IT Shared Services
Service Level Agreement
The purpose of the SLA deliverable is to provide recommendations on how to establish and use SLAs for the IT Shared Services Organization (SSO).

The objective of the SLA deliverable is it to help the IT SSO and its customers to:

- Better align IT SSO service with customer needs and expectations
- Provide a framework to measure and communicate service performance based on pre-defined criteria
- Foster service transparency with regard to meeting customer expectations

The deliverable contains:

- List of common gaps in the SLAs used by UT Austin today
- Recommendation with regard of the key components of the SLAs
- Proposed SLA management process
- Key considerations with regard of the usage of financial penalties in case of service level issues

It is recommended that the proposed SLA model be implemented as part of the support capability development and applied immediately to the launch of the IT shared services pilot.

This deliverable is a Plan Phase work product. Information in the final shared services recommendations may be different from what was in the deliverables, in response to stakeholder feedback.
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Many existing SLAs seem to lack one or more of the following critical elements:

- Update/change procedures defining provider and customer responsibilities for the process
- Escalation procedures for provider and customer
  - Escalation criteria
  - Current contact information for escalation procedures
- Business oriented metrics rather than technical metrics
- Definition of the metrics (how it is measured, when is it measured, what data will be used)
- Definition of the reporting approach (time, frequency, report form and structure, recipient)
  - Structure and form of the report
  - Underlying metrics (or Key Performance Indicator (KPI)) for the report
  - Report frequency (date or time in a year or month or week)
  - Report recipients
  - Report delivery formats (e.g. online, via email, written)
  - Report approval(s) as required
  - Resolution process for service level issues
- Consequences in case service levels are not met (on a single occasion, frequently, consistently)

Some systems may lack support outside of business hours.
Principal-Agent Problem: A Concern of the CSUs

On various occasions representatives of the CSUs referred to the principal-agent problem with regard to the IT SSO.

Principal-agent problem concerns the difficulties in motivating one party (the "agent"), to act in the best interests of another (the "principal") rather than in his/her own interests.

CSU Concerns
How can CSUs ensure that the IT SSO is acting in their best interest?
• Required services are provided
• Services are offered at the appropriate quality levels
• Funds and investments are used efficiently
• Service agreements are consistently met
• Service delivery is predictable, effective, and sustainable

IT SSO Concerns
How can the IT SSO ensure that it has the required freedom for its operations?
• Measure success over a period of time
• Receive funding for required service or operational improvements
• Have the ongoing ability to align the service offering with the needs of UT Austin
• Collaborate with the CSUs to properly determine the service needs and the SSO alignment to those needs
The principle-agent problem between CSUs and the IT SSO will be managed primarily through the combination of Governance, Service Level Agreements (SLAs), and the Funding and Chargeback Model.

**Management Mechanisms**

**Governance**
- Establishes consistent oversight and direction to the SSO:
  - Strategic direction
  - Communication & feedback loop
  - Functional/technical expertise
- Policy & process decision-making
- Performance monitoring & tracking
- Transparency

**Service Level Agreements (SLAs)**
- Align IT SSO offerings and services to customer needs and expectations
- Provide a framework to measure and communicate performance based on pre-defined criteria
- Help to enhance transparency into existing services

**Funding and Chargeback Model**
- Provide for the necessary funding of the IT SSO
- Enable consistent and fair cost recovery for services
- Support the effectiveness of cost management practices within the IT SSO
- Provide consistent cost tracking and reporting

Focus of this discussion
- Strategic direction
- Communication & feedback loop
- Functional/technical expertise
- Policy & process decision-making
- Performance monitoring & tracking
- Transparency
**OLEs differ from SLAs in that OLEs are used within the IT SSO to set and manage expectations between service components and services.**

