<mark>\<\< Insert name of</mark>

<mark>Service Provider \>\></mark>

SERVICE LEVEL

AGREEMENT (SLA)

Approved by:

DAS (Name & Title)	Date
<mark>**<< Insert name of Program Manager or Division Administrator >>**</mark>	

Customer Utility Board	Date
<mark>**<< Insert name of applicable CUB >>**</mark>	

Changes:

Date	Draft Version	DAS Staff Representatives	Customer Representatives	Description of changes

SERVICE LEVEL AGREEMENT (SLA)
TABLE OF CONTENTS (TOC)

SLA- TABLE OF CONTENTS			Common Content	Program-Specific Content	Description
1	**Introduction/ Purpose**				
	a	Background	X		
	b	Objectives/ purpose of SLA	X		
	c	Identification of service provider		X	Will include a short description of service provider's mission / program and an identification of applicable statutes/ legal underpinnings
2	**Service Catalog**				Will be entirely service specific
	a	List of services provided by program		X	Services will be presented by service groupings/ families
3	**Service Level Expectations (SLE's)**				There can be service-specific and process-specific performance targets
	a	Performance metrics		X	Performance metrics to track service quality along quality dimensions
	b	Service levels/ performance targets		X	Performance targets agreed upon by provider and customers for the selected performance metrics
	c	(non-service specific) Provider & customer responsibilities		X	Description of customer and provider general responsibilities or process-specific responsibilities applicable to multiple services
4	**Financial processes**				
	a	Billing		X	Describe typical billing cycles and billing calendars
	b	Billing disputes		X	Include contact data for resolving billing questions or communicate any disagreement with billed amounts.
	c	Payment		X	Describe typical terms of payment
5	**Service management processes**				
	a	Performance measurement/ reporting	X		Description of common performance measurement and reporting procedures for all of DAS SLA's
	b	SLA review and amendment	X		Description of common SLA content amendments procedures for all of DAS SLA's
	c	Incident management		X	Description of service provider internal procedures for handling and escalating service incidents
	d	Complaint resolution and remediation	X		Description of common procedures for resolving formal performance complaints received from customers
6	**Glossary: Acronyms & definitions**		X	X	May include acronyms and definitions common to all SLA documents as well as program specific acronyms/ definitions
7	**Contact Data**			X	Include contact data only for service provider, preferably without specific employee names
8	**Appendixes**				
	a	Service Sheets		X	Service Sheets (one per service) describing service-specific features, benefits, etc. and information on how to request and how to obtain service support
	b	SLA Measure Dictionary		X	Detailed description of performance measures and associated service levels / performance targets established by the SLA team
	c	Rate methodologies		X	Description of rate methodologies (extract from DAS Price List)

1. Introduction

1.1. Background

The Department of Administrative Services has four Service Enterprises, each governed by a Customer Utility Board (CUB). Each CUB acts as a governing board for the services provided by the associated Service Enterprise that have been designated as utility services.

The CUB's have four primary responsibilities:

a) Approving general service level agreements.

b) Approving rate-setting methodologies and resulting rates.

c) Reviewing business plans and annual financial statements.

d) Settling unresolved service complaints.

One of the key responsibilities assigned to CUB's is the approval of Service Level Agreement (SLA) documents. CUB's are responsible for reviewing and approving the content of these documents, ensuring the defined service levels are commensurate with the rates charged for each service.

CUB's are also responsible for approving the process to be followed for the development, approval and amendment of SLA documents. They assign members to specific workgroups created to conduct and oversee this work, and ensure participating representatives from customer agencies can clearly articulate the needs of the customers.

1.2. Objectives and purpose of SLA.

The objective of this Service Level Agreement document is to ensure both parties understand and agree how the services will be performed and the responsibilities and expectations of each party.

The SLA will:

a) Describe the services provided by << Insert name of Service Provider>> .

b) Identify service level objectives and performance targets for the services, agreed upon between << Insert name of Service Provider>> and customers.

c) Identify responsibilities of each party.

d) Document the following service management processes agreed upon between DAS and customer representatives from all four CUB's:

1. Performance tracking and reporting to customers.

2. Review and amendment of the SLA document.

3. Service-related dispute resolution.

This SLA document is not meant to be static, but a working document that will reflect the continuous change in services delivered by DAS, service delivery operating processes, and service level expectations agreed between << Insert name of Service Provider>> and customers.

1.3. Identification of Service Delivery unit
1.3.1. Short description of service provider's program/ mission.

This section will include a short description of the service provider's mission / program.

1.3.2. Applicable statutes and legal underpinnings.

This section will include a list with the statutes/ rules/ legal underpinnings applicable to the service provider.

2. Service Catalog

This section will include an introduction description of what a service catalog is.

2.1. List of services provided by program

This is a high level description of services and service offerings provided by the service provider, presented by service clusters (service groupings or families).

This can be a multi-level set of information with linked and discrete hierarchies of "umbrella" services, "child" services and specific 'offerings'.

