IT Services Management
Service Brief

Service Level Management

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Introduction

A primary focus of IT Service Management (ITSM) is the application of IT best practices (founded in ITIL) to enable IT to be a more effective service provider across the enterprise to satisfy the organization's business requirements.

Although managing the IT infrastructure itself is a necessary component of most ITSM solutions, it is not the primary focus. Instead ITSM addresses the need to align the delivery of IT services closely with the needs of the business. This involves a transformation of the traditional *Business - IT paradigm* into one that is process-oriented, proactive, and enterprise wide. This service provider paradigm encompasses IT best practices using the perspectives of people, process, technology, organization, and integration.

Within this ITSM service provider paradigm there are several focus areas such as business objectives, service level objectives, and technology infrastructure that along with other areas play critical roles in the ITSM methods and best practices.

Service Level Management defines, negotiates, monitors, reports, and controls customer-specific service levels within agreed-to service parameters. These service parameters are documented in customer Service Level Agreements (SLA) and the services provided are documented in a Services Catalog. Service Level Management is part of the **SolutionMethod™** IT Service Delivery Processes.

SolutionMethod™ - A Roadmap to ITSM

SolutionMethod™ describes a service methodology framework for ITSM that is based on ITIL best practices. The focus of **SolutionMethod™** is to enable service, its delivery and management. It is an iterative methodology that has multiple entry points but most typically begins with business end-users/Customer requirements and concludes with a qualification and quantification of services provided to satisfy those requirements both tactically and strategically.

This evolutionary approach enables organizations the ability to adaptively integrate best practices based on their specific maturity level and priorities. **SolutionMethod™** employs a phased approach to ITSM that consists of assessment, architecture and design, planning, implementation, and support. With each phase 5 perspectives of people, process, technology, organization, and integration are evaluated.

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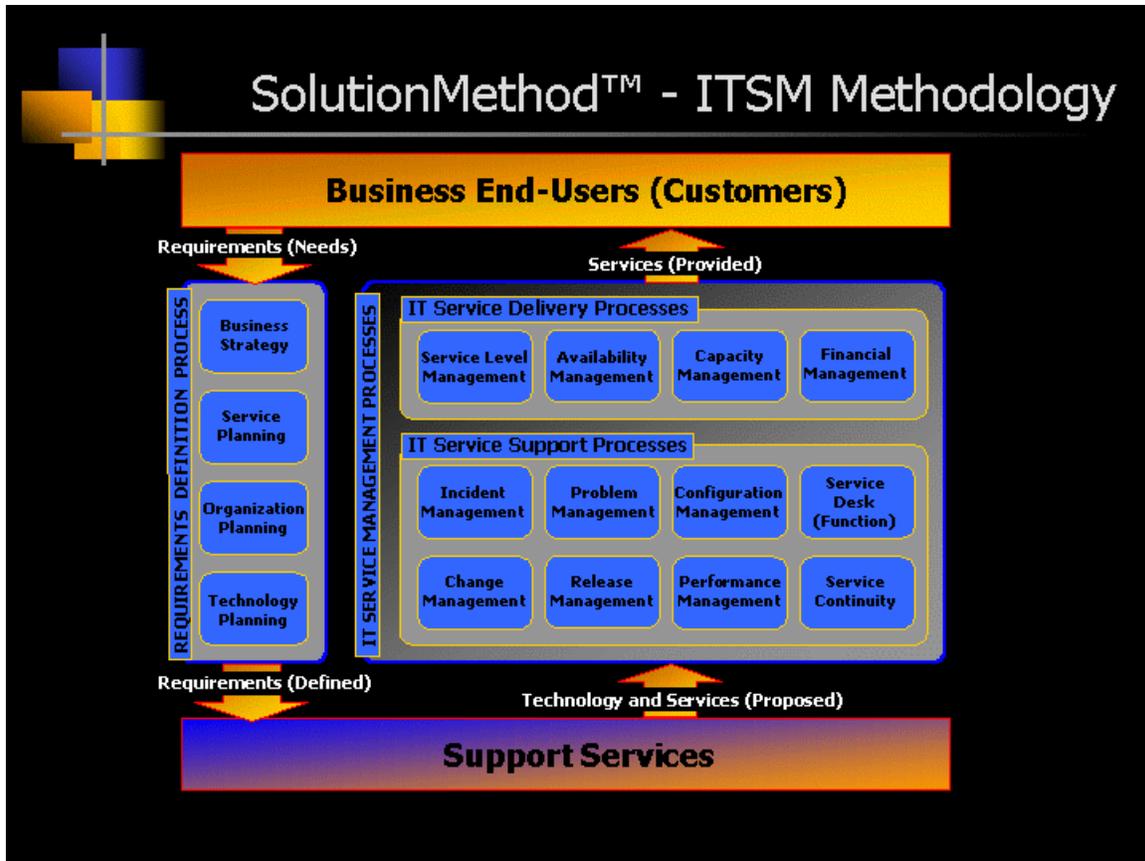
The high level goal for ITSM *structure* encompasses the following:
1) Determine the current, existing IT infrastructure, processes, and services
2) Develop a desired future state of IT and the services it needs to provide
3) Architect a "roadmap" that depicts how to get to the desired state from the current state
4) Determine the steps needed to execute the "roadmap"