<table>
<thead>
<tr>
<th>Operating Level Expectations (OLA)</th>
<th>Service Level Agreements (SLA)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Involved Parties</strong></td>
<td>CSU or end user (Recipient)</td>
</tr>
<tr>
<td>Service teams within the IT SSO:</td>
<td>IT SSO (Provider)</td>
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<tr>
<td>Performance requirements of a</td>
<td>Service Level Requirement</td>
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<tr>
<td>service component within a service</td>
<td>with regard to a service</td>
</tr>
<tr>
<td>stack</td>
<td>provided by the IT SSO</td>
</tr>
<tr>
<td><strong>Target Audience</strong></td>
<td>CSUs: Leadership, IT Leadership, End Users</td>
</tr>
<tr>
<td>• IT SSO Leadership and Management</td>
<td>• IT SSO Leadership and</td>
</tr>
<tr>
<td>• IT SSO Service Managers</td>
<td>Management</td>
</tr>
<tr>
<td>• IT SSO Staff</td>
<td>• IT SSO Relationship Managers</td>
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<tr>
<td>• IT SSO Service Managers</td>
<td>• IT SSO Staff</td>
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<tr>
<td>• IT SSO Staff</td>
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<tr>
<td><strong>Service Pricing</strong></td>
<td>Pricing or chargeback based</td>
</tr>
<tr>
<td>Both provider and consumer are</td>
<td>on a standardized chargeback</td>
</tr>
<tr>
<td>internal to the IT SSO; no pricing</td>
<td>mechanisms approved for the SSO</td>
</tr>
<tr>
<td>or chargeback model is established.</td>
<td>and the IT SSO services. <strong>Inconsequence</strong> funds could</td>
</tr>
<tr>
<td>Funds could be transferred between</td>
<td>transfer from the CSU to the IT</td>
</tr>
<tr>
<td>IT SSO departments</td>
<td>SSO for services provided</td>
</tr>
<tr>
<td><strong>Service Issue Management</strong></td>
<td>Organizational improvement</td>
</tr>
<tr>
<td>Organizational improvement through</td>
<td>through escalations to UT Austin</td>
</tr>
<tr>
<td>escalations to IT SSO leadership</td>
<td>leadership and/or SSO governance</td>
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<tr>
<td>and potentially linked to personal</td>
<td>bodies and potentially linked to</td>
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<tr>
<td>performance management processes</td>
<td>personal performance management</td>
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<tr>
<td>and procedures</td>
<td>processes and procedures.</td>
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<tr>
<td><strong>Termination</strong></td>
<td>Financial penalties for the IT</td>
</tr>
<tr>
<td>IT SSO services being consumed by</td>
<td>SSO are not recommended (see</td>
</tr>
<tr>
<td>another IT SSO team are not</td>
<td>‘Performance Penalties’ slide</td>
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<tr>
<td>typically terminated</td>
<td>for more information)</td>
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<td></td>
<td>Defined criteria and process</td>
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<td></td>
<td>for service termination;</td>
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<td></td>
<td>termination fees may apply</td>
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</table>
**SLA Guidelines**

**SLAs will be defined, utilized and managed using the following guiding principles to establish consistency and repeatability.**

<p>| | |</p>
<table>
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</table>
| **1** Keep it simple | - SLAs should be concise, precise, understandable and relevant to the intended audience.  
- Documents should ideally utilize repeatable components (e.g., similar metrics, service management practices where possible). |
| **2** Use consistent agreements | - Agreements should be consistent from CSU to CSU and across services utilizing the predefined template.  
- Some metrics may differ based on selected service levels. |
| **3** Reuse service agnostic components | - Establish service agnostic service level components that can be leveraged across various services and related SLAs (e.g. response time, maintenance windows). |
| **4** Develop in collaboration with service customers | - SLAs and service measures should be defined in collaboration with the CSUs to ensure that their needs and concerns are properly addressed. |
| **5** Review regularly | - Each service measure and SLA should be reviewed regularly to ensure that they are relevant and still meet the CSUs needs. |
| **6** Avoid financial penalties | - Financial repercussions for failing to meet service levels is not recommended.  
- Escalation processes will be utilized to drive necessary improvements. |
| **7** Report on service level performance regularly | - Reporting approach will be incorporated in the SLA including frequency, form and structure of report, metrics and underlying data to be used, recipients, and provider. |
| **8** Drive continuous improvements | - Outputs of the service level management process such as metrics data and reports should be used to identify improvement opportunities. |
The IT SSO intends to provide bundled packages of services to meet the technology needs of the UT Austin community.

