



Service Management Toolkit ***SLA***

Version: nn
Start Date: nn/nn/nn
Review Date: nn/nn/nn
Author: xxxxx





1. Ownership

*This agreement is made between **Business Area**
and **Service Level Management**.*

This SLA is owned by Configuration management and controlled by Change Management. All changes must be requested through Change Management.

Signatories:

*Name..... Position (**Business Service Owner**) Date.....*

*Name..... Position (**Service Level Manager**). Date.....*

Counter signatory:

*Name..... Position (**Head of IT**). Date.....*

Review Circulation:



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3. Introduction

3.1 Scope

Note here any caveats concerning other agreements, for instance:

The service levels agreed herein must not exceed those stated in superior SLAs or supporting SLAs, Operational Level Agreements (OLAs) and Underpinning Contracts (UPCs).

3.2 Exclusions

Notes here about conflicting agreements and SM responsibilities therein...

If this is a supporting a priority judgement is made by the xxxx Business Owner against this Supporting SLA, the Service Level Manager will not be held accountable for any subsequent failure to reach Service Level targets.

If such an incident occurs, it will be looked at within the scope of the Service Improvement Plan to assess ways of avoiding possible future re-occurrence.

3.3 Purpose of SLA

This SLE describes the following attributes of the service, where appropriate and agreed:

- Description of the Service and the scope – what is covered and what is not
- Responsibilities of the service provider and customer
- Agreed Service Hours and Business Hours
- Availability Targets
- Reliability Targets
- Support hours and arrangements
- IT Service Continuity provision and service levels (referring to a separate Service Continuity SLA)
- Agreed volumes, transaction rates, resources, response times, batch turnaround times
- Agreed volume of change
- Charging (where appropriate)
- Performance incentives (where appropriate)
- Management Information
- Service Review and Reporting arrangements and procedures



4. Service Description

4.1 Purpose

4.1.1 Purpose of Business Service

State detailed purpose of the business service

4.2 Scope and attributes of the service

4.2.1 Security Classification

State security classification

Supporting services are listed below:

4.2.2 Service Component

List all component features and services e.g. Van, Messenger etc.

4.2.3 Supporting Services & I.T. Systems

List all supporting services e.g. Van, Messenger etc.

Supporting I.T. Systems are listed below:

List supporting I.T. Systems – dependents



5. Business Functions

5.1 Key Business Requirements

5.1.1 Key Business Functions

State the hours that the key business functions are required and where they are required.

5.1.2 Regional Variations

Where key business functions differ from region to region, this should be stated here

5.2 Users & User Groups

5.2.1 Key Users & Groups

Details key users of the business service and their locations

5.2.2 Changes to critical users, locations and times

Details any changes to critical users, locations or times since the last review



6. Responsibilities

6.1 Service Owner Responsibilities

6.1.1 Use of Service

- To ensure the Service is used as prescribed by the Service Level Manager and to advise on change in use or practice.

6.1.2 Information

To advise the Service Level Manager of any relevant information about the service or changes to the service in order to ensure accuracy:

- Business Contacts: Helpdesks, Key Users and User Groups of the Service both regional and national
- Business Information
- Business changes which may have an effect on the service or necessitate a change to the Service Level Agreement
- To nominate a Business Out of Hours contact, or to give authority for the Service Level Management Out of Hours Manager (via Service Level Manager) to make decisions on behalf of the business
- To advise the Service Level Manager of the existence and location of Business Continuity Plans relating to this Service

6.1.3 Reporting

- Where agreed Service Levels are not met, ensure this is immediately reported to the Service Level Manager
- To advise the Service Level Manager of perception of Service, and to encourage Business Helpdesks and Business Contacts to do the same.

6.1.4 Procedures

- To ensure the Business adhere to the Organisation's Change Management Procedures
- To be fully cognisant of Service Owner responsibilities within Business Continuity and Security Plans



6.2 Service Level Manager Responsibilities

6.2.1 Information

- To advise the Service Owner of how the Service will be provided, and how the business need to use the Service
- To ensure all key business information is maintained as advised by the Service Owner
- To ensure all business functions are updated as advised by the Service Owner
- To ensure all key information about supporting services and I.T. systems is maintained.

6.2.2 Reporting

- To ensure the Service Owner is informed immediately if there are any changes in the Service Availability or Supported Hours
- To monitor and report on agreed Service Levels at intervals agreed between the Service Level Manager and the Service Owner
- Where Service Levels have failed to reach targets, to inform the Service Owner immediately, and to engage all relevant personnel in order to rectify the situation as soon as possible
- To advise the Service Owner of any changes in Change Management or other Service Management procedures that would require an amendment of Service Owner/Service Level Manager responsibilities
- To advise the Service Owner of the cost for running and supporting this service, where this can be established, and to advise of any subsequent increase or decrease
- To actively seek perception of Service Performance from Service Owner, Business Helpdesks, Business Contacts and Users
- To arrange Service Reviews and to ensure all interested parties are invited to attend

6.2.3 Procedures

- To negotiate higher levels of Service where required
- To establish working relationship with all Business Contacts for this Service
- To verify advised impact of service loss of key business functions.
- To be fully cognisant of Service Level Manager responsibilities within the IT Service Continuity plans
- To be fully cognisant of Service Level Manager responsibilities within Security Plans



7. Business Hours

7.1 Business Hours

7.1.1 Head Office Business Hours

State the Organisation's Business Hours for this Service

7.1.2 Regional/Branch Business Hours

Where these differ, state the Organisation's regional Business Hours

7.2 Business Peak Times

State Peak hours, times within month, year etc.

