

Fermilab Computing Sector

**Service Level Management Process & Procedures
Document**



1. GENERAL

Description	This Process and Procedure document is the basis underlying the implementation of Service Level Management as a part of the overall ISO 20000 Deployment Project for Fermi National Accelerator Laboratory		
Purpose	The purpose of this document is to establish a service level management (SLM) process for the FNAL Computing Sector (CS). The goals of SLM as defined by ITIL are to maintain and improve IT service quality through a constant cycle of agreeing, monitoring, and reporting upon IT service achievements and instigation of actions to eradicate inadequate service in line with business or cost justification. Through these methods, a better relationship between IT and its Customers can be developed.		
Applicable to	This document applies to all CS personnel involved in the delivery of services.		
Supersedes	No Previous Versions		
Document Owner	CS Service Level Manager	Owner Org	FNAL Computing Sector
Effective Dates	07/07/2009	Revision Date	12/21/2011

VERSION HISTORY

Version	Date	Author(s)	Change Summary
1.0	07/07/2009	David Cole - Plexent	Initial Approved Version
1.5	12/21/2011	Jack Schmidt	Cleaned up dates changed Division to Sector

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2. INTRODUCTION

GENERAL INTRODUCTION

Service Level Management (SLM) is the discipline by which the delivery of services is constantly improved through negotiating agreements between the service providers and customers or service consumers, and then monitoring and measuring service delivery to ensure the agreed-upon service levels are reached.

SLM has benefits for:

- The Customer, who has an accurate awareness of precisely what, and what not, to expect from services, and
- The Service Providers who know what their responsibilities are in terms of delivering each service to the Customer.

In both cases, more precise expectations management leads to more satisfied groups.

In the overall ITSM framework, SLM plays a critical role. Once the system is deployed, the success or failure of all other areas is measured against its success in helping to deliver the agreed-upon service levels in an effective, efficient and economical manner.

DOCUMENT ORGANIZATION

This document is organized as follows:

- ❖ Introduction
- ❖ Process Context Diagram
- ❖ Interfacing Process Flow
- ❖ Service Level Management Policies
- ❖ Service Level Management Process Flow
 - Process Roles and Responsibilities
 - Process Measurements
 - Service Level Management Process Integration Points
- ❖ Define Capabilities Procedure Flow
 - Define Capabilities Procedure Business Rules
 - Define Capabilities Procedure Narrative
- ❖ Identify Service Level Requirements Procedure Flow
 - Identify Service Level Requirements Procedure Business Rules
 - Identify Service Level Requirements Procedure Narrative
- ❖ Define Agreements Procedure Flow
 - Define Agreements Procedure Business Rules
 - Define Agreements Procedure Narrative
- ❖ Monitor and Report Procedure Flow
 - Monitor and Report Procedure Business Rules
 - Monitor and Report Procedure Narrative
- ❖ Ensure Quality of Service Procedure Flow
 - Ensure Quality of Service Procedure Business Rules
 - Ensure Quality of Service Procedure Narrative
- ❖ Relationship to Other Documents
- ❖ Appendix 1 – Raci Matrix
- ❖ Appendix 2: Tools
- ❖ Appendix 4: Repositories
- ❖ Appendix 5: Communication Plan
- ❖ Appendix 6 – Forms, Templates

SLM ROADMAP

Although there are various methods by which Service Level Management can be deployed in an organization, the method which was chosen here took into account the amount of resourcing required, and the efficiency and accuracy of the activities which would be executed. The primary steps by which the entire will be framework will be executed is as follows:

Phase 2:

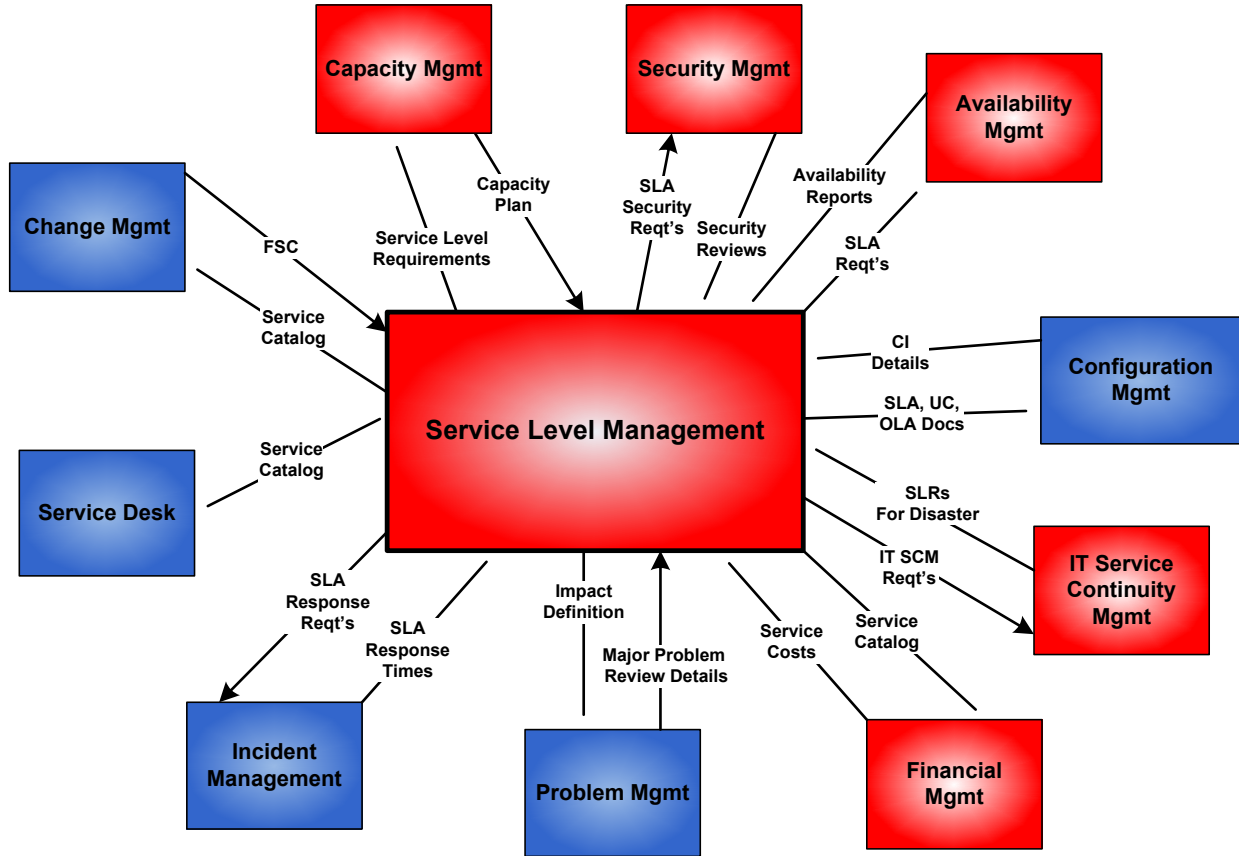
- ❖ Select an representative subset of the service being offered by the Computing Sector:
 - E-Mail
 - Service Desk
 - Desktop Support
- ❖ Do a Deep dive into the dependencies which exist for each service
- ❖ Define, negotiate, and agree upon SLA's and OLA's for each service
- ❖ Record the details of each Service Target and Agreement in the BMC SLM Module
- ❖ Determine the appropriate measurements for each service
- ❖ Define the appropriate Reports for each service

Phase 3 to n:

- ❖ Deploy the same steps executed for phase 2 to cascade SLM to all services provided by the Computing Sector.