<table>
<thead>
<tr>
<th>Services/Components used to provide the service</th>
<th>Internal</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-mail</td>
<td>End User Support</td>
</tr>
<tr>
<td>Collaboration</td>
<td>SW Provisioning</td>
</tr>
<tr>
<td>Canvas</td>
<td>Desktop Support</td>
</tr>
<tr>
<td>External Platform as a Service</td>
<td>Imaging</td>
</tr>
<tr>
<td>Canvas</td>
<td>UT EID</td>
</tr>
<tr>
<td>External Infrastructure as a Service</td>
<td>Operating System Mgmt</td>
</tr>
<tr>
<td>External Platform as a Service</td>
<td>Database Mgmt</td>
</tr>
<tr>
<td>Leased Lines</td>
<td>Storage Mgmt</td>
</tr>
</tbody>
</table>

**Service Bundles provided by IT SSO**

- **End User Service**
  - Includes voice, collaboration, email, UT EID, network access across campus, end user computing, desktop support, images, software provisioning

- **Software as a Service**
  - Canvas
  - Drupal
  - Wikis and more

- **Platform as a Service**
  - Database
  - Drupal
  - Storage
  - UT Web and more

- **Infrastructure as a Service**
  - Server
  - Virtual Compute
  - Data Center
  - Network
  - Voice (Emergency, Institutional)
SLAs and OLEs will be used to manage the delivery of the service bundles to the CSUs or end users.

Services/Components used to provide the service

External Examples
- E-mail
- Collaboration
- Canvas
- External Platform as a Service
- Leased Lines

Internal
- End User Support
- File Storage
- Voice
- Application Management
- Operating System Management
- Virtual Machines
- SW Provisioning
- Desktop Support
- Imaging
- UT EID
- Content Management System
- Storage Management
- Database Management
- Application Management
- Drupal
- Canvas
- Collaboration Server Management
- Network Operations
- Data Center Operations
- Facilities
- Network Operations
- Local Area Network (LAN)
- Wide Area Network (WAN)

Service Bundles provided by IT SSO

External
- Voice
- Collaboration
- Email
- UT EID
- Network access across campus
- End user computing
- Desktop support
- Images
- Software provisioning

Internal
- Voice
- Collaboration
- Email
- UT EID
- Network access across campus
- End user computing
- Desktop support
- Images
- Software provisioning

External Provider
- SLAs
- OLEs

IT SSO
- SLAs
- OLEs

CSUs
- SLAs
- OLEs

Service Bundles provided by IT SSO

End User Service
- Includes voice, collaboration, email, UT EID, network access across campus, end user computing, desktop support, images, software provisioning

Software as a Service
- Canvas
- Drupal
- Wikis

Platform as a Service
- Database
- OS
- Storage

Infrastructure as a Service
- Server
- Virtual Compute

Voice (Emergency, Institutional)
The SLA for a service is derived from the underlying OLEs of its components. The development of the SLA requires participation from the customers and the service component owners.

- **Development of new or update of existing SLA:**
  - Gather Service Level Requirements (SLRs) from the service customers to understand their service level expectations.
  - Evaluate the feasibility of these SLRs by reviewing the OLEs of the underlying service components with their respective owners.
    - SLA can be typically fulfilled if the sum of OLEs is better than the required SLRs.
      - Coordination and management of maintenance windows across entire stack.
      - Reduce risk of planned and unplanned downtimes of individual or all service components of the service:
        - Effective change and release management capabilities
        - Improved build and service introduction capabilities
    - In case SLRs cannot be fulfilled, discuss, review, and gain buy-in for necessary SLR changes from customers.

- **Service Managers should assess SLA and OLA performance regularly to gauge performance across the service stack.**
SLAs define what service is provided at which price, how it is supposed to perform, how performance is measured and reported, and how performance issues are handled.

<table>
<thead>
<tr>
<th>Key SLA Components</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Definition</td>
<td>Defines and describes the service to be provided including service items and service outcomes.</td>
</tr>
<tr>
<td>Roles and Responsibilities</td>
<td>Defines tasks and activities that both the provider and customer are responsible to perform.</td>
</tr>
<tr>
<td>Financials</td>
<td>Defines the price of the service.</td>
</tr>
<tr>
<td>Service Measurement</td>
<td>Defines KPI’s, how they are measured, and targeted performance levels for the KPI’s.</td>
</tr>
<tr>
<td>Service Delivery</td>
<td>Outlines how operations will be maintained and, in case of performance issues, how support will be provided to the customer (e.g., escalation procedure, response time, etc.).</td>
</tr>
<tr>
<td>SLAs Management</td>
<td>Details the processes and procedures to manage the expectations document including review and governance as well reporting procedures.</td>
</tr>
</tbody>
</table>
### Description

The Service Definition describes the service that is being provided from the IT SSO to the customer and includes the service specification (e.g., service availability hours) and desired outcomes for the customer.