7.2.1.1 Regional Peak Times

Where these differ from the National, state regional peaks

7.3 Critical Business periods

List each critical period and dates together with a description of what is required

7.3.1 Month End

7.3.2 Year End

7.3.3 Business Year end

7.4 Business Support

7.5 In Business Hours

State the support provided or that the SLM is authorised to take decisions on behalf of the business out of hours

7.6 Out of Business Hours

State the support provided or that the SLM is authorised to take decisions on behalf of the business out of hours



8. Service Levels

8.1 Service Hours

8.1.1 Service Availability Hours

State days and hours it is possible to access the business service

8.1.2 Additional Service Hours

Describe agreed procedure for requesting additional or extraordinary support: this should be a standard process through service desk and the SLM

8.2 Specific Sub-services

List specific features and service levels and OLAs agreed, for instance, output distribution and delivery.



9. Support Hours and Arrangements

State days and agreed hours of support

9.1.1 On-Call Support

9.1.1.1 National On-Call

9.1.1.2 Regional On-Call

9.1.2 On-Site Support

9.1.3 Third Party Support Hours

State days and agreed hours of support for each 3rd party supplier

9.2 Special conditions/exceptions

Detail agreed conditions/exceptions to support arrangements

9.3 Extensions to Support

Describe agreed procedure for requesting additional or extraordinary support: this should be a standard process through service desk and the SLM

9.4 Incident Response times

9.4.1 Internal Incident Response Times

9.4.1.1 A Priority Incidents

9.4.1.2 B Priority Incidents

9.4.1.3 C Priority Incidents

As appropriate

9.4.2 Other Internal Support Team Incident Response Times

The incident resolution time relates to the Application and does not include the Infrastructure

9.4.3 Third Party Incident Response Times

Name the 3rd Party

9.4.3.1 A Priority Incidents

9.4.3.2 B Priority Incidents

9.4.3.3 C Priority Incidents

As appropriate

9.4.4 Other Third Party Response Times

Specify any other Third Party response times

9.5 Escalation

Specify the escalation criteria and process in terms of incident priority and elapsed time before escalation and escalation route.



10. KPIs – Availability and Reliability

10.1 Key Performance Indicators and Target Availability and Service Levels

For instance

10.1.1 Response Times

10.1.2 Batch Completion

10.1.3 Online availability

10.1.4 Service Break Tolerance

10.1.4.1 Maximum Service Breaks

The maximum number of service breaks that can be tolerated within a (week/month/year) are?

10.1.4.2 Planned Outages

List Planned Outages for the agreed period. State how many may be expected over a reporting year.

10.2 Data Retention and Securities

10.2.1 Data Retention and archive

Describe the strategy for archiving data:

- *Business data – customers, transactions etc*
- *System data and code*

10.2.2 Securities

<i>Element</i>	<i>Frequency</i>	<i>Retention</i>
<i>System</i>		
<i>Database</i>		
<i>Code</i>		
<i>Business data</i>		

10.3 Variations

Describe any variations from the above for specific business or maintenance reason. Describe periods where availability is critical or more important than others.



11. Service Capacity

11.1 Baseline Capacities and thresholds

<i>Infrastructure Element</i>	<i>Baseline</i>	<i>Threshold</i>	<i>Growth +1 year</i>
Disc			
MIPS			
Database			
Throughput			
Print & despatch			
Network			
SW licences			



12. Service Continuity

This should refer to SLAs and OLAs with suppliers of ITSC services, but summarise here

12.1 Recovery Method

12.2 Scope of recovery

12.3 Recovery lead time

12.4 Invocation

12.4.1 Authority

12.4.2 Criteria

12.4.3 Procedure



13. Service Change Levels

State the volume of change the service and requests for additional information that may be made

13.1 SLM Funded Changes

The number of SLM funded changes that can be made to this service throughout the year is limited to nnnn.

13.2 SLM funded Ad Hoc Reports

The number of SLM funded ad-hoc reports Service Level Management will provide for this service throughout the year is limited to nnnn.



14. Charges

14.1 Charging

For instance

The annual cost for running and supporting this service is:

- Disc Usage £
- MIPS £
- Output Handling £
- Software licence cost £
- Maintenance contract costs £
- Support staff resource costs £
- Software costs £
- Annual amendment fixed costs £
- Other (please specify) £



15. Performance Incentives and Penalties

List the incentives and penalties, related to KPIs of course, but also things like the Service Improvement Program, if applicable.