3. PROCESS CONTEXT DIAGRAM

INTERFACING PROCESS FLOW



Service Support: **Blue**
 Service Delivery: **Red**

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NOTE: This graphic illustrates the basic interactions between Availability Management and the ITIL processes at a high level and does not represent detailed dependencies. This document will describe the direct dependencies as prescribed for the ITP.

4. SERVICE LEVEL MANAGEMENT POLICIES

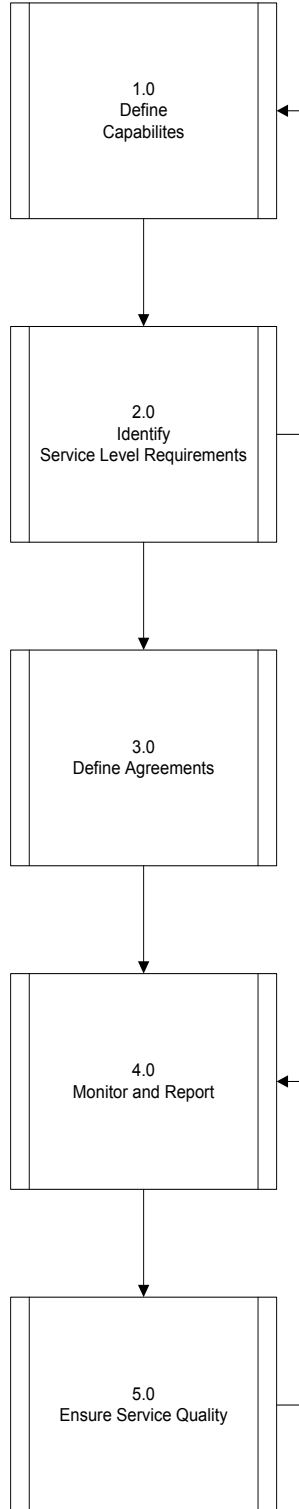
SLM Policies

The policies for Service Level Management are as follows:

- Formal processes, procedures, and guidelines must be documented, consistently followed, and enforced for the Service Level Management process.
- A Service Catalog shall be developed and maintained to list all of the services being provided by the Computing Sector, a summary of their characteristics and details of the Customers and maintainers of each.
- SLAs shall be established for services being provided by the Computing Sector.
- Underpinning Contracts and Operational Level Agreements (OLAs) must also be in place with those suppliers (external and internal) upon whom the delivery of service is dependent.
- Service Level Requirements must be developed for all Services implemented.
- The Services shall be monitored with Management Reports created monthly and reported to the full range of business and CS stakeholders.
- Service Improvement Procedures must be invoked when appropriate.

The Service Level Management Policies have incorporated the appropriate sections of the Service Catalog Policies.

5. SERVICE LEVEL MANAGEMENT PROCESS FLOW



PROCESS ROLES AND RESPONSIBILITIES	
Roles	Responsibilities
Service Level Manager	<ul style="list-style-type: none"> • Submits requests for new service offerings • Manages relationship between Customer and IT • Acquires all customer requirements for services • Prepares and presents Service Commitment to Customer • Facilitates initiation of services according to terms laid out in the service commitment • Conducts pre-reviews of customer reports against SLAs • Initiates investigation when SLAs are not compliant • Collects subjective customer satisfaction feedback to determine if SLAs accurately measure service • Authorizes additions, revisions or retirement of services in the service catalog • Analyzes process performance data • Reviews service commitments • Communicates additions, revisions or retirement of services and service offerings • Authorizes service level agreements (SLAs) • Authorizes all OLAs with service providers • Monitors all OLAs with service providers • Acts as the escalation contact for OLA issues • Reviews all OLAs to ensure Service Level Objectives can be met
Contract Managers	<ul style="list-style-type: none"> • Negotiate Underpinning Contracts (UCs) • Signatory parties to UCs
External Vendors	<ul style="list-style-type: none"> • Signatory parties to UCs
Infrastructure Leads	<ul style="list-style-type: none"> • Consulted in the negotiation of UCs • Consulted in the negotiation of OLAs • Signatory parties to OLAs
Process Owners	<ul style="list-style-type: none"> • Gather process performance data • Consulted in the invocation of Service Improvement Procedure
Service Owners	<ul style="list-style-type: none"> • Ultimately responsible for the overall quality of the service, • Maintain the processes by which the service is deployed and maintained, • Monitor the service and coordinate efforts to improve it, • Monitor incidents related to the service, • Act as the central point of contact for customers and users of the service, • Define, negotiate and manage OLA's, and UC's associated with the service. • Oversees the activities of the Infrastructure Teams.
Customers	<ul style="list-style-type: none"> • Submit Business Requirements • Negotiate SLAs • Signatory parties to SLAs • Maintain customer responsibilities as agreed upon in the SLAs

PROCESS MEASUREMENTS				
Key Performance Indicators	Frequency	Upper/Lower Control Limits	Objectives	Data Captures
Critical SLA's are being monitored and reports are produced	Monthly	>10% SLAs Reviewed At least 10% of SLA Reviews trigger Service Improvement Procedure	A decrease in corrective actions after Critical SLAs are reviewed is indicative of increased customer service satisfaction.	4.3
Documentary evidence of issues raised at review meetings	Monthly	>10% SLAs Reviewed	A reduction in Service Improvement Procedure activations provides evidence that monthly reviews have validated the attainment of meeting critical SLAs.	4.3
% of defined services with active SLA's as compared with total offered services.	Monthly		An increase up to the total defined services indicates increased service management maturity.	4.3
% of defined services with active OLA's	Monthly		An increase up to the total defined services indicates increased service management maturity.	4.3
SLA review punctuality	Monthly	The average number of days from the end date of an SLA evaluation term until the date on which the SLA review was performed.	Demonstrates process maturity and effectiveness	4.3

PROCESS INTEGRATION POINTS			
Process		Process	Information
Service Level Management	to	Incident Management	<ul style="list-style-type: none"> Manages and provides Service catalog to understand the services that are being supported. Prescribes agreed service level response times and resolution for incidents based on incident severity level.
Incident Management	to	Service Level Management (SLM)	<ul style="list-style-type: none"> Provides Incident management reports regarding incident response times and resolution times. Documents any identified SLA breaches occurring as a result of an incident.
Service Level Management	to	Problem Management	<ul style="list-style-type: none"> Establishes target times for addressing Problem(s). Provides definition of the impact for the different severity levels. Assists in developing the service definitions and Services Catalog that Problem Management must understand and use to support IT Services. Provides mechanism and rules for requesting services that the Problem Management makes use of when supporting end

