SERVICE LEVEL MANAGEMENT PROCESS

<table>
<thead>
<tr>
<th>Code:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Version:</td>
</tr>
<tr>
<td>Date of version:</td>
</tr>
<tr>
<td>Created by:</td>
</tr>
<tr>
<td>Approved by:</td>
</tr>
<tr>
<td>Confidentiality level:</td>
</tr>
</tbody>
</table>

Comment [BV1]: All fields in this document marked by square brackets [ ] must be filled in.

Comment [BV2]: The document coding system should be in line with the organization's existing system for document coding; in case such a system is not in place, this line may be deleted.
Change history

<table>
<thead>
<tr>
<th>Date</th>
<th>Version</th>
<th>Created by</th>
<th>Description of change</th>
</tr>
</thead>
<tbody>
<tr>
<td>xx/xx/2013</td>
<td>0.1</td>
<td>Branimir Valentic</td>
<td>Basic document template</td>
</tr>
</tbody>
</table>

Table of contents

1. PURPOSE, SCOPE AND USERS........................................................................................................3
2. REFERENCE DOCUMENTS..................................................................................................................3
3. POLICY ...........................................................................................................................................3
   3.1 DOCUMENTATION ..........................................................................................................................4
4. PROCESS ACTIVITIES ..........................................................................................................................4
   4.1 DESIGNING SLA FRAMEWORKS ......................................................................................................5
   4.2 DETERMINING, DOCUMENTING AND AGREEING TO NEW SERVICES AND PRODUCING SLRs ..........5
   4.3 NEGOTIATING, DOCUMENTING AND AGREEING TO SLAs FOR OPERATIONAL SERVICES ..................5
   4.4 MONITORING SERVICE PERFORMANCE AGAINST SLA ...............................................................5
   4.5 PRODUCING SERVICE REPORTS ...................................................................................................6
   4.6 CONDUCTING SERVICE REVIEWS AND INSTIGATING IMPROVEMENTS ..........................................6
   4.7 COLLECTING, MEASURING AND IMPROVING CUSTOMER SATISFACTION .....................................6
   4.8 REVIEWING AND REVISIG SLAs, SERVICE SCOPE AND UNDERPINNING AGREEMENTS ................6
   4.9 REVIEWING AND REVISIG OLAs, SERVICE SCOPE AND UNDERPINNING AGREEMENTS ................7
   4.10 DEVELOPING CONTACTS AND RELATIONSHIPS .........................................................................7
   4.11 HANDLING COMPLAINTS AND COMPLIMENTS ...........................................................................7
5. ROLES AND RESPONSIBILITIES ........................................................................................................7
   5.1 SERVICE LEVEL MANAGER ..........................................................................................................7
6. MEASUREMENT AND METRICS ........................................................................................................8
   6.1 MEASUREMENT .............................................................................................................................8
   6.2 METRICS .....................................................................................................................................8
   6.3 CRITICAL SUCCESS FACTORS (CSF) AND KEY PERFORMANCE INDICATORS (KPI) ....................8
7. MANAGING RECORDS KEPT ON THE BASIS OF THIS DOCUMENT ...................................................9
8. VALIDITY AND DOCUMENT MANAGEMENT ..................................................................................9
9. APPENDICES ....................................................................................................................................9
1. Purpose, scope and users

The aim of this document is to define the purpose, scope, principles and activities of the Service Level Management (SLM) process.

This document is applied to the entire IT Service Management (ITSM) organization.

Users of this document are all employees of [organization name], as well as all external parties who have a role in ITSM.

2. Reference documents

- Business Relationship Management Process
- Incident Management Process
- Problem Management Process
- Service Portfolio Management Process
- Capacity Management Process
- Availability Management Process
- Supplier Management Process
- Financial Management Process
- Service Catalogue Management Process
- Information Security Management Process
- Continual Service Improvement Process
- Change Management Process

3. Policy

[organization name] uses the Service Level Management process to achieve the following goals:

- Gain a complete overview and control of the services that are provided, which includes the service agreements, measurement, agreement, monitoring, assessment and review of the service level and their respective agreements with the customer, i.e. Service Level Agreements (SLA); see Service Level Agreement in Appendix.
- Provide a single point of contact toward both customers and [organization name] management for all issues regarding service level and future customer requirements.
- Ensure that the service level provided meets customer requirements.
- Define and make agreements on makeup service providers, i.e. Operational Level Agreement (OLA) (see Operational Level Agreement in Appendix) and make sure that OLA target meets targets set in SLA.
- Review all agreements with suppliers and third parties involved in service delivery, i.e. Underpinning Contracts (UC) (see Underpinning Contract in Appendix of Supplier Management Process) and make sure that they are aligned with targets set in SLA.
- Provide and present service status and other reports for service improvements.
3.1 Documentation