3. Service Level Expectations

3.1. Performance metrics

This subsection will include a list or table identifying the metrics that will be used to track quality of service delivery along quality attributes/ dimensions.

These metrics will be agreed by service provider and customers, and can be:

a) Service specific

b) Process specific

EXAMPLE

- **Service specific metric:** Average availability for dedicated distributed systems
- **Process specific metric:** Average time to acknowledge and provide a written response to a customer request for service

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Please refer to the document entitled **"Guidelines for the development of SLE's"** for additional information and suggested criteria to select the most relevant performance metrics for each service/ program.

3.2. Service levels/ performance targets

This subsection will include a list of the service levels / performance targets for the metrics identified in the previous section.

These targets will be agreed between DAS and its customers, and they can be established as a single target or a target ranges (<>)

It is recommended that each program includes a summary table of metrics and performance targets in this section.

EXAMPLE:

Metric	Metric explanation	Target
Procurement cycle time	Average number of days from receipt of Procurement requisition until solicitation is awarded on ORPIN information system	**60 days**
Average ranking of procurement training services	Average customer satisfaction measured by student rating on course satisfaction survey filled out at completion of every course. Rating varies from 1 (very bad) to 5 (excellent)	**4.2**
Customer rating for procurement services	Average customer satisfaction measured by transactional surveys requested from customers after every solicitation conducted. Rating varies from 1 (very bad) to 5 (excellent)	**3.6**
Savings rate	Weighted average % discount in unit price available to customers through the use of statewide price agreements	**12%**

Please refer to the document entitled **"Guidelines for the development of SLE's"** for additional information and suggested criteria to establish performance targets for the metrics selected by each service/ program.

3.3. Provider & customer commitments.

This section includes a description of customer and provider general responsibilities or process-specific responsibilities applicable to multiple services.

EXAMPLE (ETS):

> **a) In the event of a service disruption, for the time-to-restore commitments to apply the customer agency needs to report the problem by either one of these methods:**
> - Calling the ETS Support Center 503-XXX-XXXX
> - Sending an email to the following email account: support@sdc.com
>
> **b) If reported by email, agency will provide:**
> - Brief description of problem
> - Urgency of issue
> - First contact callback time.

NOTE: Customer and provider service-specific responsibilities will be identified in the applicable Service Catalog Sheet – typically, service specific responsibilities will be those that can potentially make the service provider meet (or keep it from meeting) an agreed SLE.

4. Financial Processes

4.1. Billing

Describe typical billing cycles and billing calendars

> **EXAMPLE**
> Agency shall pay DAS an amount per biennium for the performance of the XXXX services. These charges are billed annually. .

4.2. Billing disputes

Include contact data for resolving billing questions or communicate disagreement with billed amounts.

If applicable, describe method for escalating and resolving billing disputes (such as disputes over volumes and actual services consumed).

> **EXAMPLE FROM NEW YORK STATE TECHNOLOGY SERVICES ENTERPRISE**
>
> Customers must notify the Deputy CIO of IT Customer Relationship Management Services, in writing, of the disputed billing amount and the reason for the dispute within 30 days of the dated invoice.
>
> Any amounts disputed in good faith, may be deducted from the invoice, as long as the written notice has been sent to CIO/OFT.
>
> The remaining undisputed amount must be paid by the original due date. Within 30 days after final resolution of the disputed charges, all resolved disputed amounts must be paid by the customer or credit will be provided in the next monthly billing.

4.3. Payment

Describe typical terms of payment

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<u>EXAMPLE:</u>
Service charges are due and payable 30 days from receipt of invoice. .

</div>

5. Service Management Processes
  5.1. Performance measurement and reporting

<mark><< Insert name of Service Provider>></mark> will be responsible for measuring service performance, as well as for reporting on compliance within the agreed SLE's or performance targets.

At a minimum, <mark><< Insert name of Service Provider>></mark> will develop and publish quarterly and annual performance reports as described below:

  a) Quarterly reports

Quarterly reports will track the performance target and the actual performance for each measure identified in the SLA document. They will be posted electronically on <mark><< Insert name of Service Provider>></mark> website for all customers to review.

At a minimum, these reports will include the following information:

1. **A comparison of actual performance results versus performance targets for the current period and at least the two previous periods.**

   Quarterly reports can include other tables or graphs with additional views or analysis of performance along other dimensions relevant to <mark><< Insert name of Service Provider>></mark>. This may include a breakdown of performance results per geographic area, per customer group or per type or subtype of triggering event.

2. **A proposed action plan for each measure not in compliance with the agreed service level expectations or performance targets.**

   An action plan will include:
   a. An analysis / statement of the **root causes/reasons** for not meeting the service level target(s).
   b. A description of **corrective actions identified and recommended** by the service provider in order to meet the agreed service level(s).
   c. A **timeframe** for the implementation of the corrective actions.

