Thomas A. Maske
Presents

The Road

to

Service Level Management

The Road to Service Level Management

- Agenda
  - Perception ≠ Reality
    - Customer Expectations
    - IT Assumptions
    - Disconnect
  - Closing the Gap
    - Alignment
    - What Good Looks Like – Define
    - What Good Looks Like - Sustain
  - The Road
    - The Configuration Management Data Base
    - Incident, Problem, and Change Management
    - Dynamic Knowledge Management System
    - Service Improvement Framework
    - Service Tiers
    - Business Service Level Agreement Framework
  - Maturity Levels

Perception ≠ Reality - Customer Expectations

Perception ≠ Reality - I.T. Assumptions

They probably have a workaround

We don't have redundancy

Infrastructure is 98% available, that should be good

It's not on I.T.'s critical system list

Perception ≠ Reality = Disconnect

Closing the Gap - Alignment

- The Business has Expectations of I.T. Services
  - May or may not be seated in the reality of the I.T. services delivered
  - Business Service Level Agreements (BSLA's) level set expectations aligned with I.T. capabilities
- Metric Driven
  - Measure and report on the BSLA's
  - Transparency on *reported* issues
- Processes
  - It's all about Service Improvement
- Improve the Perception of I.T.
  - Working on the right things
  - Predictive and proactive
  - Positive marketing of I.T. as a Business *partner*

Closing the Gap – What Good Looks Like in Define

We need 24x7

We need to check into adding redundancy but right now baseline bronze service is 98%

We understand, and a platinum or gold service is too expensive; what about silver?

We could designate the test system as passive, but it can take 4-8 hours to switch when needed.

We can look at a manual workaround and accept the downtime.

We'll start looking at the design.

I.T. Is a value-add Partner!

Business *partners* with I.T.

Glad we have the tiers defined!

Closing the Gap – What Good Looks Like in Sustain

The Configuration Management Data Base (CMDB)

Hierarchical View to the Business

- Business Lens
  - Business process focused
  - Underlying functions
  - What the Business understands
- Applications Lens
  - Application management focused
  - Underlying applications
  - What applications understands
- Infrastructure Lens
  - Technology focused
  - Underlying network, servers, integrations
  - What technical teams understand
- Foundational to Report Metrics
  - Who is resolving
  - What components were involved

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              │  Business   │
              │  Process    │
              └──────┬──────┘
          ┌──────────┴──────────┐
    ┌─────────┐            ┌─────────┐
    │ Service │            │ Service │
    │Offerings│            │Offerings│
    └────┬────┘            └────┬────┘
   ┌─────┴────┬──────────┬──────┴─────┐
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│Infrastructure││Infrastructure││Infrastructure│
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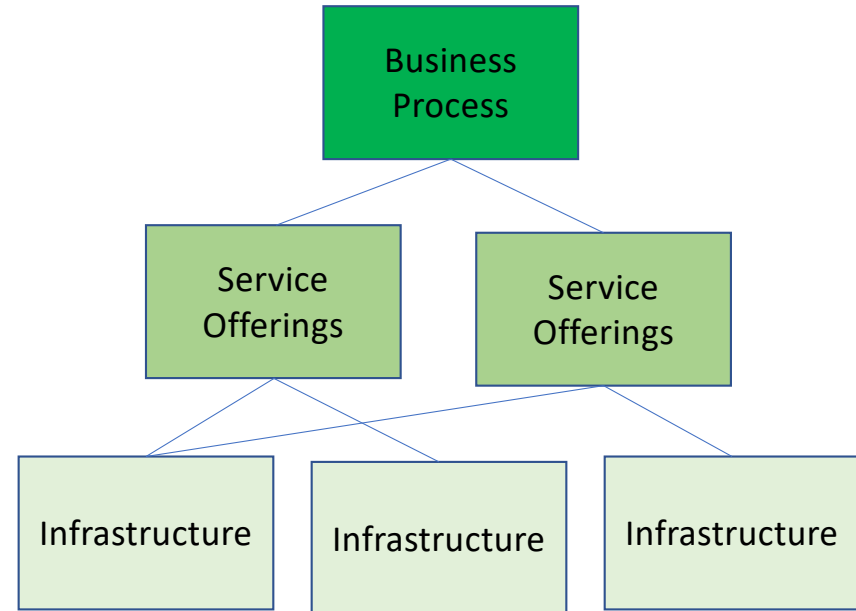
Incident, Problem, and Change Management

