United Nations
Department of Field Support

Code	**PRO-OPR-013**
Title	**FTOC Service Level Management Process**
Description	**This Process establishes how the service levels are managed by FTOC, as well as the policies related to this process.**

Related info

SOPs	
Processes	PRO-OPR-004 Change Management process PRO-OPR-006 Service Catalogue Management Process PRO-OPR-011 Service Reporting Process PRO-OPR-012 Business Relationship Process
Standards	ISO 20000:2011

Security classification This document contains information regarding the United Nations Field Technology Operations Center service and it is considered unclassified.

Contact Please refer all inquiries regarding this Process to FTOC Service Management at ftocscm@un.org

Versions

Status	*Version*	*Date*	*Prepared by*	*Group*	*Remarks*
Draft	1.0	02/12/2014	D. Garcia		First version

Major Revision Approval

Revision	*Date*		*Name*	*Position*	*Signature*
1	18 Dic 2014	**Cleared by**	Ismet Traljic	Chief, Service & Information Security Management	
		Approved by	Michel Bergeron	Chief SGITT	

FTOC

1. List of Content

2. Acronyms and Abbreviations

Technical section	
SLA	Service Level Agreement
OLA	Operational Level Agreement
UC	Underpinning Contract
SLR	Service Level Requirement
RFC	Request for Change
SR	Service Request
RFS	Request for Service
Organizational section	
SD	Service Desk
ICT	Information and Communication Technology
SGITT	Service for Geospatial, Information and Telecommunications Technologies
DFS	Department of Field Support
FTOC	Field Technology Operations Center
UN	United Nations

Table 1. Acronyms and Abbreviations

3. List of Figures

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5. Purpose

The purpose of this document is to provide guidance for the Service Level Manager, as well as for the owners of other processes related. The policies that govern the Service Level Management are stated in the first part of the document. Next, the Service Level Management process is detailed.

The FTOC provides a series of IT services to field missions and other organizations, with the following purpose (source: OGC):

The purpose of the Service Level Management (SLM) process is to ensure that all current and planned IT services are delivered to agreed achievable targets. This is accomplished through a constant cycle of negotiations, agreements, monitoring, reporting on and reviewing of IT service targets and achievements, and through instigation of actions to correct or improve the level of service delivered.

The objectives of SLM 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.
- Ensure that IT and the customers have a clear and unambiguous expectation of the level of service to be delivered.
- Ensure that even when all agreed targets are met, the levels of service delivered are subject to proactive, cost-effective continual improvement.

The need for a Service Level Management Process stems from the broader requirement to have a set of accountable and repeatable practices and methods for the management of the IT Infrastructure. The generally applied framework for this purpose, in medium to large size organizations is the ITIL framework.

The DFS-Hub generally refers to the ITIL framework for the management of various aspects of its infrastructure. The SLM process is based on ITIL principles and recommendations and, by concept follows its objectives and scopes with the aim of providing the business with the agreed service targets and the required management information to ensure that those targets have been met. Where targets are breached, SLM provides feedback on the cause of the breach and details of the actions taken to prevent the breach from recurring.

6. Scope

In general, the SLM should provide a point of regular contact and communication to customers and business managers of an organization in relation to the service levels. In this context, it should represent the IT service provider to the business, and the business to the IT service provider. This activity should encompass both the use of existing services and potential future requirements for new or changed services. SLM needs to manage the expectation and perception of the business, customers and users and ensure that the quality of service delivered by the service provider is matched to those expectations and needs. In order to do this effectively, SLM should establish and maintain SLAs for all current live services and manage the level of service provided to meet the targets and quality measurements contained within the SLAs.

In FTOC, the SLAs with agencies and other customers different from the field missions are detailed in specific documents signed by both parties, where the services to be provided and the required levels of services are established. As for the field missions supported by FTOC by its mandate, in some cases there are no specific documents to record the services provided or the service levels. In these cases, the business service catalogue establishes the levels of service committed.

It is a single process that spans across the two FTOC geographical locations, Brindisi and Valencia.

7. Process owner

The Service Level Manager is appointed by Chief of SGITT.