   A measure will be considered not in compliance with the agreed performance target if either one of the following scenarios applies:
   a. If the SLE is measured monthly, when the performance is below target level for two consecutive months.
   b. If the SLE is measured quarterly, when the performance below target level in any given quarter.

3. **A report on customer-specific formal performance complaints received by <mark><< Insert name of Service Provider>></mark> over the previous quarter.** This report will:
   a. Identify number of complaints received by type.

b. Describe each complaint/ performance incident and the affected customer(s).

In addition to being posted on <mark><< Insert name of Service Provider>></mark> website, quarterly performance reports will be delivered to the members of the CUB governing the program. <mark><< Insert name of Service Provider>></mark> will be present at the Customer Utility Board meeting every quarter to present the report for CUB members to review the last quarter's performance report and to present and receive feedback on the corrective action plans for the measures where performance is not in compliance with the agreed targets.

b) Annual performance reports

<mark><< Insert name of Service Provider>></mark> will develop and deliver a draft annual performance report, analyzing actual performance results achieved and corrective actions implemented during the previous year for each measure identified in the SLA document.

Based on the information shown on the draft annual performance report, members of the CUB governing <mark><< Insert name of Service Provider>></mark> will have an option to review and provide feedback on any corrective actions recommended by <mark><< Insert name of Service Provider>></mark> to address non-compliance with performance targets, as well as to **monitor the implementation of the action plans agreed upon** with <mark><< Insert name of Service Provider>></mark> throughout the previous twelve months for the measures that did not show compliance with the established performance targets.

The annual performance report will include:
1. The same information as the quarterly performance reports for the performance of each measure identified in the SLA document over the last quarter of the year.
2. An additional section with follow up information about the corrective actions implemented and the results achieved for the measures where performance was not in compliance with the agreed SLE's in any given quarter within the year.

CUB members will use this Annual Report to conduct a yearly performance review, which will be deeper and broader than the regular performance reviews conducted every quarter between the CUB and <mark><< Insert name of Service Provider>></mark>. The recommendations and feedback provided by the CUB will be incorporated by <mark><< Insert name of Service Provider>></mark> into a final version of the annual performance report. The annual performance review process could lead to a review and/or amendment of the SLA document agreed between <mark><< Insert name of Service Provider>></mark> and its customers. The final report will be posted electronically on <mark><< Insert name of Service Provider>></mark> website.

5.2. SLA review and amendment

This Service Level Agreement is a living document, capable of being updated and amended over time with the agreement of both parties.

a) Ongoing SLA review.

SLA document reviews or amendments will be considered as a result of any of the following:

1. A new service or a service enhancement is incorporated into << Insert name of Service Provider>> catalog, allowing for new associated SLE´s to be developed and added to the SLA document
2. Changes in << Insert name of Service Provider>>'s ability to perform as a result of:
    a. Significant and sustained change in workload demands.
    b. A significant and sustained increase or reduction in << Insert name of Service Provider>> resources.
    c. A need to conform to other unforeseen organizational constraints within DAS or within state government.
3. When customer's expectations and/or performance service level needs have changed.
4. Evolution in << Insert name of Service Provider>> tools and processes, which allow for better metrics and/or evolved performance level targets.
5. Missing performance targets by 15% (whether actual performance is over or under the target) in more than 2 consecutive quarters.
6. When << Insert name of Service Provider>>'s corrective action recommends a reassessment in the performance targets agreed for a service.

The **SLA amendment process** will be as follows:

1. The request to review and modify the SLA document can be initiated by << Insert name of Service Provider>> or any customer represented at the CUB.
2. Based on the nature or scope of the SLA modification request, the CUB and << Insert name of Service Provider>> may undertake the modification and approval of the amended SLA document in the course of a regular CUB meeting or choose to create a SLA review team/workgroup for this purpose.
3. If an SLA review team is created, the workgroup will review and draft the recommended changes/updates to the content of the SLA document.
4. The draft amended SLA document will be submitted to the CUB for review and approval.

   b) Biennial SLA review.

The Service Level Agreement will be reviewed at least **once per biennium** to ensure service levels are adjusted and remain both appropriate for the services << Insert name of Service Provider>> delivers and commensurate with the rates charged for each service.

The **biennial SLA review** will be as follows:

1. The CUB and << Insert name of Service Provider>> will designate a SLA review team consisting of customer and << Insert name of Service Provider>> representatives. Customer representation will include at a minimum a member from the CUB.
2. The SLA review team will conduct an analysis and evaluation of the SLA agreement and identify any potential amendments to the SLA document. To do so, the SLA review team will:
    a. Conduct an analysis of the SLE´s against the actual performance results achieved in the last two years, identifying opportunities and/or needs to readjust service level expectations or performance targets.
    b. Conduct a review of previous and potential performance issues that may affect services.

  c. Conduct an evaluation of the success in the adoption, acceptance and commitment to the SLA by both parties:
    i. How successful has the SLA been - has it made a difference?
    ii. Has it been used by <mark><< Insert name of Service Provider>></mark> staff, and if not, why?
    iii. Have customers used it or adhered to it, and if not, why?
    iv. Has it helped manage customers' expectations?
    v. What barriers/problems have there been and what other feedback has the service provider received?
3. The SLA team will review and make recommended changes/updates to the content of the SLA document
4. The draft amended SLA document will be submitted to the CUB for review and approval.