### Purpose and Key Elements

1. Clearly defines the scope of the service(s) provided by the IT SSO to the customer, including the type of services, the way the service is provided, who is the recipient of the service.
2. Provides clarification and background into what is being delivered such as, assumptions and definitions for relevant terms as well as what the service outcome for the customer.

### Example

1. Application Basic Support includes all non-build activities necessary to keep the business applications running according to the current specifications, including: level two support, fix on fail, application administration, and minor enhancements.

2. Concierge End-User:
   - Services will be provided to support all Apple and Microsoft Windows machines in the CSU and include workstation hardware and software management, patching, upgrade, image customization, and live, on-site support.
   - End Users expect to be able to access this service 100% of the time from Monday to Friday between 8:00 AM EST to 8:00 PM EST hours. Access outside this window is subject to planned outages during the agreed service maintenance windows and generally reduced customer support levels.
Roles and Responsibility identify the parties involved in SLAs (key stakeholders) and activities that are in scope. This also includes how the various groups interact with one another.

- Documents the obligations of all parties involved in the agreement to help ensure successful service delivery.
- Defines key stakeholders and decision makers:
  - Delivery of the service
  - Consumption of the service
  - Governance of the agreement

Example

1. Resources within Customer X’s organization agrees to report IT security breaches and loss of equipment within a 12-hour window.
2. IT Shared Services 2nd Level Help Desk responsibilities include:
   - Logging
   - Impact Assessment
3. CSU – Power Users responsibilities:
   - First point of contact for users and business process owners for functional questions related to the application or supported business processes
   - Approver of user administration changes within their department
The Financials section captures the pricing and financial terms set by IT SSO and agreed to by the CSU or end user as well as how the chargeback is performed (e.g., fixed-price, usage, payment intervals).

1. Helps to ensure service costs are recovered in an agreed and timely manner by providing the framework for rates, payment and billing.
2. Establishes an understanding of base fee as well as how additional fees or cost are determined based on specific events or consumption patterns (e.g., costs for exceeding predefined volume) for the service.

1. IT SSO will provide the standard Windows-based, Virtual Machine at the price of $100/month:
   - 32/64-Bit Windows Server 2008R2 with 1 vCPU
   - 2 GB Memory
   - 32 GB server storage
2. Storage and CPU capacity exceeding the standard configuration will be charged as follows:
   - 1 GB in storage: $0.40/month
   - 1 CPU equivalent: $65/month
3. Invoicing will be performed on a monthly basis with payment due at the 15th of the month after.
The Service Measurement section describes how the performance of a service is determined and the performance is measured and reported.

### Purpose and Key Elements

1. Defines performance framework for service operations that both parties expect and agree using:
   - KPIs and target performance levels
   - Formulas to calculate KPIs including metrics
   - Metric owner and source of data
2. Defines how measurement will be reported (e.g. frequency, form, media, recipient).

### Example

1. KPI and Target: Service will be available from 7:00 AM until 08:00 PM M-F with no more than 1800 minutes of unplanned downtime per year.
2. Formula and Metrics: (Service Uptime in Minutes) / (Minutes per Period).
3. KPI Owner: IT SSO Service Manager.
4. Data: Test transactions will be performed every 30 seconds. The service must provide a response within 2 seconds to be considered available.
5. Reports will be submitted to the IT Director and operational governance at the end of each month in form of a word document.
Service Delivery describes how the IT SSO will provide the service in question to the customer and how that service will be maintained and supported in the future.

**Purpose and Key Elements**

1. Increases service transparency and sets expectations by defining all key management procedures:
   - Service maintenance (e.g. defines maintenance windows, how maintenance is announced, how IT SSO and CSUs handle unplanned downtime)
   - Service enhancements and upgrades (e.g. frequency of service patching, what is considered an enhancement)

2. Sets expectations how service degradation or failure is managed.

3. Defines communication procedures and escalation path for both parties to manage service issues.

**Example**

1. Critical security patches to the Operating System will be applied as follows:
   - Critical security patches provided by vendor will be applied within 72 hours after receipt
   - IT SSO will conduct the necessary tests of the patch to validate functionality
   - Designated customer contacts will be informed 48 hours prior to the patching; customers concerns must be raised within 24 hours of patching notification
   - Non-emergency patching will be applied in scheduled maintenance windows
   - CSU’s IT Lead will be informed successful installation of the patch

2. The IT SSO will notify the CSU of all changes to the service at least 48 hours prior.

3. Critical service incidents will be managed via the Major Incident Process and may be implemented through an Emergency Change Process with participation by IT SSO and CSU Leadership.
The SLAs Management section describes the procedures and guidelines to review, revise and govern the agreement including metrics and rates found within the document.