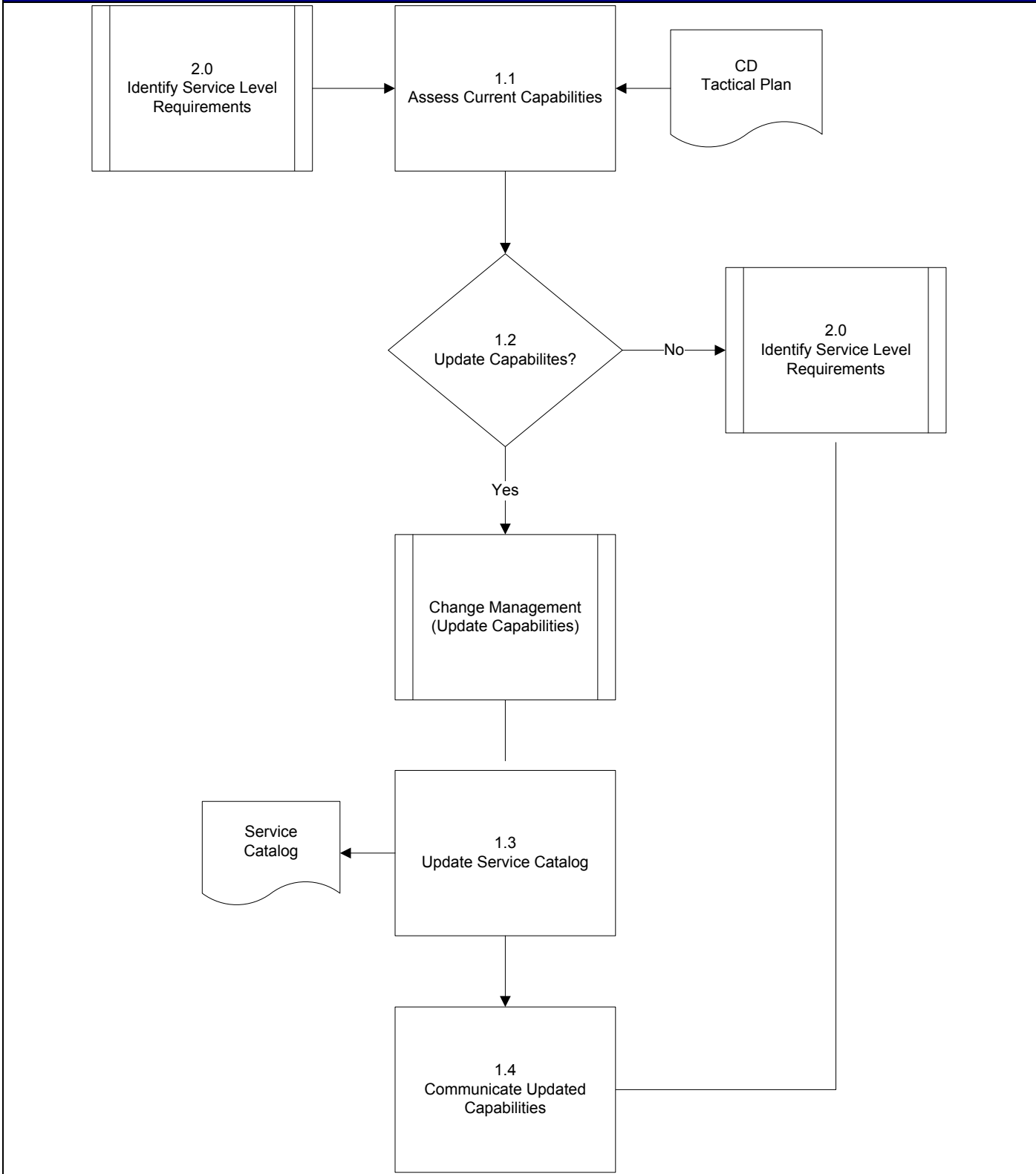
PROCESS INTEGRATION POINTS

Process		Process	Information
			users. <ul style="list-style-type: none"> Provides SLA parameters so Problem Management can understand the required resolution times necessary to meet current SLA targets. Provides expectations for feedback needed to be provided to end users.
Problem Management	to	Service Level Management (SLM)	<ul style="list-style-type: none"> Provides details on current escalation procedures that are in place to support current service level targets. Provides details around escalation SLA breaches that might occur. Provides details around Major Problems. Performs Major Problem reviews to understand what went well and what could have gone better.
Service Level Management	to	Change Management	<ul style="list-style-type: none"> Service catalog and current service levels.
Change Management	to	Service Level Management (SLM)	<ul style="list-style-type: none"> Schedule of changes so SLM will understand the potential impact of changes to current service levels.
Service Level Management	to	Capacity Management	<ul style="list-style-type: none"> SLRs so that Capacity Management can effectively provide an effective solution to meet service levels and service demands.
Capacity Management	to	Service Level Management (SLM)	<ul style="list-style-type: none"> Capacity plan, solutions and technology to assist in meeting current service level requirements (SLRs).
Service Level Management	to	Availability Management	<ul style="list-style-type: none"> Service Level Requirements, SLA's, Operating Level Agreements (OLA's), Underpinning Contracts (UC's) Service Catalogue
Availability Management	to	Service Level Management (SLM)	<ul style="list-style-type: none"> Reports based on planned .vs. actual availability. Work with SLM to provide proper Service Level Agreement (SLA) targets.
Service Level Management	to	IT Service Continuity Management (ITSCM)	<ul style="list-style-type: none"> Service catalog Service level requirements and SLAs for critical services to ensure that these services are available during the event of a disaster.
ITSCM	to	Service Level Management	<ul style="list-style-type: none"> Service continuity plan Vital business functions and recovery procedures to ensure that the required services are up and running during the event of a disaster.
Service Level Management	to	Configuration Management	<ul style="list-style-type: none"> Service catalog and supporting service level agreements.
Configuration Management	to	Service Level Management (SLM)	<ul style="list-style-type: none"> CMDB providing details of all CIs and relationships that support the identified services agreed upon through Service Level Management.
Service Level Management	to	Financial Management	<ul style="list-style-type: none"> Manages and provides Service catalog and service offering details

PROCESS INTEGRATION POINTS

Process		Process	Information
Financial Management	to	Service Level Management	<ul style="list-style-type: none"> Provides costing models to determine cost of providing services detailed in the service catalog and pricing options available for different service offerings.
Service Level Management	to	Release Management	<ul style="list-style-type: none"> Provides Service level requirements and service levels that Release Management needs to be aware of in order to properly schedule releases.
Release Management	to	Service Level Management (SLM)	<ul style="list-style-type: none"> Provides Release schedule of upcoming releases so that Service Level Management is aware of the new releases and how they could possibly impact current service levels.
Service Level Management	to	Security Management	<ul style="list-style-type: none"> Provides Services catalog and SLAs
Security Management	to	Service Level Management	<ul style="list-style-type: none"> Provides Security requirements for delivering services in the services catalog and security requirements need to be documented in the SLAs.