5.3. Incident management.

This section will include a description of the service provider mechanisms and procedures for handling service performance incidents/ issues (for a definition of "Incident", see Definitions).

In order to support the prompt and satisfactory resolution of service incidents, programs should have an adequately documented incident management process, including:

- Information customers need to provide/ included in a "complete ticket" or notification about a performance issue before it is forwarded for escalation:

  o Description about the incident

  o Customer contact data (if possible and/or if necessary based on the severity of the incident, one main contact and one back-up).

- Defined problem/ incident categorization and severity levels per problem type.

- Process for resolving and escalating incidents / issues, offering clear criteria and decision points/ timelines for escalation to the higher level. This process will describe the need for service providers to:

  o Inform or alert all customers affected by a service incident when the service provider becomes aware of the incident, and

  o Inform or alert all customers affected by a given incident about incident resolution.

- Contact data of service provider staff for each problem type and incident level.

5.4. Complaint Resolution and Remediation

a) Principles

Performance complaints should be addressed and resolved at the lowest common level, collaboratively between the customer and representatives of <mark><< Insert name of Service Provider>></mark>.

If performance is below customer's expectations, an informal approach often offers the quickest solution. If circumstances permit, DAS customers should talk with the DAS employee or unit involved in the situation to seek resolution to any performance dispute—explain the problem and ask for assistance. If this informal approach does not resolve the issue, or if at any given time DAS customers are not satisfied with the levels of utility services received, they may submit a formal performance complaint to << Insert name of Service Provider>> via the formal complaint intake process described below.

Resolution of formal performance complaints raised by individual customers will be done in accordance with the following principles:

1. All complaints submitted using the process outlined below in 5.3.b) will be considered formal, and they will be logged, documented and published by the service provider.
2. Formal performance complaints shall only be considered resolved when:
   a. << Insert name of Service Provider>> and the affected customer (s) **have agreed on an action plan to solve/ correct the problem;** and
   b. **Applicable remedies** to compensate and/or exact reparation to the affected customer (s) **have been agreed** to the satisfaction of both parties.
3. In the event a customer is not satisfied with either the action plan or the remedies offered by << Insert name of Service Provider>>, complaints can be escalated by the customer to the next level in the escalation path within DAS for resolution.

b) Raising and recording formal complaints

NOTE FOR TEXT IN YELLOW: INSERT SERVICE PROVIDER'S COMPLAINT INTAKE EMAIL ADDRESS OR DESCRIPTION OF ELECTRONICS MEANS (WHATEVER APPLIES) AND DELETE ALL OTHER TEXT IN YELLOW

Performance complaints will be submitted to << Insert name of Service Provider>> via a complaint intake email inbox or through other electronic means (web forms, etc.). Each service provider within DAS will set up a dedicated email inbox or other electronic means specifically established for this purpose. All complaints submitted via this process will be considered formal complaints.

Formal complaints should include:
1. A summary description of the complaint. This description may include a customer's desired resolution of the matter.
2. Identification of affected customer (s).
3. If applicable, a description of aggravating circumstances (incident severity, repeated problems, estimated financial loss incurred or savings not materialized by the customer as a result of the performance incident, etc.)

All formal complaints received will be documented in a << Insert name of Service Provider>>' s complaints log file, and responsibility will be assigned to staff within << Insert name of Service Provider>> to follow up and seek resolution.

The information in the complaints log file will be used to develop the customer-specific formal performance complaints report that will be published as part of << Insert name of Service Provider>>'s quarterly performance report.

c) Complaint escalation process

In the first instance complaints will be assigned to a supervisor of the functional unit affected by the complaint. After investigation and consultation with the staff involved, the supervisor will seek resolution by offering to the complainant both:

1. **An action plan to solve/ correct the problem,** which at a minimum will consist of:
    a. A description of corrective actions identified and recommended by the service provider to solve/ correct the problem.
    b. A timeframe for the implementation of the corrective actions.
2. **Applicable remedies** to compensate and/ or exact reparation to the affected customer.

A customer who has not obtained satisfactory resolution to their formal complaint can escalate the dispute to the next level in the escalation path within DAS, until an action plan and appropriate remedial measures to solve the performance issue are agreed to the satisfaction of both customer and DAS representatives. At each step in the escalation process, the customer needs to describe why the prior proposal by DAS was not satisfactory. The steps in the escalation path after seeking resolution with the unit directly involved in the problem are the following:

- << If applicable, insert name of Program >> Manager. If unresolved, escalate to
- << Insert name of applicable Service Enterprise >> administrator. If unresolved, escalate to
- Deputy Director of DAS. If unresolved, escalate to
- << Insert name of applicable CUB>> .