Foundational to Reporting on Issues and Prevention

- Incident Management
  - When something *breaks*
  - Strives to get things resolved as soon as possible
  - Foundational to reporting
- Problem Management
  - Identifies Technical Root Cause of High Impact or Recurring Incidents
  - After Action Reviews identify Process Issues
  - Action Items to Prevent recurrence
- Change Management
  - Control the Environment
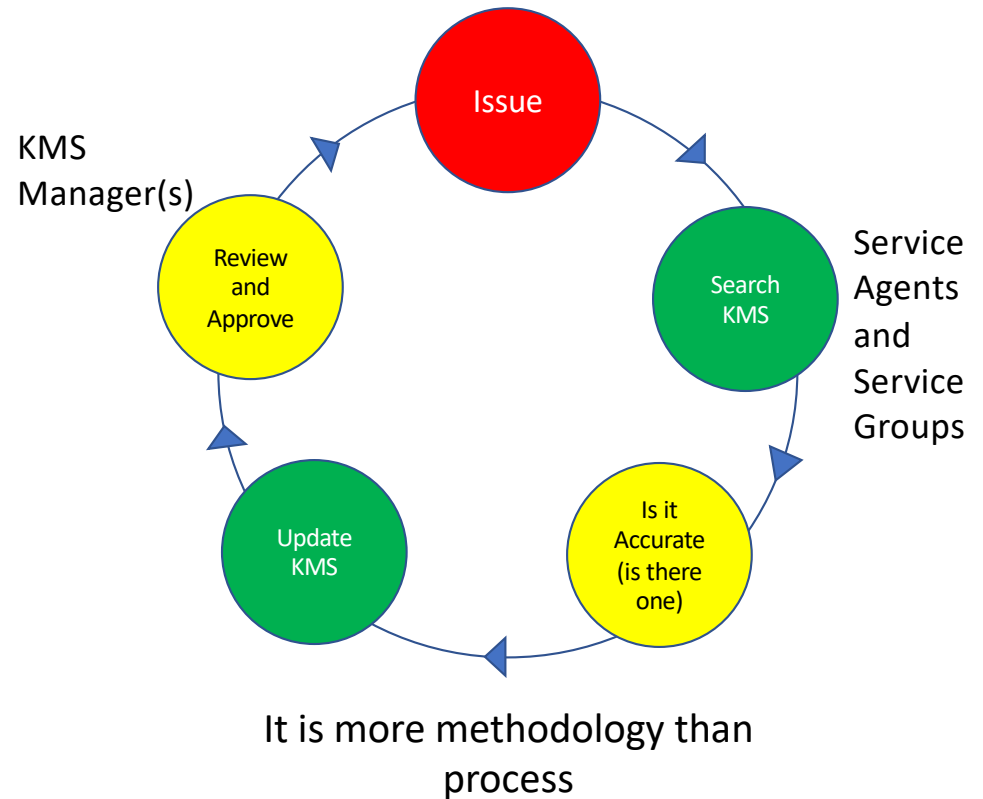 - Review Potential Conflict
  - Final QA Step to Prevent Incidents

One process leads to another

If done well, Incidents, Problems, and Changes **decrease**

Dynamic Knowledge Management System (KMS)

Knowledge is **NOT** Static

- Tie to Configurations
  - Run Books
  - Service Desk Guidelines
  - Support Team Guidelines
  - End User Guidelines (if needed)
- Review Dynamically
  - Incident Management
  - Problem Management
  - Change Management
- Release Changes Based on Review
  - Reviewed by the personnel using them
  - Confirmed by the KMS Manager(s)
  - Objective to **always** be accurate

KMS Manager(s)

Service Agents and Service Groups

Issue

Search KMS

Is it Accurate (is there one)

Update KMS

Review and Approve

It is more methodology than process

Service Improvement Framework

After Action Reviews

High and Recurring Incidents
Focus on Processes
1 – Internal IT Review
2 – IT Review with Business Partners
Start with Critical Issues, then recurring issues (3/Month rule)

System Stability Review (SSR)

When AAR's are not Preventing (3-Strike Rule)
Top down of Infrastructure, Applications, and KMS
The Business may be frustrated by now, so this health check reviews stability looking for apparent gaps. May recommend further actions in form of a Service Improvement Plan.