6. DEFINE CAPABILITIES PROCEDURE FLOW



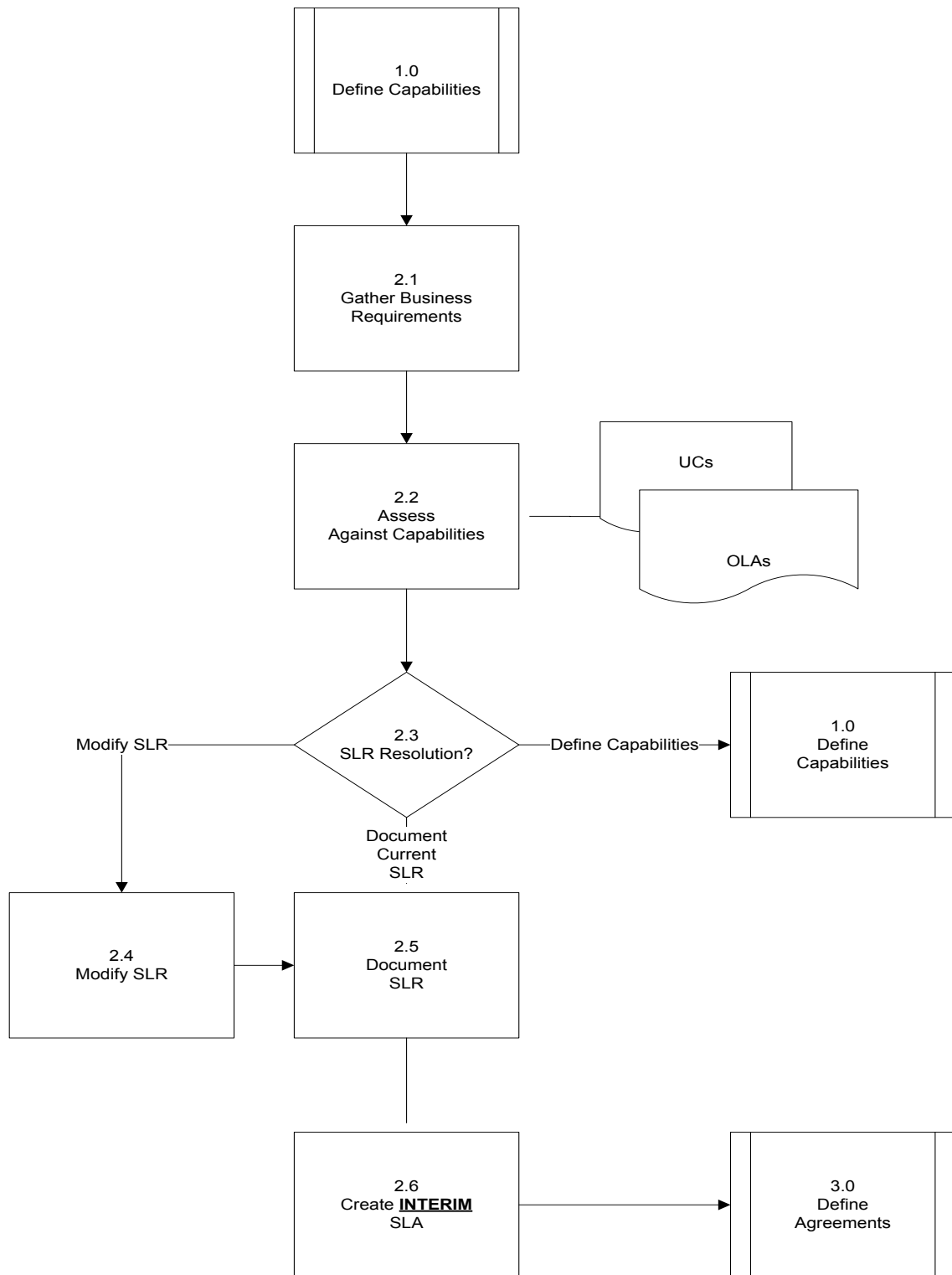
DEFINE CAPABILITIES PROCEDURE BUSINESS RULES

Triggers	This is a periodic review and analysis.
Inputs	<ul style="list-style-type: none"> CS Tactical Plan Service Catalog
Outputs	Updated Service Catalog
General Comments	These activities will be executed on a periodic basis (typically annually) to assess the current IT capabilities for delivery of services of the organization.

DEFINE CAPABILITIES PROCEDURE NARRATIVE

Step	Responsible Role	Action
1.1	Service Level Manager, Infrastructure Leads	<p>Assess Current Capabilities</p> <ul style="list-style-type: none"> Consider these capabilities in the context or whether or not they support the Computing Sector's Tactical Plan. Assess and document organizational capabilities. Items to consider while performing this assessment are: <ul style="list-style-type: none"> - Does the current environment support the business and functional requirements? - Is Service Delivery (hardware/software/people) capable of supporting requirements? - Go to Decision – Update Capabilities?
1.2	Service Level Manager	<p>Update Capabilities?</p> <ul style="list-style-type: none"> - Will the capabilities be updated at this time? - If Yes, update the service capabilities, under the Change Management Process. - If No, go to 2.0 - Identify Service Level Requirements.
1.3	Service Level Manager	<p>Update Service Catalog</p> <ul style="list-style-type: none"> Update the Service Catalog to reflect new or improved services which can be offered. Go to 1.4 – Communicate Updated Capabilities.
1.4	Service Level Manager	<p>Communicate Updated Capabilities</p> <ul style="list-style-type: none"> Ensure that the appropriate people are aware of the updated capabilities of the service. Go to 2.0 - Identify Service Level Requirements. <p>Note: The Service Desk is one area to whom these changes must be communicated; this will prevent confusion if incidents are reported against the updated capabilities.</p>