At the end of the escalation process, the CUB will provide a last resort resolution forum to discuss and settle unresolved performance complaints.

d) Remedies

As part of resolving performance complaints, the following remedial actions can be offered to the complainant by << Insert name of Service Provider >> :

1. A clear explanation for the performance incident will be offered in all instances to any customer raising a complaint.
2. A credit / discount on the service charges corresponding to the period when the performance incident occurred may be awarded in appropriate circumstances (based on aggravating factors such as incident severity, financial losses incurred by the customer as a result of the performance issue, etc.).
3. A customer may be granted the ability to change providers for a specific service. This remedial measure will be reserved for exceptional circumstances in which resolution of a customer-specific performance issue has proved historically elusive, combining severe incompliance with agreed SLE's or performance targets and repeated failure to implement corrective actions agreed between << Insert name of Service Provider >> and customer to fix the underlying performance problem.

6. Glossary: Acronyms & Definitions

In addition to the common acronyms and definitions included below, each service provider within DAS should include in this section all relevant acronyms and definitions in order to

understand the key content of the program SLA document, as well as definitions to explain/ clarify service offerings, metric definitions, etc.

6.1. Acronyms

- **CUB:** Customer Utility Board.
- **DAS:** Department of Administrative Services.
- **FAQ:** Frequently Asked Questions.
- **FTE:** Full-Time Equivalent. This is the number of working hours that represents one full-time employee during a fixed time period, such as one month or one year.
- **EAM:** Enterprise Asset Management.
- **EGS:** Enterprise Goods and Services.
- **EM:** Entrepreneurial Management.
- **EHRS:** Enterprise Human Resource Services.
- **ETS:** Enterprise Technology Services.
- **P&D:** Publishing and Distribution (a program within DAS/ EGS)
- **SA**: Service Agreement.
- **SFMA:** Statewide Financial Management Application. This is the accounting IT system in use by most state agencies of Oregon state government.
- **SLA:** Service Level Agreement.
- **SLE:** Service Level Expectation.

6.2. Definitions

- **Billing Dispute:** A customer billing dispute is any alleged inaccuracy, omission or error in relation to a service charge or reflected on a service bill.

- **Complaint (a.k.a. Performance or Service Complaint)**: A formal expression of dissatisfaction with the quality of service received by a customer.

  Formal complaints will be those raised by customers using a complaint intake email inbox or through other electronic means. Each service provider within DAS will set up a dedicated email inbox or other electronic means (web forms, etc.) specifically established for this purpose.

  A formal complaint can be motivated by one or many unresolved service incidents, an unresolved billing dispute or, generally speaking, by any perceived lack in the quality of operations or in the quality of services received by a customer.

- **Entrepreneurial Management:** Innovative public management model that uses customer choice, competition, and policy/service separation to increase service satisfaction.

- **Incident (a.k.a. Performance or Service incident):** Any event which is not part of the standard operation of a service which causes, or may cause, an interruption to, or a reduction in, the quality of that service. A service incident can be communicated by a customer or can be detected by the service provider.

- **Incident Management:** Process for dealing with service incidents and restoring normal service operation as quickly as possible, minimizing the adverse impact on business operations.

- **Rate (Service rate)**: A price that incorporates the costs of delivering the service at the service levels agreed to by both parties.

- **Remediation (a.k.a. Remedies or Remedial actions/ measures):** In the event of a formal complaint raised by a customer, remediation refers to the list of actions/ measures DAS or any of its service delivery units can take or offer to compensate and/or exact reparation to the affected customer(s) above and beyond agreeing on an action plan to correct the underlying service problem.

- **Service**: A bundle of activities and resources (processes, people and IT resources) combined to provide a clear business outcome or output/ deliverable received by the customer.

- **Service Agreement:** A document, signed by service provider and a single customer, reflecting customer-specific information such as choice of services from service catalog, specific operational procedures between the parties, or contact information for critical information systems or processes, etc.

- **Service Catalog:** A description of the services and service offerings provided by a service provider. This can be a multi-level set of information with linked and discrete hierarchies of services, child services and specific 'offerings' (specific tasks) available for these services, and will typically describe service terms, standards, packages (if available), exclusions (if applicable), etc.

- **Service Level Agreement (SLA):** A document, specific per service provider, which includes the following core elements: (1) A service catalog; (2) A set of agreed SLE's (performance targets); (3) A statement of responsibilities of service provider and customers; and (4) A description of key service management processes. All of these elements help improve service delivery, manage expectations, clarify responsibilities and facilitate communication between the service provider and its customer base.

- **Service Level Expectation (SLE):** Written, measureable target for a service or a process performance agreed between service provider and customers.
    a. For any given service with an SLE, service performance targets will be common to all customers (concept of utility services).
    b. If a service offering includes different packages/ levels of service, different packages of the same service can have different performance targets but these will be common to all customers of the same package/ level of service.

