



6.6 Service Level Management

Process Purpose / Objective

The purpose of Service Level Management is to ensure that all current and planned IT services are delivered to agreed achievable targets.

The objectives of Service Level Management are to:

- Define, document, agree, monitor, measure, report and review the level of IT services provided and instigate corrective measures whenever appropriate
- Provide and improve the relationship and communication with the business and customers in conjunction with Business Relationship Management
- Ensure that specific and measurable targets are developed for all IT services
- Monitor and improve customer satisfaction with the quality of service delivered
- Ensure all parties understand the level of service to be delivered
- Ensure that appropriate measures to improve service quality are implemented

6.6.1 Assessment Score

- Maturity Score – 1.03 (Initial)
- Importance – 3.35

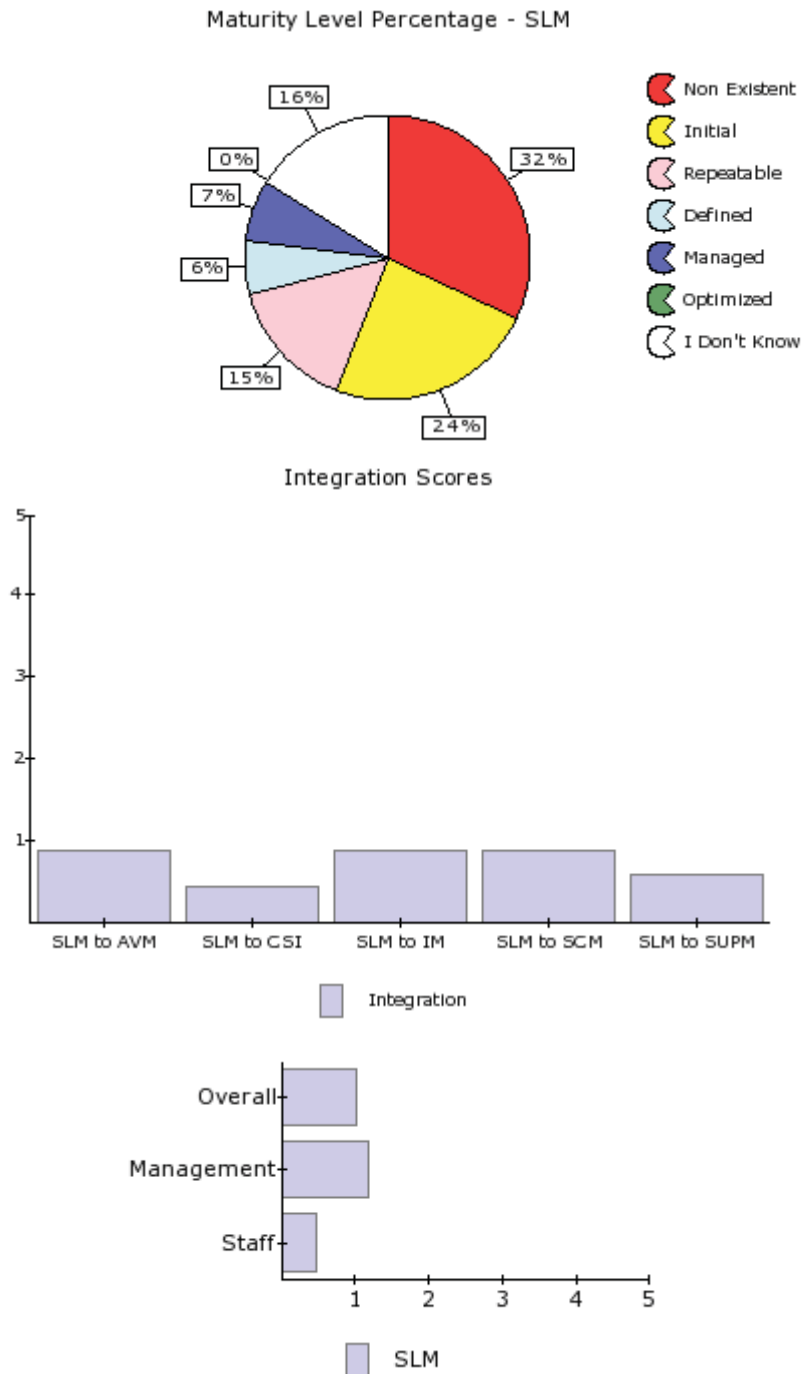


Figure 9 – Service Level Management Scores



6.6.2 Observations and Conclusions

- Service Level Management (SLM) is not recognized as a standard process across OIT:
 - The agreements that do exist with business units are primarily focused on the ability of one group/technology to deliver their part of a service
- There is a Process Owner assigned to the process
- Service Owners have not been assigned
- The process, templates and tools for creating and managing enterprise Service Level Agreements (SLAs) have not been defined; however, some of these exist for the groups that have agreements with their business partners
- Service level performance achievements are not consistently monitored and measured against targets documented in Service Level Agreements
- Service review meetings are not held regularly with customers to discuss service level achievements and any plans for improvements that may be required as a result of the review
- There is no focus on customer feedback from service reviews, customer satisfaction surveys or other customer interactions to monitor customer satisfaction and identify service improvements



6.6.3 Recommendations

- One of the most important goals of Service Level Management is to build strong relationships between OIT and its customers/users. Find out what their needs and issues are and learn how OIT can help them be more productive and efficient
- It is difficult to establish Service Level Agreements (SLAs) without a clear understanding of what the service provider can actually deliver:
 - Begin by defining Operational Level Agreements (OLAs)
 - These need to be in place to support any SLAs
 - Once established, OLAs need to be reviewed each time a service is introduced or changed to ensure the Service Level Requirements are still viable
- An OLA between the Support Center and the rest of the OIT functional groups such as the desktop, database, or application groups, for example, an OLA regarding response time, is a good first step to ensure there is consistent handling of incidents and service requests