[Service Level Manager] is responsible to define, maintain, provide reports, agree with and review the following agreements:
- Service Level Agreement (SLA) based on service requirements (see Service Level Requirements in Appendix)
- Operational Level Agreement (see Operational Level Agreement in Appendix)
- Service Level Requirements (SLR), which document all requirements set on new services

[Service Level Manager] ensures that all agreements (SLA, OLA, SLR) are aligned with the service requirements (see Service Level Requirements in Appendix) and entered into the Customer Agreement Portfolio (see Customer Agreement Portfolio in Appendix).

[Service Level Manager] is responsible to review Underpinning Contract requirements (see Underpinning Contract in Appendix of Supplier Management Process) together with [Supplier Manager].

Documents should be revised once a year.

4. Process activities

Figure: Service Level Management process activities

Copyright © AXELOS Limited 2014. All rights reserved. Material is produced under license from AXELOS

Comment [BV6]: Change if needed.

Comment [BV7]: Double-click to edit figure and adapt to your own requirements.

Comment [BV8]: ***OPTION***
Delete this figure if you are implementing ISO20000 and not ITIL.
4.1. **Designing SLA frameworks**

[organization name] uses:

- [Level 1 Service Name]
- [Level 2 Service Name]
- Multi-level SLA

A framework, which covers all customers and services, [Service Level Manager] is responsible for ensuring that the framework is designed and in place.

4.2. **Determining, documenting and agreeing to new services and producing SLRs**

[Service Level Manager] is responsible to:

- Define service to be delivered with the customer
- Enter agreed services into Customer Agreement portfolio; see Customer Agreement Portfolio in Appendix

[Service Level Manager] is involved in:

- As a service develops through its lifecycle, [Service level Manager] is responsible to:
  - Update SLA
  - Incident Management process, Capacity Management process, Business Relationship Management process, Availability Management process...
  - Involve customers as early as possible
  - Coordinate definition of OLA and UC as the SLRs change
  - Ensure that management of SLR is performed before putting service into the live environment

4.3. **Negotiating, documenting and agreeing to SLAs for operational services**

Before putting the service into the live environment, the SLA must be agreed upon. [Service Level Manager] ensures that:

- SLA is drafted, negotiated, piloted and signed by customer
- SLAs are integrated into SLA
- SLA is advertised among internal support teams
- Enough personnel is available in support teams to achieve SLA targets

4.4. **Monitoring service performance against SLA**

[Service Level Manager] ensures that:

- SLA does not contain parameters which are not measurable
- Parameters included in SLA (which need to be measured) are the same as parameters which are measured in operational processes, and that the same tools are used.
- Service performance is measured against agreed targets (e.g. SLA) and compared against SLA parameters [at least once a month].
4.5. Producing service reports

Immediately after the SLA has been signed and validated, monitoring and measurement tables and reports are produced. [Service Level Manager] is responsible for ensuring that reports are produced and communicated to the customer.

4.6. Conducting service reviews and instigating improvements

[Service Level Manager] has the following responsibilities regarding service review:

- To agree with the customer and monitor fulfillment of defined actions. Particular care is taken regarding breach of the service and respective measures, i.e. actions.
- To negotiate and agree about any improvement measures in the team and report their progress at review meetings, see Service Improvement Plan (SiP) in Appendix of Continual Service Improvement Process.
- To maintain records of the review meetings.

4.7. Collating, measuring and improving customer satisfaction

[organization name] uses the following methods to measure customer satisfaction:

- Customer satisfaction survey (see Customer Satisfaction Survey in Appendix of Business Relationship Management)
- Feedback from service review meetings

Customer feedback targets are set by [role description].

[Service Level Manager] is responsible for ensuring that SLAs, SLAs and SLs are up to date. All contracts are reviewed [once a year] by [Service Level Manager] and customer.

[Service Level Manager] is responsible for raising a Request for Change (see Change Record and Request for Change in Appendix of Change Management)

[Service Catalogue Manager] to apply changes to the Service Catalogue.
4.9. Reviewing and revising OLAs, service scope and underpinning agreements

[Service Level Manager] ensures that OLAs support targets defined in SLAs. OLAs are monitored against OLAs and success targets. Measurement results are gathered by the Service Level Manager into a report and submitted to [Head of support group]. Before the SLA is renewed, [Service Level Manager] defines and agrees to the OLA.