- **Utility Service**: DAS Utility services are those most efficiently provided through DAS in order to maximize efficiency or capture economies of scale—where it makes economic sense to have a single supplier for all users for any of the following reasons: economies of scale; policy reasons; the need for one integrated system; or a strong need for uniformity.

Customers of utility services are local government entities, individual state agencies and other public entities that may choose how much to purchase, but for any of the reasons cited above the choice of supplier is limited to a single designated source.

7. Contact Data

This section should include the following information:

- Address/ Locations
- Program contact data

8. Appendixes

8.1. Service term sheets

<< Insert Catalog Service Sheets here >>

For each service in the catalogue, the service provider staff will fill out Service Sheets containing the information captured in the following template:

SERVICE CATALOG- SERVICE SHEET TEMPLATE ELEMENTS	
1. What is the service?	**DESCRIPTION**
a Service Summary.	Includes short description of service and value proposition.
b What is included/ detailed description of the features and benefits of the service.	Detailed description of what is included in service. May include service features, hours of operation/ schedule, locations, etc.
c Description of what is not included in the service.	Information that identifies service boundaries and the extent to which the service can be enjoyed. Boundaries may be defined as a) a list of non- supported service components or b) a description of standard service configuration supported.
d Offerings and options.	Available options/ offerings/ packages/ ways a given service **can be purchased** (basic packages, optional add-on's, etc.).
e Service prerequisites.	Identification of preexisting conditions that a customer needs to meet in order to request/ order or receive a specific service.
f (Service-specific) Customer and Provider responsibilities.	Service specific responsibilities - typpcally those than could potentially make the service provider meet or not meet an agreed SLE/ performance target (e.g.: in order for the clock to begin clicking…..).
2. How is the service requested?	**DESCRIPTION**
a How can you order this service?	General information on how to order a service: Phone number to call, email address to capture service requests, etc.
b What forms are used to request this service?	Links to forms and/or web tools that customers need to use to request a service.
c When can you expect to have your service request fulfilled?	Quantitative/ numerical information on service request fulfillment timeliness (e.g., average cycle time).
3. How do I get help? How does the program/ Service Enterprise provide support to customers of this service?	**DESCRIPTION**
a Self-service support.	Text or links to resources/ information providing a description on how to access or use functions of the service. Typical materials: FAQ's, user configuration guides, written procedures, etc.
b How can you request support?	Numbers? Email? Who do you call?
c When can you expect to get a response?	Quantitative/ numerical information on average or standard lead times to provide support (e.g. average time to respond to a customer request for support)

8.1.1. What is the service

a. Service summary.

This subsection will include a short description that gives clients a general sense of what the service is.

- Save details for the next section (detailed description) of the service sheet.
- If possible, include a value statement- general description of the core benefits for the customer obtained from the use of the service.
- This should be written in non-technical language.

b. What's included? Detailed description of features and functions.

A description of the features available and the benefits clients receive / enjoy or can use as part of the service. These descriptions should be written using client-facing, non-technical language.

- Try to limit the text to one page.
- Link to a separate features page or website page if there is too much to describe.

This section can include, if applicable, a description of:

- Hours of operation (24x7? 8AM-5PM Office hours? Other?)
- Locations
- Standard maintenance window (IT / ETS Specific)
- Patching window (IT / ETS Specific)

c. What is not included in the service?

The objective of this section is to provide information that identifies **service boundaries** regarding service availability or unavailability and, generally speaking, the **extent to which the service can be enjoyed**

In some cases (e.g. for IT technical services), the easiest way to scope a service it to say what is supported instead of what is not supported, as the list of non-supported items or features can be very lengthy. Typically, this information takes the shape of a description or identification of standard configuration elements supported.

In other instances (e.g. HR services) it may be useful to identify specific benefits, features, activities or elements of a service that are not included in the service.

EXAMPLES:

1) **EHRS:** Books / training materials are not included in the training services.
2) **EGS/ Financial Business Systems:** 1) Designing and running queries on behalf of DATAMART customer agencies 2) Providing quality assurance for accounting transactions on behalf of agencies using SFMA would be 2 elements not included as part of the DATAMART/ SFMA suite of services.

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3) **<u>EAM/ Leasing:</u>** Providing legal support to tenants not included as part of the new lease administration service.
4) **<u>ETS:</u>** Development, coding, testing, and debugging of customer applications, Web pages, and packages – including Web pages or applications deployed through the Web or through an application server product is NOT included as part of Hosted Computing Services.

    d. Offerings and options.

Description of available options/ offerings/ ways a given service **can be acquired/ purchased.**

This section covers the intersection between service description and service rates. For each service, it will identify:

- Standard Service Features: List and provide a description of all service features that are included as part of the standard / basic offering.
- (If applicable), Optional Service Features: List and provide a description of all service features that are available, for free or for an additional charge.
- Should there be any caps applicable to the delivery of a service, this section would clearly identify and explain them.