8. Terms and definitions

ITIL: A set of best-practice publications for IT service management. Owned by the Cabinet Office (part of HM Government), ITIL gives guidance on the provision of quality IT services and the processes, functions and other capabilities needed to support them. The ITIL framework is based on a service lifecycle and consists of five lifecycle stages (service strategy, service design, service transition, service operation and continual service improvement).

Service Level Management: The process responsible for negotiating achievable service level agreements and ensuring that these are met. It is responsible for ensuring that all IT service management processes, operational level agreements and underpinning contracts are appropriate for the agreed service level targets. Service level management monitors and reports on service levels, holds regular service reviews with customers, and identifies required improvements.

Service Level Agreement (SLA): An agreement between an IT service provider and a customer. A service level agreement describes the IT service, documents service level targets, and specifies the responsibilities of the IT service provider and the customer.

Service Level Requirement (SLR): A customer requirement for an aspect of an IT service. Service level requirements are based on business objectives and used to negotiate agreed service level targets.

Service Level Target: A commitment that is documented in a service level agreement. Service level targets are based on service level requirements, and are needed to ensure that the IT service is able to meet business objectives.

Operational Level Agreement: An agreement between an IT service provider and another part of the same organization. FTOC is considered as an organization providing services to other departments/agencies of the United Nations. It supports the delivery of IT services to customers by IT service providers and defines the goods or services to be provided and the responsibilities for both parties.

Underpinning contract (UC): A contract between an IT service provider and a third party. The third party provides goods or services that support delivery of an IT service to a customer. The underpinning contract defines targets and responsibilities that are required to meet agreed service level targets in on or more service level agreements.

Change: The addition, modification or removal of anything that could have an effect on IT services. The scope should include changes to all architectures, processes, tools, metrics and documentation, as well as changes to IT services and other configuration items.

Request for Change (RFC): A formal proposal for a change to be made. It includes details of the proposed change, and may be recorded on paper or electronically. The term is often misused to mean a change record, or the change itself.

9. Service Level Management Policies

A policy is an official statement of a position, plan or course of action established by an identified sponsoring authority, which is designed to influence, to provide direction and to determine decisions and actions with regard to a specific topic. The policies are used as a guide when creating or modifying any component of a service.

The policies for the Service Level Management then, are as follows:

- The Service Level Management process governs all services included in the FTOC business service catalogue.
- The SLAs have to be defined, and used as the base to manage the relations between service providers and customers.
- The SLAs with agencies and other customers different from the missions have to be detailed in specific documents signed by both parties, where the services to be provided and the required levels of services are

established. As for the field missions supportedby the mandate of FTOC when there are no specific documents to record the services provided and the service levels, the business service catalogue establishes the levels of service committed.

- All changes to SLAs have to follow the Change Management process.
- SLAs shall contain only realistic, measurable and achievable commitments.
- All SLAs will be reviewed on an annual basis.
- All support groups and stakeholders have to be aware of the SLAs in place.
- The levels of service established in the OLAs and UCs have to be consistent with the SLAs that they underpin.
- The Service Level Management process shall review reports of the service performance aiming to identify actions to improve the service levels provided.
- Signed SLAs will be kept in a folder in the Chief Service & Information Security Management office and an electronic copy will be uploaded in the CITS portal.

10. Roles

These are the units and entities involved in the scope of the Service Level Management:

Service Level Manager: Is responsible for ensuring that the process is performed according to the agreed and documented process, and meets the aims of the process definition. The Service Level Manager is responsible for the definition and control of all the SLAs signed with the customer. She/he negotiates the service levels to achieve for each service and customer, and ensures that underpinning OLAs and UCs are in place and meet the required service levels to support the SLA.

Section Chiefs: They are responsible for providing their services with the service levels committed in the SLAs or in the OLAs. They are also responsible for the follow up of the Underpinning Contracts that they manage, and they have to report all breaches of the service levels established in the Underpinning Contracts. In the event\ of a breach in these service levels, they have to raise a nonconformity.

Customer: The customer establishes the Service Level Requirements, and negotiates the SLAs with the Service Level Manager. She/he periodically receives reports of service performance, and can raise formal complaints when the agreed service levels are not reached, or request the modification of the SLA if needed.