7. IDENTIFY SERVICE LEVEL REQUIREMENTS PROCEDURE FLOW



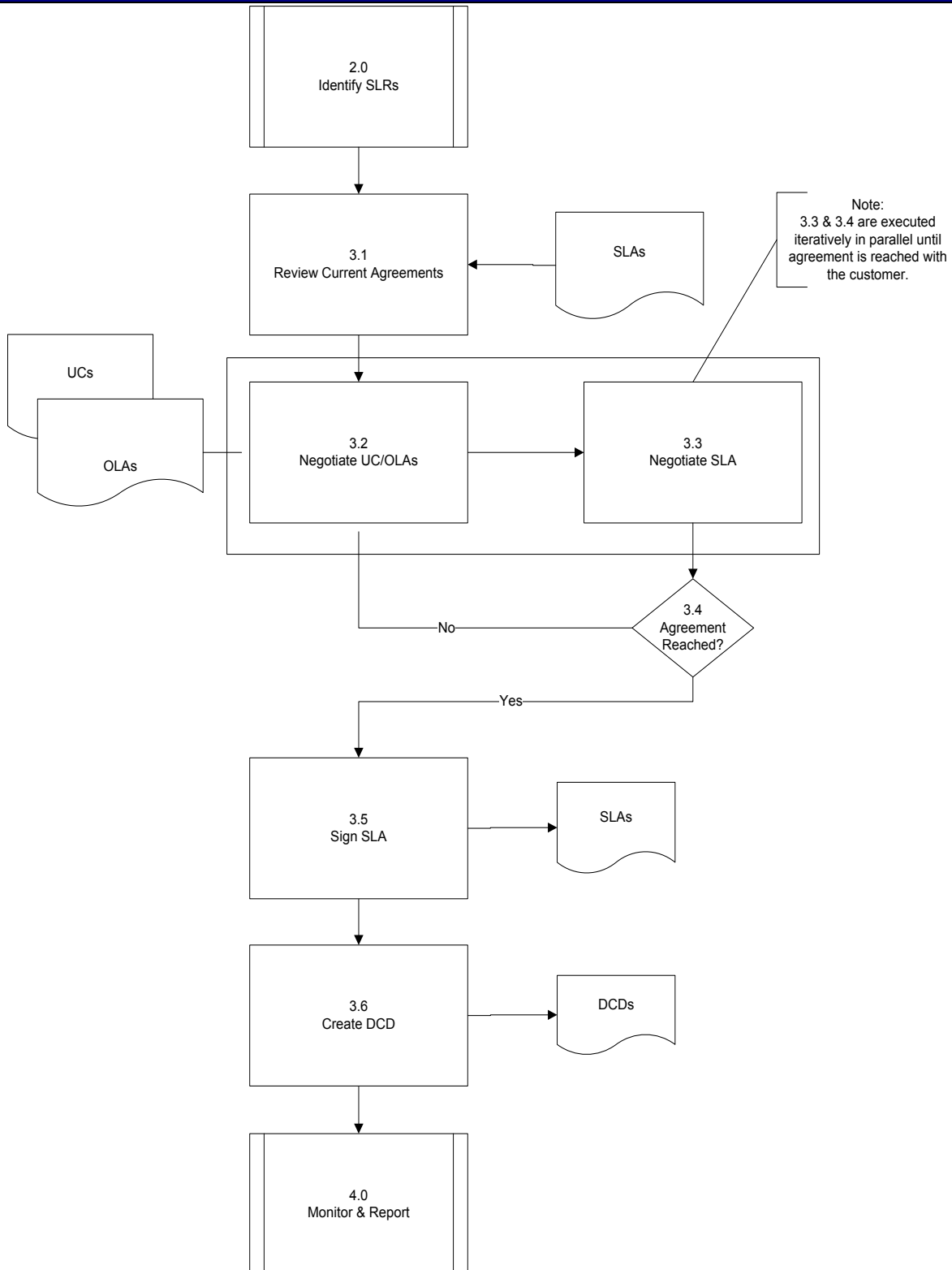
IDENTIFY SERVICE LEVEL REQUIREMENTS PROCEDURE BUSINESS RULES

Triggers	Request for new service
Inputs	New Service Request
Outputs	Documented Service Level Requirements
General Comments	None

IDENTIFY SERVICE LEVEL REQUIREMENTS PROCEDURE NARRATIVE

Step #	Responsible Role	Action
2.1	Service Level Manager	Gather Business Requirements <ul style="list-style-type: none"> • Collect and negotiate the requirements from the business with input from: <ul style="list-style-type: none"> – Service Liaisons – Service Owners – Governing documents such as MOU's – Remedy Incident Records. • Go to 2.2
2.2	Service Level Manager, Infrastructure Leads	Assess Against Capabilities <ul style="list-style-type: none"> • Assess requirements against current capabilities to determine if current capabilities meet the requirements. • Refer to OLA's and UC's for verification. • Go to 2.3.
2.3	Service Level Manager	SLR Resolution? <ul style="list-style-type: none"> • Determine how the SLR will be managed. <ul style="list-style-type: none"> – If Define Capabilities, go back to Procedure 1.0 - Define Capabilities. – If Modify SLR, go to Step 2.4. – If no action at this time, go to step 2.5.
2.4	Service Level Manager	Modify SLR <ul style="list-style-type: none"> • After consulting with the customer modify the SLR as required. • Go to 2.5.
2.5	Service Level Manager	Document Service Level Requirements (SLRs) <ul style="list-style-type: none"> • Collect and document the SLRs and post them within the Service Level Management SharePoint site. • Go to 2.6.
2.6	Service Level Manager, Service Owner	Create INTERIM SLA <ul style="list-style-type: none"> • Inform the customer that an informal SLA will be created, and that this statement of service is subject to negotiation with other CS infrastructure groups and with external vendors. • Issue an interim SLA to be used until such time as a formal one is agreed-upon by both the customer, and the service provider.

8. DEFINE AGREEMENTS PROCEDURE FLOW



DEFINE AGREEMENTS PROCEDURE BUSINESS RULES

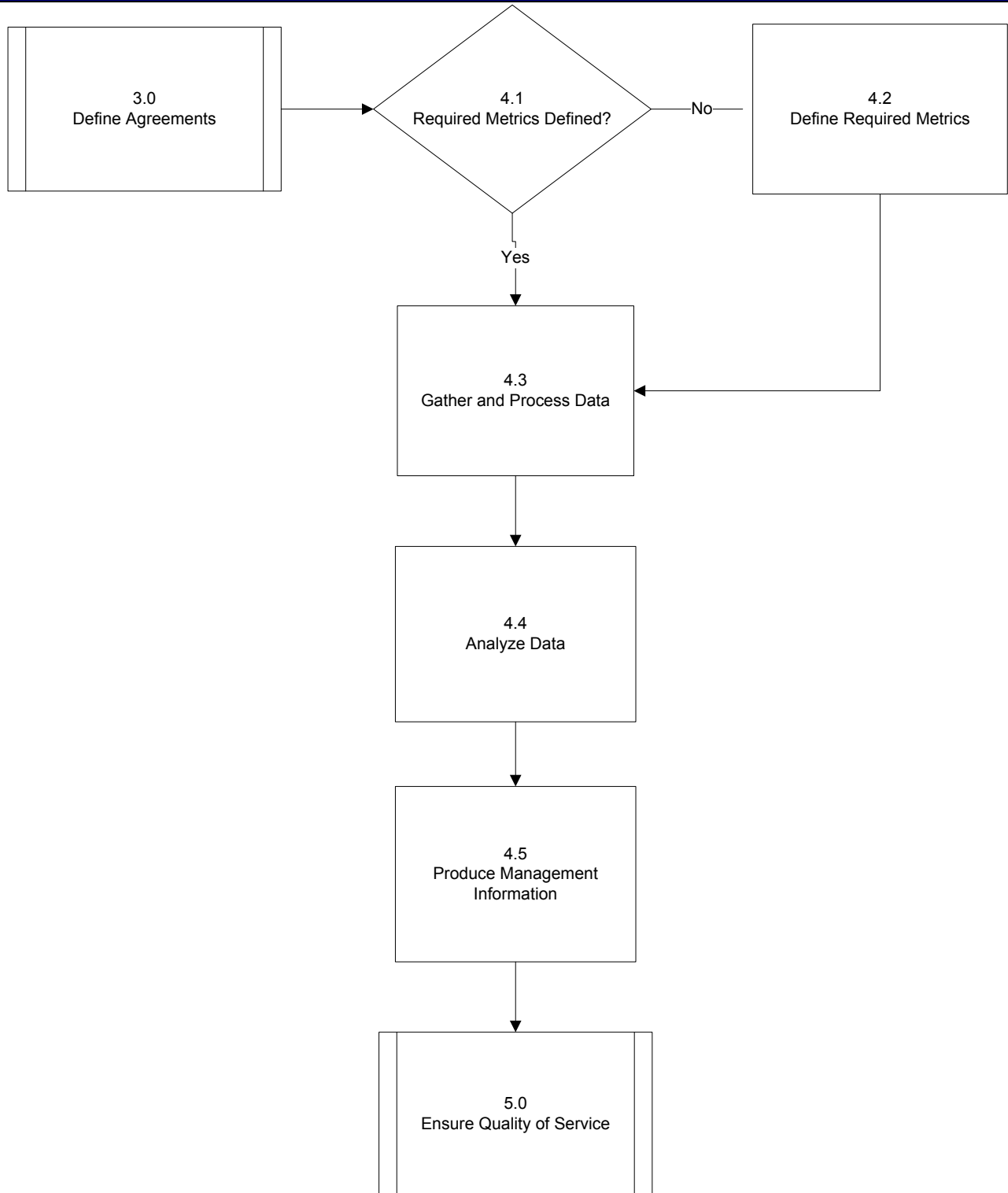
Triggers	<ul style="list-style-type: none"> • New Service, OR • current service having undergone a major upgrade
Inputs	<ul style="list-style-type: none"> • Service Level Requirements • Service Level Agreement (SLA) • Underpinning Contracts (UC) • Operational Level Agreements (OLA)
Outputs	<ul style="list-style-type: none"> • Updated Service Level Agreement (SLA) • Data Collection Document (DCD)
General Comments	In cases of major services, management may wish to negotiate directly, with the Service Level Manager acting as an advisor.