This section will also identify all available service bundles & packages.

Service Bundles and Packages

Service providers may offer multiple ways for customers to acquire their services. Similar to Comcast channel packages, DAS service providers may bundle their services into different packages/ groupings to provide options to clients and / or to more closely tie an appropriate fee structure to how the services are consumed.

*1) **Basic service package:** Typically includes all services that all clients use on a regular basis and at a standard level of service for all clients.*

*2) **Supplementary services package:** Typically includes services that are only required by some of the provider's clients.*

*3) **Optional service extensions:** Typically a function that complements a basic or supplementary service. For example, expert financial advisory services as an extension to a basic reporting service.*

*4) **Project services:** For projects required to transition or upgrade a client, a provider may offer a team of experts to assist the client on a project-by-project basis.*

*5) **Service level extensions:** Where a client requires a level of service (e.g., hours of operation, turnaround times, the reporting frequency) beyond the standard level offered, a provider may offer a range of optional service level extensions.*

*6) **Unique services:** Special services, functions, or features to address a unique, business-critical need for one client.*

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7) Additional Bundled offerings. Similar to Comcast's or cable TV channel packages, DAS service providers may develop additional bundled offerings for the delivery of services. Each bundle can include a combination of the service offerings described above (basic services, supplementary and/or optional services, unique services, etc.) to provide further options for clients to choose from.

e.   Service pre-requisites.

Identification of preexisting conditions that a customer needs to meet in order to request/ order or receive a specific service.

EXAMPLES

- For ETS, prerequisites may include a list of items that must be already installed or configured in the customer equipment hosted at the SDC before a customer can purchase an advance feature.
- For P&D, a prerequisite is that customers need to be created in SFMA (State Financial Management Application).

f.   (Service-specific) customer and provider responsibilities.

The responsibilities what will be identified in this subsection will be service specific, and will be those that **can potentially make the service provider meet or not meet an agreed SLE.**

EXAMPLE

- **Program:** EGS/ Publishing and Distribution
- **Service:** Variable Data Print
- "For P&D to meet a commitment to deliver all variable data print jobs within 3 days, customers will need to provide the list of addressees in clean address files, containing first name, last name, address, city, state and Zip code. Address files will be provided in Excel 2007 or later version of Excel and will include no bullets within each cell. Maximum cell size will be 270 characters".

8.1.2. How is the service requested?

a. How can you order the service?

- Include the information customers need to know to request the service: phone number to call, email address to capture service request, etc.

- Include authorization requirements, if any.

- Non-technical text description – paragraph(s) or link to separate page.

- Additional information- this section may also include links to separate web page with more information on service fulfillment procedures (workflow and/or narrative descriptions)

b. What forms are used to request the service?

- Links to forms and/or other links in support of service request procedure.

c. When can you expect to have your service request fulfilled?

Include some sort of quantitative / numerical information on service request fulfillment average cycle times.

If a specific turn-around cycle-time SLE has been defined for processing new requests for this service, include this target also in this sub-section (even if it is duplicative content).

If there is no specific turnaround / cycle-time SLE defined for a service, include more general information about typical or average elapsed time to deliver this service.

EXAMPLE:

- DAS ETS has a timeliness SLE in its current SLA document, stating that 90% of customer requests for new services will be delivered within 20% of variance around the delivery date mutually agreed between ETS and its customers.
- If this SLE was stated in absolute terms (i.e., in average number of days), this SLE could also fit in this subsection of the service catalog.
- Since it is not stated in absolute terms, ETS could include in this subsection a statement of average elapsed time for new service requests to be fulfilled, such as: *"most (new requests for) licensed software product environments can be delivered in 30 days".*

8.1.3. How do I get help?

a. Self-service support

This section will include general information about how to access self-service resources such as

- Text or links describing how to access or use functions of the service.
    - Frequently Asked Questions (FAQs) for troubleshooting, service features, policies, and other questions
    - Step-by-step end user instructions / training manuals
    - Configuration information.
    - Self-service troubleshooting guides
- Other self-service resource links.
- Links to additional web pages or self-service documentation, including external links

b. How can you request support?

Instructions for clients on how to request human assistance with:

- Service incidents/ problems.

- Service-related questions and consultations

In most cases, this section will contain the contact data for the program Support Center:

- Telephone numbers,

- Email accounts

- Service hours.

c. When can you expect to get a response?

This section will include some sort of quantitative / numerical information on average turn-around times to respond to customers who:

- Have notified the program about a service performance issue/ incident.

- Have a service-related questions or consultation.

If a specific turn-around SLE has been defined for responding to customer notifications about service issues/ incidents or questions (typically, this is called a "Time-to-respond" SLE), this section will reflect this SLE/ performance target (even if it is duplicative content).