11. Service Level Management Process Flowchart

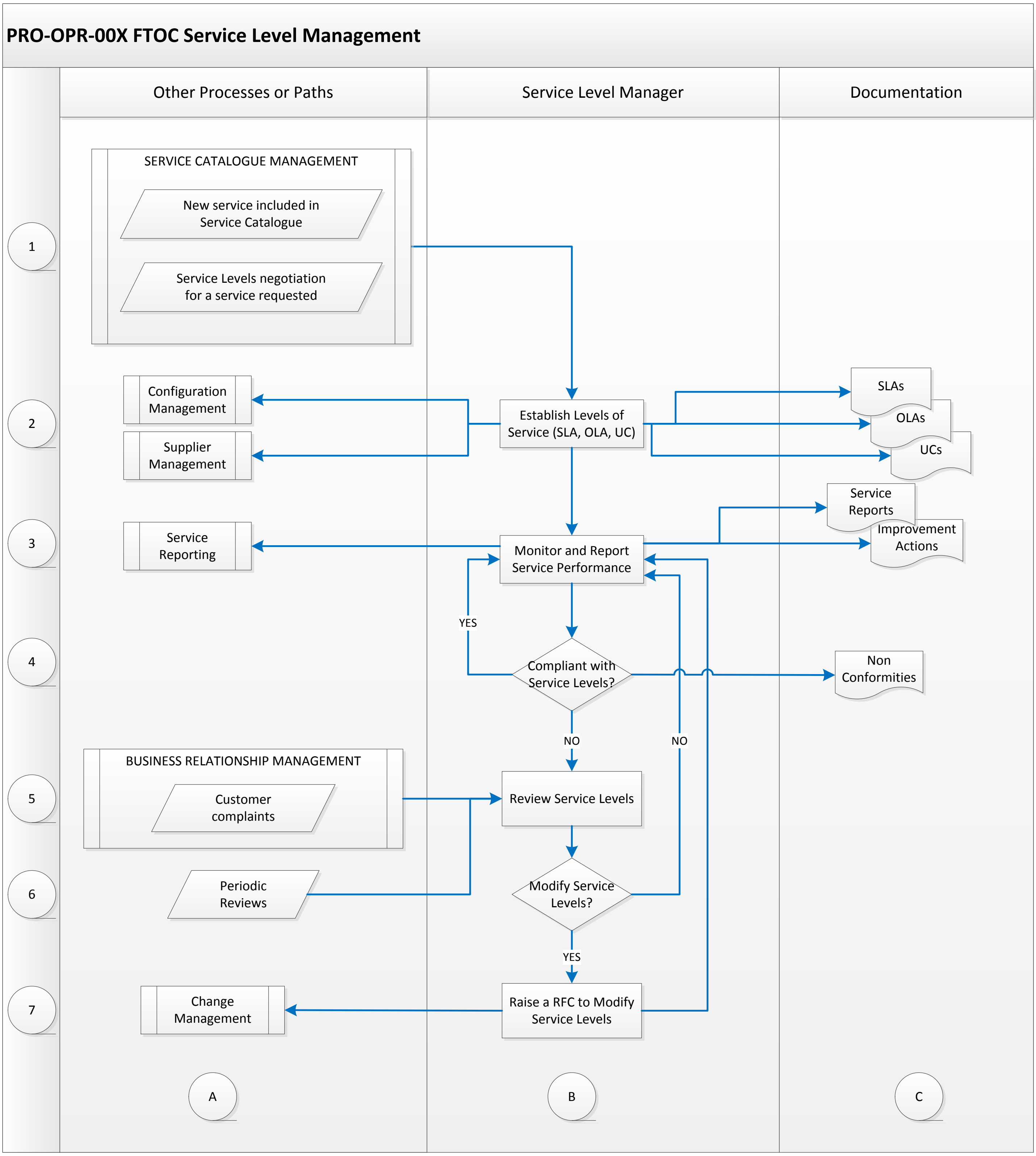

Figure 1. Service Level Management Process Flowchart

12. Service Level Management Process Flowchart details

Customer Service Request Management Rules	
Inputs	The inputs to this process come from the Service Catalogue Management process, two different types of inputs can launch this process: - New service included in the Business Service Catalogue, which needs a general SLA for the service. - A customer requests a Business Service. The Service Levels have to be revised and updated, if needed to suit customer needs.
Outputs	- SLAs, OLAs and UCs documented. - Service Reports. - Improvement Actions to achieve better service levels. - Non-conformities with Service Levels agreed.
General Comments	The Service Catalogue management process is the main input for the Service Level Management process. When a new Business Service is defined and included in the catalogue, a Service Level is established for the service by default. When a customer requests the provision of a service, the service levels are reviewed, and can be modified if the customer needs better service levels than the ones offered in the Business Service Catalogue. In this case, the Service Level Manager has to decide if a specific SLA is signed with the customer, or if the service level is modified in the Business Service Catalogue and applied to all customers.