DEFINE AGREEMENTS PROCEDURE NARRATIVE

Step	Responsible Role	Action
3.1	Service Level Manager	Review Current Agreements <ul style="list-style-type: none"> • Review agreements for: <ul style="list-style-type: none"> – Similarities to proposed service(s) – Potential impact or concern for resource or data conflicts
3.2	Service Level Manager, CS Contract Managers, External Vendors, Infrastructure Leads	Negotiate UC/OLAs <ul style="list-style-type: none"> • For UC's, negotiate with external vendors in support and delivery of the defined service • For OLAs, negotiate with the internal organizations and groups in support and delivery of the service
3.3	Service Level Manager, Customer Representative	Negotiate SLA <ul style="list-style-type: none"> • Negotiate and obtain agreement between the Customer and the supplier of the service for specific SLA(s). SLA's will contain data specific to the service written in business terms and will include: <ul style="list-style-type: none"> – Availability and Capacity targets – Support Requirements – IT Service Continuity Requirements <p>Note: 3.2 and 3.3 are negotiated in parallel and iteratively until all impacted groups, including the customer, are in agreement.</p>
3.4	Service Level Manager,	Agreement Reached? <ul style="list-style-type: none"> • Have both the Customer and the Service Owner agreed to the terms of the SLA? <ul style="list-style-type: none"> – If Yes, go to Step 3.5 – If no, go back to Steps 3.2 and 3.3

DEFINE AGREEMENTS PROCEDURE NARRATIVE

Step	Responsible Role	Action
3.5	Service Owner, Service Level Manager, Customer Representative	<p>Sign SLA</p> <ul style="list-style-type: none"> The Service Owner, Service Level Manager and the Customer Representative with signature authority will review and agree on the SLA and complete by physically signing the SLA. Signed SLAs will be posted on the ISO20K SharePoint site. Go to Step 3.6
3.6	Service Level Manager	<p>Create DCD</p> <ul style="list-style-type: none"> Based on the SLA, create a Data Collection Document (DCD) which will define the agreed upon services, identify measurable targets and post on the ISO20K SharePoint Site. Go to Step 4.0 <p>Note: The DCD will provide the foundation for the Service Reports</p>

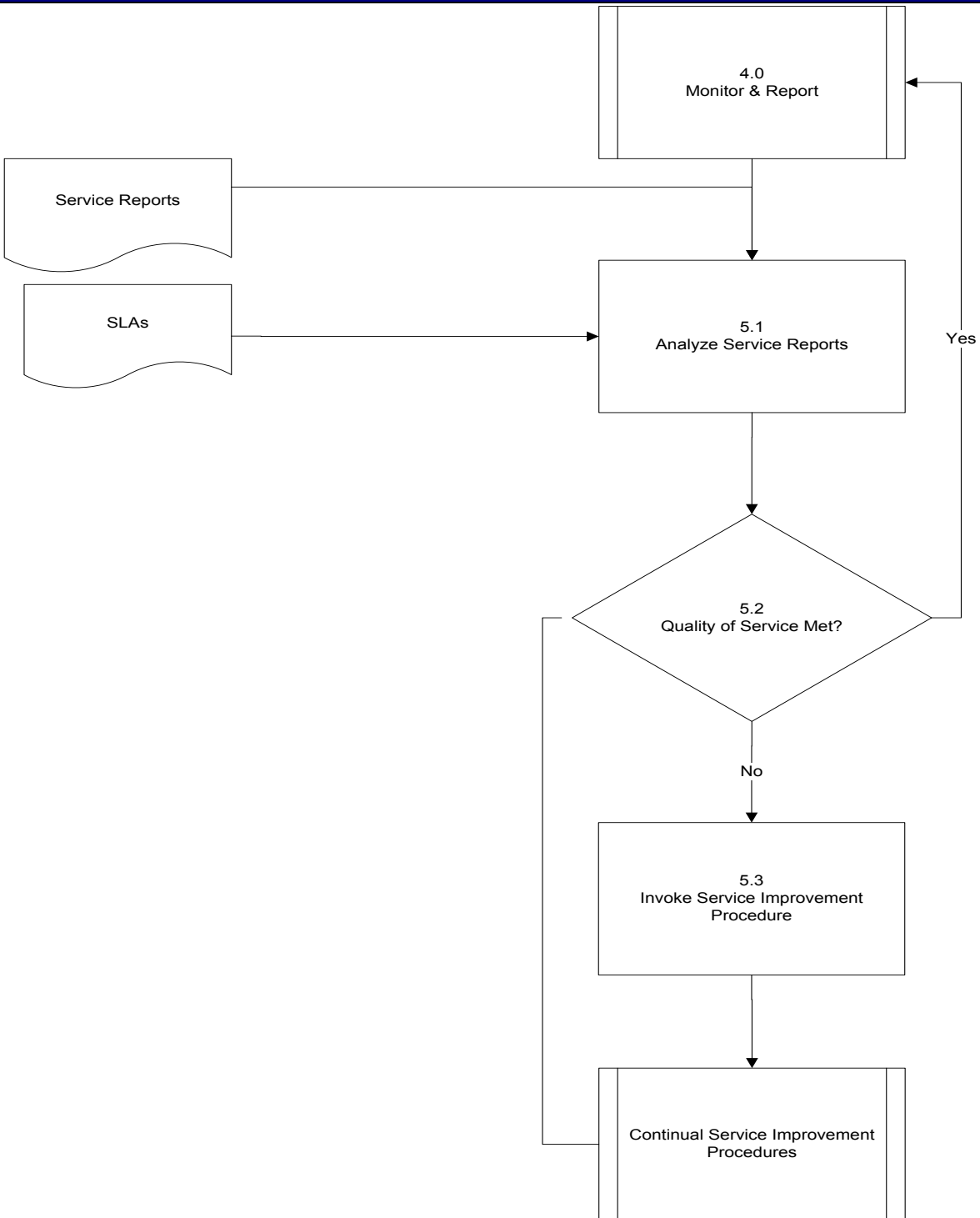
9. MONITOR AND REPORT PROCEDURE FLOW:

MONITOR AND REPORT PROCEDURE BUSINESS RULES

Triggers	Agreed Upon Periodic Reporting
Inputs	Process Data and Metrics
Outputs	Management Information
General Comments	<p>Immediately when Services are implemented, monitoring must be instigated, and management information based on service achievements must be produced. Operational reports must be produced frequently where possible, reports should be produced whenever an SLA has been broken (or threatened if appropriate thresholds have been set to give an 'early warning').</p> <p>Periodic reports must be produced and circulated to Customer and appropriate CS managers a few days in advance of Service Level Agreement reviews, so that any queries or disagreements can be resolved ahead of the review meeting. The periodic report should incorporate details of performance against Service targets, together with details of any trends or specific actions being undertaken to improve Service quality.</p>

MONITOR AND REPORT PROCEDURE NARRATIVE

Step #	Responsible Role	Action
4.1	Service Level Manager, Service Owner	Required Metrics Defined? <ul style="list-style-type: none"> • Review if all required metrics have been defined. <ul style="list-style-type: none"> - If No, go to Step 4.2 Define Required Metrics. - If Yes, go to Step 4.3 Gather and Process Data.
4.2	Service Level Manager, Infrastructure leads	Define Required Metrics <ul style="list-style-type: none"> • Define the required metrics and ensure that needed data to support those metrics and metric data collection is being captured in order to go to the next step. • Go to Step 4.3.
4.3	Infrastructure Leads	Gather and Process Data <ul style="list-style-type: none"> • Gather and process data that is required in order to perform analysis for the quality of service. This data will be provided by all the other ITIL processes. • Go to Step 4.4.
4.4	Service Level Manager, Service Owner	Analyze Data <ul style="list-style-type: none"> • Analyze the data and document the interpretation against the documented expectations of the customer (refer to SLAs and SLRs). • Go to Step 4.5.
4.5	Service Level Manager	Produce Management Information <ul style="list-style-type: none"> • Produce the agreed-upon Management Information (metrics/reports) to defined stakeholders. • Go to Sub-process 5.0 Ensure Quality of Service.