If there is no specific turnaround / cycle-time SLE defined, this section should include numerical or quantitative information about typical or average elapsed time to respond to a customer who is experiencing a performance issue with a service or has a service-related question or consultation.

8.2. SLA performance measure data dictionary

<< Insert SLE measures data dictionary sheets here >>

This section will include a description of the performance metrics selected by the SLA project team, and the associated service levels expectations/ performance targets agreed between customers and service provider.

Performance measures and targets will be documented with the aid of the following template fields:

- **SLA Metric name:** Summary of the measure name/calculation method.

- **Description:** Describe what is being measured.

- **Purpose:** Define why the metric was chosen, and specifically, identify the service attribute or quality factors (as identified by the SLA team in the SLE definition workshops) this measure relates to. Does the metric tie to strategic plans or budget activities? What outcomes are expected?

EXAMPLE (from P&D SLA):

This metric was selected by the SLA team in an attempt to measure timeliness of service delivery, which was identified by P&D customers as one of the most critical quality attributes associated with the delivery of printing and copying production services.

It is expected that tracking and reporting on this measure will assist DAS & P&D management and customer members of the EGS Customer Board to understand and make data-driven decisions regarding:

- P&D Production workflow / processes
- Management of customer expectations
- Resource/ workload balancing

- **Comparability**: Can the measure be compared to known benchmarks in other areas, states, private sector, policy guidelines, etc.?

- **Measure calculation formula**
  o Provide the actual formula to be used followed by a description of the numerator and dominator.

EXAMPLE (extracted from ETS current SLA document):

- Service availability will be calculated monthly as a % value.
- The value will be calculated as in the following formula:

Service availability % = (Total Service Hours – Down Time) / (Total Service Hours)

- **Detailed metric definition / calculation formula:**
  o Identify & describe any other items needed for clarification of measure definition or how the data is used in the calculation (See example on next page)

EXAMPLE (extracted from P&D SLA):

MEASURE: PERCEN OF PRINTING PRODUCED ON TIME
- For **online order submissions**, when customers submit an order and input a desired delivery date through the order intake system, if P&D staff considers the requested date unattainable and calls customer **in less than 2 business days** to change date the change **it will not** be considered a late job.
- For all design or production jobs that require a **proof of concept**, if based on the proof the customer asks for changes in the design and the delivery date needs to be modified by P&D **it will not** be considered a late job.
- **All other changes** to the delivery date **requested by P&D**, **whether the new proposed date has any impact on customer operations** or not (whether or not changes can easily be accommodated by customer) **it will be considered a late job**.

- **Baseline:** If available, state the current baseline value of the metric.

- **Service Level Expectation (Quantitative performance target):** Include the percentage or the number <u>agreed between service provider and its customers</u> that will constitute the written, measureable performance target. This target will be used to measure performance of the underlying service or process.
  - SLE/ target is ___%, etc. (this could be a goal for the quarter, a 12-month goal or may be a stationary number. Please indicate the target number/ value and define if it's equal to, less than, greater than, between, etc.)
  - (If defined or if applicable, document also the following) Ultimate target is __%, __numbers, ___hours, etc. (this is the ultimate goal for this measure)

- **Frequency of measurement/ reporting:** Describe how often will be measure be calculated. Frequency should be at least quarterly to be aligned with SLA Quarter Performance Reports.

- **Attachments:** If needed or if available, include copies of files and other materials that will assist with finding and replicating the processes to report on the metrics.

8.3. Rate methodologies

This section should include a description of the methodologies defined as a basis for charging customers for the services offered by the program. A clear description of the rate model used for each service will be included, whether it is fee-based or it is an assessment charge. This section will also identify:

- the unit (s) or the driver (s) for determining customer charges (fee-based funding) and

- the allocation formula for the distribution of costs among customers based on each customer relative size or workload volumes (assessment methodology)

The focus of this section is explaining the methodology and the basis for the charges associated with each service offered rather than the specific rate numbers.

The section will include a link to the published price list so customers can obtain updated rate information.

EXAMPLE FROM EGS/ SHARED FINANCIAL SERVICES

The charges for 2013-2015 financial services are based on Agency levels of activity and DAS services during the 2009-2011 biennium. The charges for all DAS services are based on the projected needs of the Agency's full-time (FTE) positions and current legislative approved program. If activities or levels of service change, DAS or the Agency may request renegotiation of this agreement to ensure continued uninterrupted service and cost recovery to DAS.

EXAMPLE FROM EHRS/ HR CLIENT SERVICES

The charges for DAS services are based on the projected needs of the Agency's full-time (FTE) positions and current legislative approved program. If activities or levels of service

change, DAS or the Agency may request renegotiation of this agreement to ensure continued uninterrupted service and cost recovery to DAS.

The Agency will pay all legal costs associated with the Personnel Services provided under this contract. Legal costs include, but are not limited to, legal advice, consultation, research, and representation against claims or law suits. DAS/EHRS will seek Agency approval prior to seeking legal services on their behalf.