1. Establishes an agreed framework between IT SSO and CSUs on how the SLA will be maintained going forward:
   - Guidelines to assess the SLA
   - Procedures to apply changes to the SLA
   - Simplified procedures to change non-critical items of the SLA (e.g. form of a report)
2. Enables IT SSO and CSUs to adjust the agreement as needed ensuring that the SLA is up-to-date, relevant and able to meet changing customer needs or changing IT SSO capabilities.

1. IT SSO Service Manager, Relationship Managers and the CSU’s IT Leads will meet at least once a year and one month prior to the start of the annual budget season to review the SLA:
   - Overall service performance
   - Planned enhancements and requests for potential enhancements
   - Proposed changes to the SLA and service fees (structure and cost)
2. SLAs shall be managed using the following Change Management procedure:
   - Changes for which an agreement cannot be reached will be discussed in the next meeting of the respective IT Functional Committee
   - Changes will be escalated to the CSU IT leadership and/or business officer if governance is unable to come an agreement

Example
Components that are generally consistent from customer to customer for a given service should be captured in the Service Catalog and sourced into the document to reduce variability and expedite the documentation process.

**Component Types**

- **Standardized Service Components**
  - Service Definition
  - Roles and Responsibilities
  - Financials
  - Service Delivery

- **Variable Service Components**
  - Service Measurement
  - SLAs Management

**Characteristics**

- Generally consistent from customer to customer
- Leverages Service Catalog Offering Entry
- Standardization helps to limit management efforts required to define and draft individual documents
- Varies from customer-specific expectation documents
- Documents can vary but should be standardized as much as possible through:
  - Pre-defined expectations templates
  - Defined/standard KPIs and thresholds
  - Processes and procedures
**Key Performance Indicators**

*KPIs are integral to the success of SLAs and must be defined with the intended purpose in mind.*

<table>
<thead>
<tr>
<th><strong>Target Audience</strong></th>
<th><strong>Description</strong></th>
<th><strong>Purpose</strong></th>
<th><strong>Examples</strong></th>
</tr>
</thead>
</table>
| **Operational KPIs** | Provide a view of the overall performance of the service from a technical and/or IT operational perspective | KPIs that measure the operational performance of the service | • Incident response time  
• Network latency  
• Percent of backups completed on time |
| **Business-Oriented KPIs** | Provide business relevant measurements and metrics related to the provision of IT service  
Can help to quantify and track business value provided by IT | KPIs that demonstrate the link between IT SSO performance and the business needs, expectations or requirements | • User satisfaction score  
• Mean time to fix workstation  
• Respective application availability  
• Number of fulfilled service requests |
| **Governance KPIs** | Provide governance bodies and leadership with service performance related data to support effective decision-making | KPIs that highlight IT performance with respect to the objectives and standards set by the governance committees or leadership at UT Austin | • Service costs vs. Market costs vs. Cost for alternative services  
• Number of compliance issues  
• Total unplanned downtime  
• Service usage data |

**Examples**

- IT SSO leadership, service managers, and staff
- Operational governance
- CSU operational staff
- University, CSU
- IT SSO leadership, service and relationship manager
- CSU operational staff
- University leadership
- IT SSO Leadership
- Governance committee members
Additional considerations are required to support and enable a robust SLA and OLA framework.

**Performance Guarantees**

- Performance guarantees may negatively impact the IT SSO:
  - Requires significant redundancy to ensure guaranteed service and performance levels
  - May result in loss of trust if performance levels dip
- Relationship between customer and the IT SSO should be based on performance reliability, value, and realistic service level expectations.

**Performance Review**

- SLAs should be reviewed on a regular basis with CSUs to ensure that SLAs still meet CSU needs (e.g., service is still required).
- SLAs should be reviewed within IT SSO to determine fit with IT SSOs needs and capabilities (for example: adjust service level reporting for a service in conjunction with the service stabilization over time).