10. ENSURE QUALITY OF SERVICE PROCEDURE FLOW

ENSURE QUALITY OF SERVICE PROCEDURE BUSINESS RULES

Triggers	Regular Service Reports completed
Inputs	<ul style="list-style-type: none"> Service Reports SLAs
Outputs	Service Improvement Requirements
General Comments	This section is a loop. As long as the service is in place there is a continual check against the service thresholds, and activities to maintain the levels of service being provided.




ENSURE QUALITY OF SERVICE PROCEDURE NARRATIVE

Step #	Responsible Role	Action
5.1	Service Level Manager, Service Owner	Analyze Service Reports <ul style="list-style-type: none"> Review Service Reports for: <ul style="list-style-type: none"> - Breached Service Levels - Service Levels approaching breach - Downward trends in service levels
5.2	Service Level Manager	Quality of Service Met? <ul style="list-style-type: none"> If Yes, return to Sub-process 4.0, and continue the continuous cycle of monitoring and reporting If No, go to Step 5.3
5.3	Service Level Manager	Invoke the Continual Service Improvement Procedure <ul style="list-style-type: none"> Refer to the defined Procedure for Continual Service Improvement activities. Once the Service Improvement Procedure has been completed return to step 7.5.2.

11. RELATIONSHIP TO OTHER DOCUMENTS

Document Name	Relationship
Service Improvement Process & Procedures	Process, Procedure
Change Management Process & Procedure	Procedure Process
SLA Template	Template
OLA Template	Template
Service Level Management Business Process Requirements	Requirements
Service Reporting Business Process Requirements	Requirements

R - Responsible Role responsible for getting the work done
A - Accountable Only one role can be accountable for each activity
C - Consult The role who are consulted and whose opinions are sought
I - Inform The role who are kept up-to-date on progress

 Primary Roles in Process
 Primary Interactions
 Secondary Roles

APPENDIX 1 – RACI MATRIX						
Sub-Processes and Activities	Service Level Manager	Contract Manager	External Vendor	Infrastructure Leads	Service Owners	Customers
1.0 - Define Capabilities						
1.1 - Assess Current Capabilities	A			R	C	
1.2 - Update Capabilities?	A			C	C	
1.3 - Update Service Catalog	A, R			I	I	
1.4 – Communicate Updated Capabilities	A, R			I	I	
2.0 - Identify Service Level Requirements						
2.1 - Gather Business Requirements	A, R	I	I	I	I	
2.2 - Assess Against Capabilities	A, R		C	C	C	
2.3 – SLR Resolution?	A					
2.4 - Modify SLR	A	I	I	I	I	
2.5 - Document SLR	A, R	I	I	I	I	
2.6 – Create INTERIM SLA	A	I	I	C	C	
3.0 - Define Agreements						
3.1 - Review Current Agreement	A, R					
3.2 - Negotiate UCs/OLAs	A, R	R	R	R		
3.3 - Negotiate SLA	A, C	R	C	C	C	
3.4 – Agreement Reached?	A	I	I	I	I	
3.5 - Sign SLA	A	R	I	I	R	R
3.6 - Create DCD	A, R	I		I	C	I
4.0 - Monitor and Report						
4.1 - Required Metrics Defined?	A, R			C	C	

APPENDIX 1 – RACI MATRIX						
Sub-Processes and Activities	Service Level Manager	Contract Manager	External Vendor	Infrastructure Leads	Service Owners	Customers
4.2 - Define Required Metrics	A			C	R	
4.3 - Gather and Process Data	A, C		R	R	R	
4.4 - Analyze Data	A		R	R	C	
4.5 - Produce Management Information	A, R		I	I	I	
5.0 - Ensure Quality of Service						
5.1 - Analyze Service Reports	A		R	R	R	
5.2 - Is the Quality of Service met?	A, R				C	
5.3 - Invoke Service Improvement Procedure	A, R		I	I	C	

APPENDIX 2: TOOLS

Tool	Description	Reference
BMC SLM Service Targets	Used to record and manage Service Targets and Incident Management's performance against the targets	
BMC SLM Agreements	Used to record and manage Agreements (SLA, OLA, UC), and Contracts.	
BMC Remedy Incident Management Module	Bi-directional interface with BMC SLM Service Targets to indicate the current status of the service vis-à-vis agreed-upon service levels.	

APPENDIX 3: REPOSITORIES

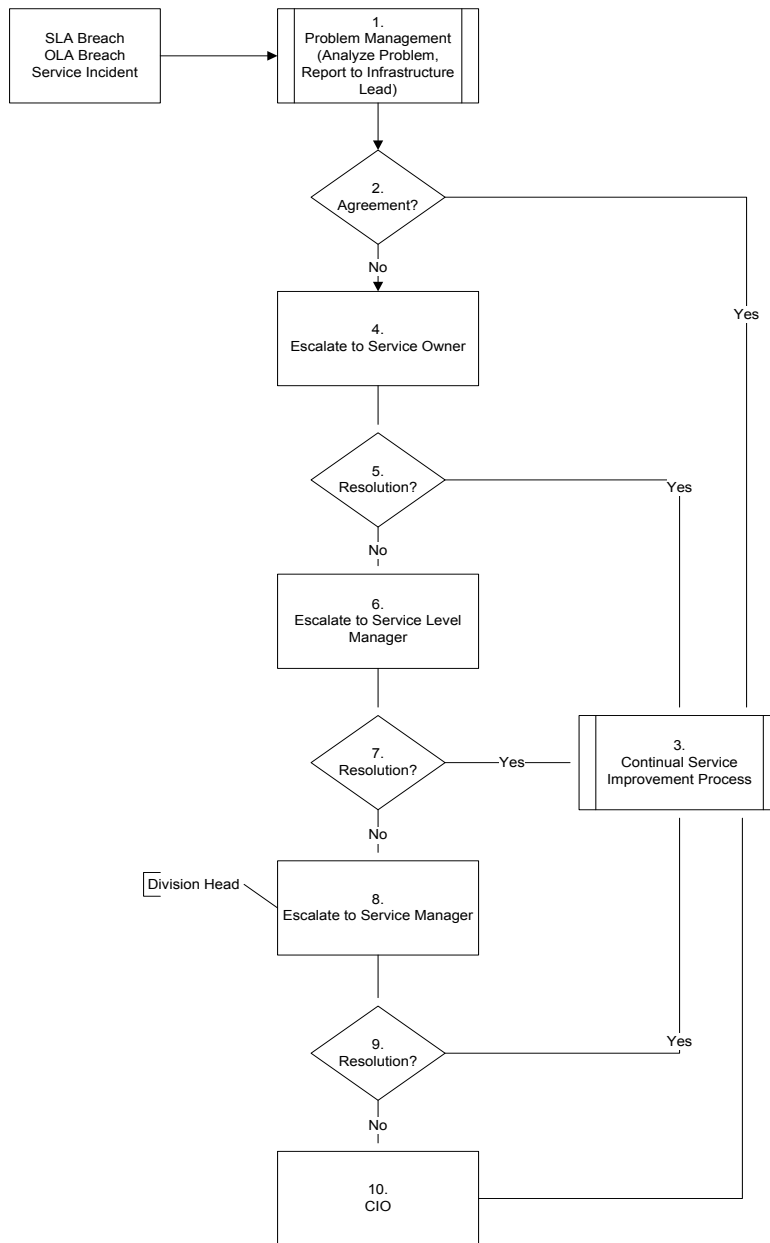
Repository	Description	Reference
BMC Service Level Management Database	Used to store the details of Service Targets, Agreements (SLA, OLA, UC), and Contracts.	
BMC Remedy Database	Stores the details of Incidents against which service performance are compared.	