Step	Tier	Description	Responsible	RFC/SR/WO life cycle
1	**A**	See inputs above.	Service Catalogue Manager	
2	**B**	The process starts with a trigger from the Service Catalogue Management process. When this happens, the service levels for the new or changed service have to be defined. The Service Level Manager coordinates this task with the Service Owner (one of the section chiefs) and the customer of the service. The SLA has to cover customer service requirements and, on the other hand, has to be consistent with the OLAs and the UCs that underpin this service. If the OLAs and UCs required to support the SLA are not in place, they have to be defined at this point. If they exist, but they are not suitable for the new service requirements, they have to be revised in order to meet them.	Service Level Manager	
3	**B**	The service performance has to be reported on a monthly basis. It can be included in general reports, or in specific reports by service. The reports have to include the information to evaluate not only the SLAs agreed with the customer, but also the OLAs agreed with internal groups. The information reported has to include the trends and performance against agreed service targets. The results shall be recorded and reviewed to identify opportunities for improvement.	Service Level Manager	
4	**B**	The reports delivered in the previous step have to be revised to evaluate the compliance of SLAs agreed with the customer, and with OLAs agreed with internal groups. If the performance reported is not compliant with the agreed service levels, a nonconformity has to be recorded. The causes of a nonconformity shall be identified. In this case, the service level manager can decide to review the Service Level.	Service Level Manager	
5	**B**	The service levels agreed shall be reviewed in the following cases: • Reiterated or significant noncompliance with service levels agreed with customer (SLA) or with internal group (OLA). • Receipt of customer complaints related to the service performance. • Periodic reviews of the service levels, even if they are being reached systematically.	Service Level Manager	
6	**B**	If the previous step of the flowchart reveals that the service levels need to be modified, go to the next point (7B), otherwise, keep on monitoring the service levels at regular intervals.	Service Level Manager	
7	**B**	When a service level (internal or with a customer) has to be modified, these changes to the documented service requirements, catalogue of services, SLAs or other documented agreements shall be done by raising an RFC. This change will be controlled by the Change Management process.	Service Level Manager	Open RFC

13. Responsibilities

RACI matrix is used to align Process functions to human resources. Thus:

- **Responsible**: people who are ultimately responsible for getting the work done.
- **Accountable**: person accountable to oversee that the work gets done. Usually a manager who delegates the work to those responsible.
- **Consulted**: people who need to be consulted at the time of a request.
- **Informed**: people who have interest in the performance of the given task and that have to know how the request is evolving.

Process activities	Responsible	Accountable	Consulted	Informed
Establish Levels of Service	- Service Level Manager	- Service Manager	- Customers - Section Chiefs	- Service Catalogue Manager
Monitor and Report Service Performance	- Section Chiefs - Service Level Manager	- Service Level Manager	-	- Customers
Review Service Levels	- Service Level Manager	- Service Level Manager	- Section Chiefs	- Customers
Process performance	- Service Level Manager	- Chief SGITT	- Section Chiefs	-

Table 2. RACI Matrix

14. Related records

Record	Type of record	Storage	Retention
Service Level Agreements	MS Word document	CITS portal	At least three years
Operating Level Agreements	MS Word document	CITS portal	At least three years
Non Conformities	iNeed ticket	iNeed	At least three years
Improvement Actions	iNeed ticket	iNeed	At least three years

15. Monitoring and Compliance

The following key performance indicators (KPI) have been defined to monitor this process and its compliance with Service Level Agreements.

Performance Indicator	Responsible	Frequency
Percentage of services that reach the agreed service levels with the customer.	Service Level Manager	Monthly
Number of nonconformities related with service level breach raised monthly	Service Level Manager	Monthly

Table 3. Process performance Indicator