The **SolutionMethod™** ITSM *framework* for each of the ITIL Service Delivery and Service Management areas is a 5 phase model:
- **Assessment** - determine the current state and begin to collect and understand the metrics for the future desired state
- **Architect and Design** - develop a mature design for the future state
- **Planning** - develop those plans necessary to achieve the future desired state in a phased evolutionary fashion
- **Implementation** - implement and deploy the plans within IT and across the enterprise to achieve the future desired state
- **Support** - manage, maintain, and improve the future desired state being able to adaptively integrate enhancements as needed or required

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Within this *framework*, **SolutionMethod™** effectively enables managing IT, as an enterprise wide, service oriented entity comprised of 5 separate and distinct *perspectives*:

- **People** - quantity and quality of expertise and knowledge
- **Process** - IT and organization specific practices, procedures, guidelines, etc. and the level of complexity and sophistication of them
- **Technology** - total logical and physical technology infrastructure that consists of hardware, software, communication networks, applications, DBMS, etc.
- **Organization** - internal and external business factors that affect IT, how IT and the organization interface, what is the organizations "corporate culture", what are the organization's direction and how does that affect IT
- **Integration** - how is IT integrated within the business model, what services does IT provide, how are the services provided, and how are best practices employed within IT

Scope and Objectives

The overall goal of this service is to assess and plan for tactical and strategic technology infrastructure in the ITSM Service Level management areas within the 5 perspectives.

The specific goal of this service is to articulate, qualify, quantify, and document IT services to its business customers/users. This will allow IT to deliver consistent services that meet customer/user requirements.

The objectives of Service Level Management Service is to lead IT organizations through the design of a Service Portfolio, development of detailed service descriptions for their services, and the development of a Service Level Agreements (SLA) for their major, mission-critical services that are well-defined, measurable, and in a negotiable state. These services will then be documented in a Service Catalog.

The final outcome of this service is to assess and plan a customer unique set of best practices for service level management processes that includes the appropriate synergy, dependencies, and linkages to other processes like availability, service planning, performance and capacity management, change management, configuration management, and problem and incident management. This service will provide the customer with a model to be used for developing a tactical and strategic position and direction for ITSM best practices.

Approach

The SolutionMethod™ approach depicted below is used for this Service Level Management service.
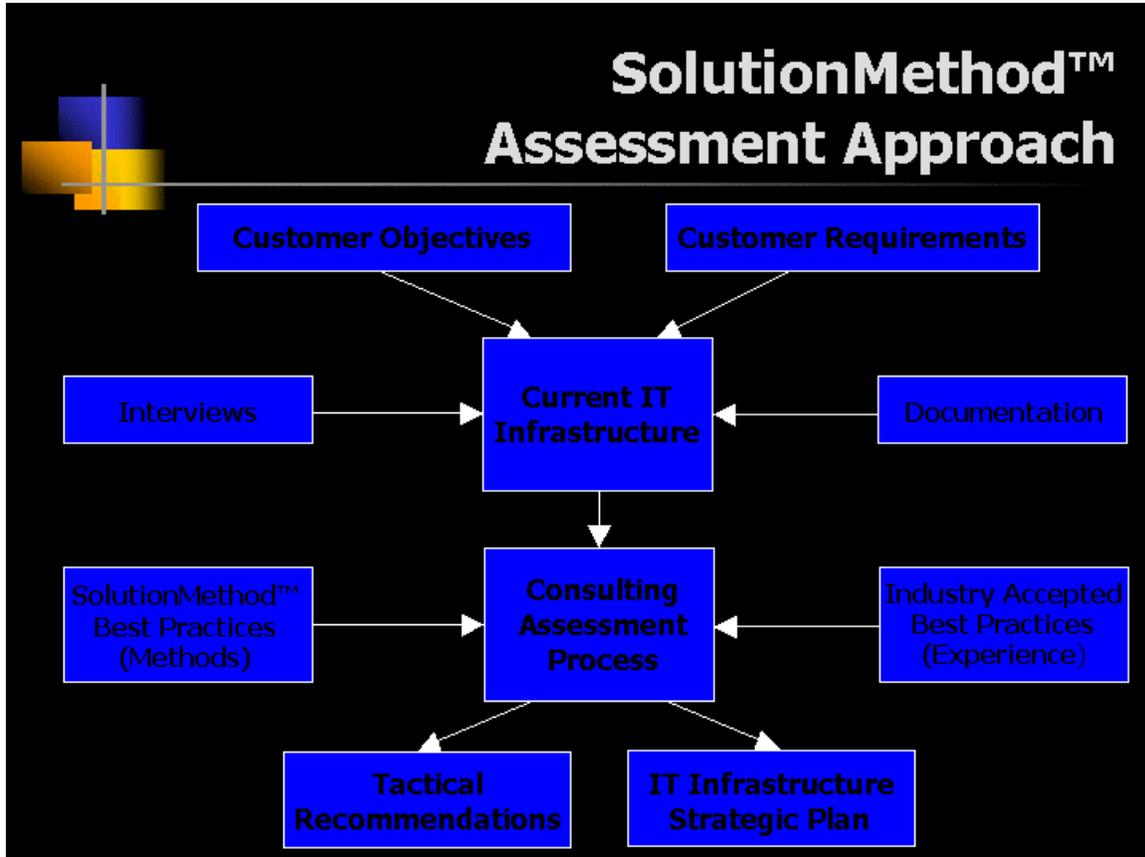
The following is a high-level list of tasks for this service:
1) Assemble a project team that includes the appropriate skill sets necessary to complete a successful project engagement
2) Conduct a project kick-off meeting between the consulting team and a comparable organization team. At this meeting an initial project plan will be developed and refined. This plan will be used to document, plan, and track the activities and results of the engagement.
3) Gather and assemble all appropriate information about the customer's current service level management processes, their inter-relationship and dependencies. This includes any Service Level Agreements, Service Level Objectives, and complete or partial Service Catalog or Service List information. In addition any customer objectives, requirements, and expectations for a desired future state. This