APPENDIX 4 – ESCALATION PATH

Escalation Path

This section outlines the Escalation Path to be followed when there is an SLA Breach, an OLA Breach, or a reported Service Incident, and agreement cannot be reached as to the root cause or resolution. It is a combination of functional and hierarchical escalation, and its purposes are to ensure the restoration of service in a timely manner and to allow for the triggering of the CSIP process to prevent further recurrences of the incident or problem.

The escalation criteria and the appropriate times will depend on the terms of the agreement, and this section with those criteria will be appended to all SLA's and OLA's.



APPENDIX 5: COMMUNICATION PLAN

The Cross-Functional ITIL Process Group will bring into alignment all Service Management offerings provided by CS to its customers. In order for the process and procedures to be executed effectively and efficiently, the following communication plan will identify all ad-hoc and on-going communication required.

Note: This is a generic Communications process which will be refined for this specific area.

Key messages:

- The Service Level Management process is focused on ensuring that service management process areas are focused on delivering agreed upon service levels.
- Service Level Agreement requirements must be communicated and well understood by other process owners
- With agreement by the customer, Service Level Agreements can be updated to reflect updated business goals
- Overall, ITIL-based IT Service Management will lead to:
 - Sustained availability of IT and business services
 - Measurably improved quality of IT services over time
- Do the following:
 - Organize regular reviews to make the process more effective
 - Organize independent audits to check compliance and to optimize the process making it more effective
 - Involve all process owners. Make them partners in providing services
 - Agree on qualified, quantified, measurable service levels
- Refrain from the following:
 - Don't agree to any target you can't measure
 - Don't start by talking to your customer, start by listening
 - Don't say "NO". If a customer wants a service that you don't deliver normally, explain the consequences (time, money) if you do. Let the customer decide whether to invest.

Approach:

This plan details tasks that apply generally to all ITIL processes. The plan assumes that there will be a combination of face-to-face training/meeting events and broadcast communications designed to both increase awareness of the processes among stakeholders and to ensure high performance of the new processes among key service delivery staff.

Goals of the Communication Plan:

Encourage participation of the target audiences:

- Service Delivery Staff

Coordinate communication that facilitates:

- Good management decisions, plans & activities
- Ensuring that SLA requirements are being met and that corrective action, if necessary, is occurring

	Activity	Timing	Responsible Party	Target Audience	Artifact
1	Event 1: Service Level Manager meets with other process owners to communicate critical SLA requirements		Service Level Manager	Service Delivery Managers	Meeting minutes
2	Communication 1: Notice to Service Delivery Staff of Service Level Management requirements		Service Level Manager	Service Delivery Staff	E-mail Meeting invite
3	Event 2: Collect and review monthly the appropriate reports detailing SLA statistics	Monthly	Service Level Manager	Customer	Meeting minutes Corrective Action Plans
4	Communication 2: Notice to Service Delivery Staff meeting to review SLA statistics	7 days before meeting	Service Level manager drafts and delivers to Service Delivery staff	Service Delivery Staff	E-mail Meeting invite
5	Event 3: Distribute Customer Feedback Survey to customer	Annually	Service Level Manager	Customer	Email of Survey distribution
6	Event 4: Collect and review Customer Feedback Survey results	Annually	Service Level Manager	Customer	Meeting minutes of survey result review
7	Communication 4: Notice to Service Delivery Staff meeting to review Customer Feedback Survey results	7 days before meeting	Service Level manager drafts and delivers to Service Delivery staff	Service Delivery Staff	E-mail Meeting invite

Each type of communication has a specific focus, however a common approach can be taken to define and formulate the specific communication activities. The steps listed below formulate the approach to be taken to compose those activities:

Activities
<p>Step 1 – Formulation</p> <ul style="list-style-type: none"> • Formulate goals and objectives of communication • Formulate core message • Identify all parties involved • Integrate with existing communications forums
<p>Step 2 – Analysis</p> <ul style="list-style-type: none"> • Determine available and acceptable communication media • Determine communication culture and define acceptable approach • Determine existing knowledge of subject in the environment
<p>Step 3 – Identification</p> <ul style="list-style-type: none"> • Determine key interest groups related to the subject of the campaign • Determine communication objectives per interest group • Determine the key messages from each interest group's perspective
<p>Step 4 – Definition</p> <ul style="list-style-type: none"> • Select the most appropriate media for communication from: <ul style="list-style-type: none"> – Direct Media – such as workshops, Focus Group discussions, or individual presentations – Indirect Media – such as the Intranet, lectures or newsletters
<p>Step 5 – Planning</p> <ul style="list-style-type: none"> • Define a plan that links important points in the subject of the communication (e.g. milestones in a project) to communication activities, and media • Determine the communication audience and resources • Determine the review criteria for successful communication • Obtain formal management support for the plan
<p>Step 6 – Implementation</p> <ul style="list-style-type: none"> • Perform communication activities as per plan • Manage the plan and safeguard it • Ensure production and distribution of materials is effective and as per plan • Continually gauge reaction to the approach and messages
<p>Step 7 – Evaluation</p> <ul style="list-style-type: none"> • Monitor reactions to the communication approach throughout the delivery of the plan and adjust the plan if necessary • Determine during the effects of the campaign using the review criteria established in step 5

The following types of communication are available:

Communication Type	Examples of Usage
Escalations	<ul style="list-style-type: none"> To initiate (or trigger) actions To gain required resources (people, information, budget etc.)
Notifications	<ul style="list-style-type: none"> To communicate operational process information To promote team awareness
Controlled Documents	<ul style="list-style-type: none"> To communicate process descriptions/instructions To communicate reports

Each of the above types of communication can be delivered via one or more of the following mediums:

Communication Medium	Examples of Usage	Communication Type
Email	<ul style="list-style-type: none"> Individual email messages Group email messages 	Notification Escalations Reports
Verbal	<ul style="list-style-type: none"> Formal and informal meetings Presentations Telephone calls 	Notifications Escalations
Documentation	<ul style="list-style-type: none"> Updated process documents Issued Project documentation Implementation and back-out plans 	Controlled Documents
Reports	<ul style="list-style-type: none"> Test results Development progress 	Controlled Documents Notifications
Service Management tool	<ul style="list-style-type: none"> Escalation Status changes 	Automated Notification

APPENDIX 6 – FORMS, TEMPLATES

Name	Description	Reference
CS SLA Template	Template upon which specific SLAs between Computing Sector Services and customers	SLA Template
CS OLA Template	Template upon which specific OLAs between Computing Sector Service teams who are involved in the provision of any service	SLA Template