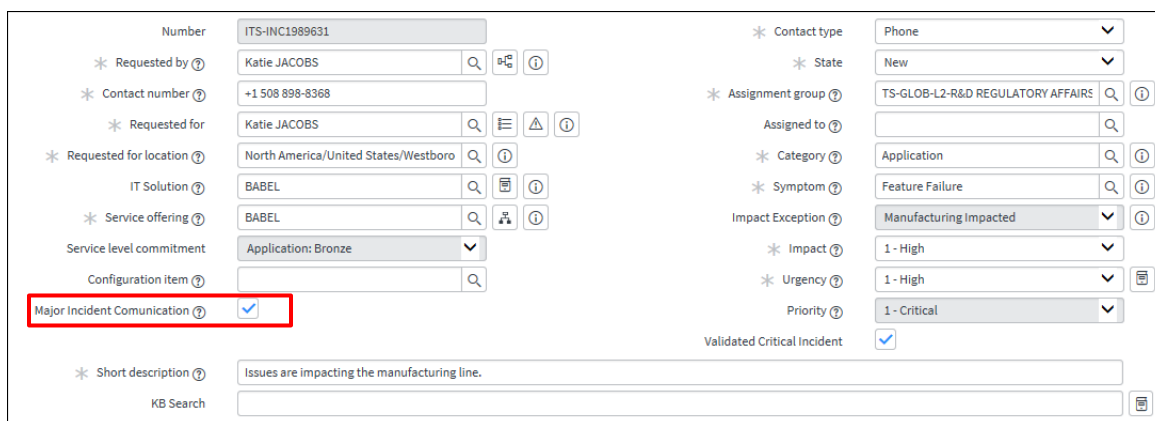
- Number:** ITS-INC1989631
- Requested by:** Katie JACOBS
- Contact number:** +1 508 898-8368
- Requested for:** Katie JACOBS
- Requested for location:** North America/United States/Westboro
- IT Solution:** BABEL
- Service offering:** BABEL
- Service level commitment:** Application: Bronze
- Configuration item:**
- Major Incident Communication:** ☐
- Contact type:** Phone
- State:** New
- Assignment group:** TS-GLOB-L2-R&D REGULATORY AFFAIRS
- Assigned to:**
- Category:** Application
- Symptom:** Feature Failure
- Impact Exception:** Manufacturing Impacted
- Impact:** 1 - High
- Urgency:** 1 - High
- Priority:** 1 - Critical
- Validated Critical Incident:** ☒ (highlighted with a red box)
- Short description:** Issues are impacting the manufacturing line.
- KB Search:**

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- If there is not agreement that the Incident is a “P1-Critical,” the Control Tower will mandate a downgrade. The Incident Manager will be responsible to downgrade the Incident to a Priority of “P2-High”

During the life of the Incident, the Control Tower and Incident Manager may determine that the Incident is severe enough to constitute a “crisis” that should be communicated to ITS Leadership. Control Tower will tick the Major Incident Communication checkbox to indicate this

- The Control Tower has the sole accountability to communicate such crisis “P1-Critical” Incidents to the business and ITS Leadership



The screenshot shows an incident management form with the following details:


- Number:** ITS-INC1989631
- Requested by:** Katie JACOBS
- Contact number:** +1 508 898-8368
- Requested for:** Katie JACOBS
- Requested for location:** North America/United States/Westboro
- IT Solution:** BABEL
- Service offering:** BABEL
- Service level commitment:** Application: Bronze
- Configuration item:**
- Major Incident Communication:** ☒
- Short description:** Issues are impacting the manufacturing line.
- KB Search:**
- Contact type:** Phone
- State:** New
- Assignment group:** TS-GLOB-L2-R&D REGULATORY AFFAIRS
- Category:** Application
- Symptom:** Feature Failure
- Impact Exception:** Manufacturing Impacted
- Impact:** 1 - High
- Urgency:** 1 - High
- Priority:** 1 - Critical
- Validated Critical Incident:** ☒

## 5.6 RULES FOR RELATED INCIDENTS:

### 5.6.1 Guidelines for Relating Incidents

When multiple Incidents are raised for the same issue, a Parent / Child relationship must be created.

- The oldest (first) Incident must be the Parent and all other Incidents related to the issue must be designated as a Child Incident. The Child Incidents are automatically set to the same Incident Priority and the same assignment group as the Parent
- The Service Offering of the Parent Incident is modified to reflect the true cause of the issue. For example, if an Incident initially reported as a workplace issue is determined to be a network issue, the Service Offering on the Parent Incident is changed to the appropriate Network Service Offering
- A ticket opened via Event Management which is later related to a ticket opened from the Service Desk must not be downgraded if the Service Desk ticket is set at

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a higher Priority and properly documented. Instead, the two tickets must be related using a Parent / Child relationship.

- Child Incidents are NOT to be opened to assign an Incident to a secondary assignment group.

## 6. RESPONSIBILITIES

### Caller or Requestor

- Requests support when necessary and provides accurate, required information to help resolve the Incident
- Declares Incidents by contacting the Service Desk (or key user) via channels appropriate to the severity of the Incident
- Checks the provided resolutions and accepts or rejects them
- May be an end-user or a key user

### Control Tower

- Responsible to confirm “P1-Critical” Incidents within their scope
- Communicates “P1-Critical” Incidents to the Business, ITS, and the ITS Leadership Teams, as appropriate
- Establishes or participates on bridge calls with all responsible Operational Support Groups to manage “P1-Critical” Incident resolution

### Incident Manager

- Responsible to declare “P1-Critical” Incidents
- End-to-end responsibility to manage the Incident
- Ensures all appropriate technical resources are engaged to work on the Incident
- Responsible to approve or reject changes to the Impact of the Incident

### Service Desk Agent / Incident Initiator / Call Taker

- Registers Incident Priority by setting Impact and Urgency values using the rules outlined in this document

### Application/Service Owners

- Works with the Incident Manager to ensure correct Priority is set and to help determine when a Priority can be decreased.

### Operational Support Teams

- During the Incident investigation process, ensure the Priority is in compliance with this working instruction and adjust, as necessary.
- Adjust Priority of an Incident after initial diagnosis of the Incident is complete and a more thorough understanding of the Impact and Urgency has been assessed.

## 7. SUPPORTING DOCUMENTS AND APPENDICES

### 7.1 SUPPORTING DOCUMENTS

None


### 7.2 APPENDICES

None

## 8. DOCUMENT HISTORY

Version Number	Previous Effective Date	Description of change
1.0		Creation of this working instruction
2.0		Update based on new Prioritization rules and establishment of Control Tower

***End of Document***

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## Specificities

Information Technology and Solutions		
E - Manage Information System	E.4 - Deliver, Service & Support	
DSS02 - Manage Service Requests and Incidents	No Subsystem	No Subsystem

## Applicability

Entity / GBU	Sanofi Company		
Geography	Worldwide		
Applications Services	Information Technology and Solutions		

## Related documents

Reference	Title
GDSOP-014106	Incident Management
GDWIN-000027	Incident Manager