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information is supplied from existing documentation, interviews with the required organization personnel, and observation.

4) Analyze the information gathered as it relates to findings in the areas of IT service management and the processes that support it. This analysis will focus on organization's people, processes, technology, organization, and integration perspectives both in a tactical and strategic perspective. It will specifically focus on satisfying tactical requirements and strategic positioning to include full ITSM positioning.

5) Analyze the current Service Level Management process that includes but is not limited to:

- The procedures that define the steps used in service level management
- The objectives of what service level management needs to accomplish
- How IT interfaces with customer's/end users to determine their specific service objectives and requirements
- What procedures does IT follow to define, negotiate, document, monitor, report, and control customer-specific service levels.
- How does IT formulate and establish agreed-to service parameters.
- How does IT document these service parameters into customer Service Level Agreements (SLA)
- What is the service performance cycle and how is it reported on and tracked
- How are the services provided are documented in a Services Catalog

6) Develop a list that includes prioritized tactical recommendations for service level management in areas of IT Infrastructure and the processes that support it. This list will include but not be limited to:

- Requirements for the design of custom services that link IT services provided to business requirements
- Analysis of customer-specific service level objectives and performance
- Requirements for creating or modifying customer service level reports
- Requirements for creating or modifying customer service catalog
- The process of conducting a service performance review between IT and its customers/end-users
- Customer specific service improvements

7) Develop a solution model that focuses on strategic IT infrastructure and processes based on an alignment with tactical recommendations, ITSM requirements, and strategic organizational goals.

8) Assess the organization training requirements for service level management areas.

9) Develop a training plan for the organization team.

10) Develop an analysis report and associated customer management presentation that includes prioritized tactical recommendations for technology infrastructure and the ITSM processes that support it. These processes will be customer unique best practices for service level management.

11) Develop an outline for recommended strategic IT infrastructure plan that includes "next steps" to meet the organization's full ITSM requirements. This includes a size and scope for the effort and anticipated deliverables.

Deliverables

1) A report documenting the service level management analysis findings within the customer's IT Infrastructure at an appropriately high level that includes:
   - The organization's current service level management
   - Current IT services identified and documented
   - Current IT service level requirements and objectives identified and documented
   - IT Service Catalog design or enhancement requirements
   - The organization's requirements and expectations for a desired future state
   - A gap analysis of the current state and the desired future state
   - The alternatives for achieving the desired state
   - A list of tactical recommendations, in customer specified priority order, for the steps to position the current state of the IT infrastructure to meet strategic ITSM requirements. This will encompass the perspectives of people, process, technology, organization, and integration

2) An initial IT infrastructure strategic plan for service level management to achieve the desired state that encompasses the perspectives of people, process, technology, organization, and integration

3) A senior management level presentation summarizing findings, expectations, recommendations, and future ITSM direction.

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