15.1 Deliverables

List all business deliverables the service will provide, including prints or other outputs

15.2 Impact Of Service Loss

Percentage loss tolerance and agreed service levels for key business functions under the following headings –

Legal

Government/Ministerial

Public Visibility

Revenue Loss

Departmental Staff

State whether impact of service loss is High, Medium or Low in each case. To be set by the Service Owner. Where this is dependent on time of day/month/year this should also be stated

15.3 Known Changes

The following are known changes required that will impact upon this SLA

Change Ref	Nature of change	Impact



16. Service Reporting and Reviewing

16.1 Service Reviews

State the frequency of Service Reviews, location, mandatory and optional attendees.

16.2 Service Report

State the lead-time for delivery of the Service Report and its circulation.

State what method of reporting is used. State number of report types currently available. State proposed requirements with advice on limit

16.3 Review Personnel

- Service Owner
- Service Level Manager
- Operational Business Manager(s)
- Change Manager
- Problem Manager
- Configuration Manager
- Release Manager
- Representative from Technical Services
- Representative from 3rd party supplier
- Regional Service Level Manager
- I.T. Service Continuity Manager

16.4 Management Information

State the management information required.



17. Service Report and Contents

The Service Report forms the basis of the service review and whilst some detail is required it should be at a level appropriate to the intended outcomes of the Review. Most of the report should be at summary level and should mirror the aspects of the SLA that are measurable.

17.1 Management Summary

A summary of the major features of the reporting period describing briefly incidents, service levels, improvements and service issues.

17.2 Performance Against Measured Attributes

17.2.1 Performance against KPIs

17.2.2 Performance against other Measurables

17.2.3 Overall Traffic Light Service Performance Indication

17.3 Non-Measured Performance

This is a description of any problems, incidents and achievements that happened or were made during the reporting period. The sections in here depend on what is in the SLA and what is of interest, for instance a particular aspect of the service is under scrutiny

17.4 Service Improvement Plan

A table of planned service improvements comprising identification, a very brief description, status, the expected delivery date, resource allocated and any other information of interest:

Description	Progress and status	Actions and Issues	Delivery Date	Responsibility

17.5 Report on Service and Support Area Performance

Specific areas, for instance, Service Desk or Operations, are reported on according to criteria agreed

17.5.1 Breakdown of Incidents

A summary, for example

Service Functional Area	Priority 1 Incidents	Priority 2 Incidents	Priority 3 Incidents



17.5.2 Incidents in Detail

17.6 A table of incidents comprising, for example:

Date & Time	Description	Resolution	Actions	Responsibility	Delivery Date

17.7 Capacity and Availability

17.7.1 Service Breaks and Extensions

Report here details such breaks

17.7.1.1 Unplanned Breaks

Date	Reason for break in service	Resolution	Agreed Duration of break	Actual duration of break

17.7.1.2 Planned Breaks

Date	Reason for break in service	Actions	Agreed Duration of break	Actual duration of break



17.7.2 Service Extensions

Date	Reason for extension	Duration

17.7.3 Future Planned Extensions

Date	Reason for extension	Duration

17.7.4 Utilisation

17.7.4.1 Summary

As necessary – use of resources against plan, contract, SLA, for example:

Infrastructure Element	Design/Contract baseline	Utilisation this reporting period	Predicted Growth + 1 year
Disc			
MIPS			
Database			
Print & Despatch			
Network			
SW licences			

17.7.4.2 Specific

Here the report will highlight specific elements that are required to be reported in detail as a result of the SLA or actions from previous reviews. For example where the utilisations or growth rates exceed threshold values, or issues resulting from incidents.



17.8 Change Control

A summary of changes applied to the system. The detail required might be great or Service Management all depending on the purpose. At least a summary is required.

17.8.1 Releases

List or describe the releases implemented

17.8.2 Emergency Changes

List or describe the emergency changes implemented.



18. Glossary

Service Owner	The person responsible for decision making with regard to the Business Service
Service Level Manager	The person responsible for ensuring that Service Levels for the Service are met
Service	A business defined deliverable supported by one or more I.T. Systems, which enables the business to deliver its objectives
System	An I.T. deliverable comprised of varying hardware and software, which enables a Service to run
Key Business Functions	The vital functions of the business, without which there would be no point in having a Service
Key Users	Usually chief business contacts and administrators; people who use the service and I.T. systems regularly and directly interface with the public or other internal users (e.g. in the case of the HQ Services)
Key User Groups	Based on importance of location to the business. The area(s) that above all others gathers most revenue/target most fraud/perform most ministerial requirements/have most external customers etc.



19. Amendment Sheet

Author	Reviewers	Signatories

DOCUMENT INFORMATION

<i>Master Location</i> :
<i>File Name</i> :
<i>Distribution</i>

CHANGE HISTORY

Version No.	Date	Details of Changes included in Update	Author(s)
			<i>Authors name</i>