**Relationship Manager Role**

- IT Relationship Managers (RM) own the SLAs for their customers and are responsible for the required SLA reporting and reviews.
- Service Managers can and should be leveraged by the RM as needed however to provide subject matter expertise (e.g., review of performance issues, changes to SLAs).
- CSUs should designate a designated contact and liaison to the IT RM:
  - Meet with RM to discuss ideas and present feedback
  - Ideally, local IT lead and/or SSO/IT SSO governance representative
The use of financial penalties for performance related issues is not recommended for the IT SSO.

Funding of the IT Shared Services Organization

Key Characteristics:
- IT SSO operates without:
  - Margin
  - Profit
- The IT SSO is not able to create reserves through profit margins which could be used to pay for service level penalties

Key Refund Issue:
- In case of service level penalties the IT SSO will need to close the Refund Gap:
  - Increased service cost for all
  - Additional central funding
**Service Level Management Process**

**SLAs will be managed through a predefined Service Level Management process including regular reviews and assessments.**

<table>
<thead>
<tr>
<th>Establish Service Level Requirements</th>
<th>Create SLAs</th>
<th>Report and Review Service Levels</th>
<th>Identify Service Opportunities</th>
<th>Review SLA</th>
<th>Update SLAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Draft and define the service requirements</td>
<td>• Create a customer-specific agreement using the SLA template</td>
<td>• Develop service performance reports</td>
<td>• Assess performance reports and operational metrics internally</td>
<td>• Review service levels with technical staff</td>
<td>• Identify and initiate effort to address gaps within the SLAs following the established guidelines</td>
</tr>
<tr>
<td>• Leverage the Service Catalog entry to populate basic details</td>
<td>• Determine metrics and KPIs to utilize</td>
<td>• Begin operational monitoring of SLAs</td>
<td>• Identify trends and potential areas of concern</td>
<td>• Determine whether agreement is feasible from provider's view</td>
<td></td>
</tr>
</tbody>
</table>

**IT SSO-Focused Activities**

- Discuss and finalize requirements with IT SSO customer
- Meet with customers to negotiate terms of the service
- Agree and finalize terms of the agreement such as pricing
- Provide SLA reports and review with CSUs based on defined frequency.
- Discuss and approve service modifications if customers may be impacted
- Meet and discuss service satisfaction
- Evaluate and review validity of service level requirements as appropriate
- Redefine service level targets or renegotiate the Expectations based on customer needs and provider feasibility

**Customer-Focused Activities**

- SLRs defined, documented, validated, and approved by support teams
- KPIs and sources are defined
- SLA is defined, approved and signed by customer and provider
- Reports created and discussed with customers
- Trends identified
- Proactive issue resolution
- Existing agreements reviewed
- Performance reviewed
- Issues and gaps with existing agreement are identified
- SLAs updated/re-created based on templates
- Metrics redefined and data sources are updated

**Outcomes**

- SLRs defined, documented, validated, and approved by support teams
- KPIs and sources are defined
- SLA is defined, approved and signed by customer and provider
- Reports created and discussed with customers
- Trends identified
- Proactive issue resolution
- Existing agreements reviewed
- Performance reviewed
- Issues and gaps with existing agreement are identified
- SLAs updated/re-created based on templates
- Metrics redefined and data sources are updated
The SLA framework can be established by implementing the following three steps.

1. **Implement consistent service reporting standards and schedules.**
   - Begin implementing the Service Level Management process by first establishing regular service performance review schedules between IT SSO Customer Relationship Managers, Service Managers and CSU contacts to discuss performance and obtain feedback.
   - Enhance the IT SSO-CSU partnership by helping CSUs to generate ideas (e.g., how the IT SSO can help me) and present them with new, emerging technologies.

2. **Standardize the SLA lifecycle and document reporting processes.**
   - Continue implementing the full Service Level Management processes and roles fostering consistent development of SLAs that are well aligned between the IT SSO and CSUs.
   - Enhance the reporting process by utilizing tools such as dashboards to facilitate the report generation and review process.

3. **Identify opportunities to mature processes by automating reporting and integrating service levels with monitoring solutions.**
   - Integrate comprehensive enterprise monitoring tools to enable real-time monitoring of performance for customer-facing services.
   - Provide customer-facing interfaces to access data on an as-needed basis to establish full performance transparency and availability of up-to-date information.