4.10. Developing contacts and relationships

The Service Level Management process contributes to the development of trust and respect between [organization name] and customers. To achieve this, [Service Level Manager] performs the following activities:

- **Gain understanding of customer strategies, plans, needs and expectations**
- **Provides support to customer service, analyse results, defines improvement measures and measures their effectiveness**
- **Proactively markets services and their use**
- **Ensures flexibility and responsiveness of SLM organization toward customer and user needs**

4.11. Handling complaints and compliments

[Service Level Manager] is responsible to [Board of Management] (see Compliment and Complaint reports in Appendix of Business Relationship Management Process) which relate to service levels. Particularly, Service Level Manager manages complaints and communicates results to the customer as well as informs [Board of Management].

5. Roles and responsibilities

5.1. Service Level Manager

[role description] assigns the Service Level Manager role.

Responsibilities of Service Level Manager:

- Overall responsibility for carrying out activities within the scope of Service Level Management
- Coordinates with other Service Management roles
- Plans and manages tasks needed to support Service Level Management processes
- Responsible for reporting and managing information
- Manages work of Service Level Management staff
- Maintains and reviews Service Level Management process and procedures
- Informs involved parties about changed business needs and service level parameters
- Negotiates, agrees and documents SLA and OLA
- Ensures that OLAs are in line with SLA requirements
- Assists with service portfolio, service catalogue and application portfolio development and implementation
- Initiates, organizes and documents service reviews
Ensures that SLA and OLA review is performed annually. Establishes, maintains and develops relationships with customers, supporting teams and all other stakeholders. Proactively involves customer satisfaction and complaint processes.

6. Measurement and metrics

6.1. Measurement

[role description] is responsible to produce reports. Reports are sent to [role description] on a monthly basis. [role description] is responsible for ensuring that:

- reports are produced monthly, with quarterly and yearly summaries
- reports are evaluated
- measures for improvement are defined

6.2. Metrics

Metrics reports are produced monthly, with quarterly and yearly summaries. Metrics to be reported:

- Total number of outages
- Number of SLA breaches
- Performance measurement with regard to fulfillment of agreed SLA parameters for incidents and problems
- Fulfillment of availability and capacity requirements

Reports are grouped into the following categories:

- Timeframe
- Service
- Location

6.3. Critical Success Factors (CSF) and Key Performance Indicators (KPI)

[role description] is responsible to define CSFs and respective KPIs. Achievements against KPIs are monitored and evaluated by [role description].

<table>
<thead>
<tr>
<th>Critical Success Factor</th>
<th>Key Performance Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services are delivered as agreed.</td>
<td>Number and percentage of service outages</td>
</tr>
<tr>
<td>[role description] manages all interfaces</td>
<td>Number of SLA reviews</td>
</tr>
<tr>
<td>Number of incidents and problems having root cause connected with information events</td>
<td>Number of incidents and problems having root cause connected with information events</td>
</tr>
</tbody>
</table>

©2013 This template may be used by clients of EPPS Services Ltd. www.20000academy.com in accordance with the License Agreement.
7. Managing records kept on the basis of this document

<table>
<thead>
<tr>
<th>Record name</th>
<th>Storage location</th>
<th>Person responsible for storage</th>
<th>Controls for record protection</th>
<th>Retention time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Level Agreement</td>
<td>[tool name]</td>
<td>[job title]</td>
<td>Service Level Manager has the right to add/change the record.</td>
<td>Until contract validity, and then archived.</td>
</tr>
<tr>
<td>Operational Level Agreement</td>
<td>[tool name]</td>
<td>[job title]</td>
<td>Service Level Manager has the right to add/change the record.</td>
<td>Until contract validity, and then archived.</td>
</tr>
<tr>
<td>Service Review protocol</td>
<td>[tool name]</td>
<td>[job title]</td>
<td>Service Level Manager has the right to add/change the record.</td>
<td>Until next meeting, and then archived.</td>
</tr>
</tbody>
</table>

8. Validity and document management

This document is valid as of [date].

Owner of this document is [job title], who must check and, if necessary, update the document at least once a year.

9. Appendices

- Appendix 1: SLA Template
- Appendix 2: OLA Template
- Appendix 3: Service Report template
- Appendix 4: Customer Agreement Portfolio
- Appendix 5: Service Level Requirements

[job title]

[name]
Comment [BV38]: Only necessary if the Procedure for Document Control prescribes that paper documents must be signed.