- Establish and document a framework for Service Level Management and a structure for SLAs
- Develop documentation templates that will help steer negotiation meetings and provide clear, specific and unambiguous documentation of requirements and agreements
- Involve customers in developing and agreeing to the initial service targets that will be included in Service Level Requirements
- Consider having multiple people in the Service Level Manager role, perhaps for each OIT unit, to prevent bottlenecks, and ensure they can dedicate time to creating and managing agreements and customer relationships
- Nothing should be included in an SLA unless it can be effectively monitored and measured at a commonly agreed point
- Decide how to monitor an end-to-end service. It requires a proper balance between developing the end-to-end monitoring capabilities and finding ways to best express measures such as availability
- Options for monitoring performance must be assessed, and all decisions must be documented and communicated
- Strive to monitor the end-to-end service level in order to match the customer's perception of the service



- Establish “soft” measures in addition to metrics based on monitoring components and transactions
- Develop methods to assess customer perception and satisfaction such as surveys, user group forums and analysis of complaints and compliments
- Establish procedures for logging and managing all complaints and compliments. These should be logged, communicated with relevant parties and resolved to the satisfaction of the originator
- Agree and document the frequency and format of service review meetings
- Hold regular service reviews with customers to assess any weak areas where targets are not being met either by the service provider or the customer
- Document all service reviews with meeting minutes and create Service Improvement Plans containing action item lists that are tracked for status and completion to address weaknesses
- Produce reports to identify frequency of complaints, types of complaints and any trends that may warrant additional action
- Define, agree and document the SLA reporting mechanisms, intervals and report formats with the customers
- Adopt Service Level Management CSFs and KPIs based on the following samples, as appropriate for OIT’s objectives:
 - CSFs
 - Managing the overall quality of IT services required both in number and level of services provided and managed
 - Deliver the service as previously agreed at affordable costs
 - KPIs
 - Percentage reduction in SLA targets threatened
 - Percentage increase in customer perception and satisfaction of SLA achievements, via service reviews and customer satisfaction survey responses
 - Percentage reduction in SLA breaches caused because of internal OLAs
 - Total number and percentage increase in fully documented SLAs in place
 - Percentage increase in SLAs agreed against operational services being run
 - Percentage reduction in the costs associated with service provision



- Percentage reduction in the cost of monitoring and reporting of SLAs