Service Improvement Plan (SIP or SWOT)

Analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT)
Uses the inputs of AAR's and SSR
May be a recommendation from a SSR, but should be run as a Project.
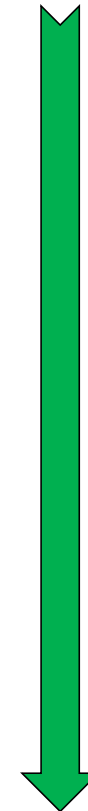
Business always sees I.T. proactive with what is important to them

Service Tiers (example)

Defined Service Tiers level set the Business with I.T. capabilities
when working on Agreements

Platinum   0 downtime 99.9%

> **Always Available**
> Full redundancy
> Active/Active architecture with automation and no disruption, this is for "Critical" services.

Gold   4 hour recovery 99.6%

> **Highly Available with Minimal Disruption**
> Full redundancy with minimal manual intervention
> Active/Passive architecture with automation and some manual intervention to switch. Business has a workaround, this is for "Highly Available" services.

Silver   8 hour recovery 99%

> **Minimally Available with Minimal Disruption**
> Some redundancy with manual intervention
> Active/Repurpose with some disruption when switching. Requires workaround to minimize impact, Business agrees with downtime.

Bronze   24 hour recovery 98%

> **Standard Offering with Disruption**
> No redundancy – recovered services
> Active system would be "recovered". Requires workarounds to minimize impact, or Business agrees this would never be "High" or "Critical".
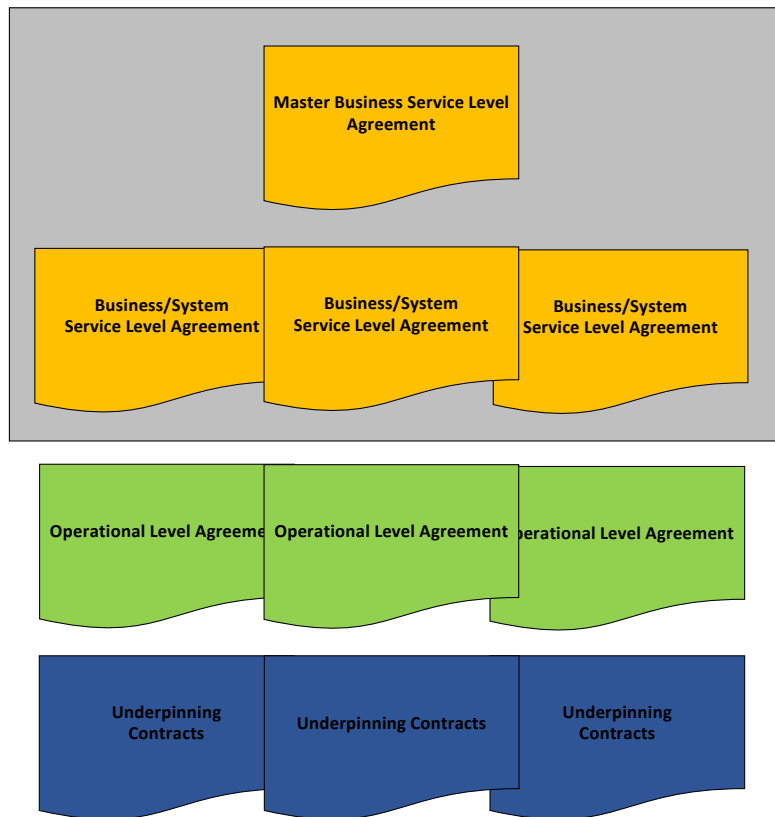
The higher the standard, the more it costs

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$

Each % of downtime is equal to ~8 hours a month
Microsoft's O365 availability target is 99.9% which is ~8 hours downtime annually
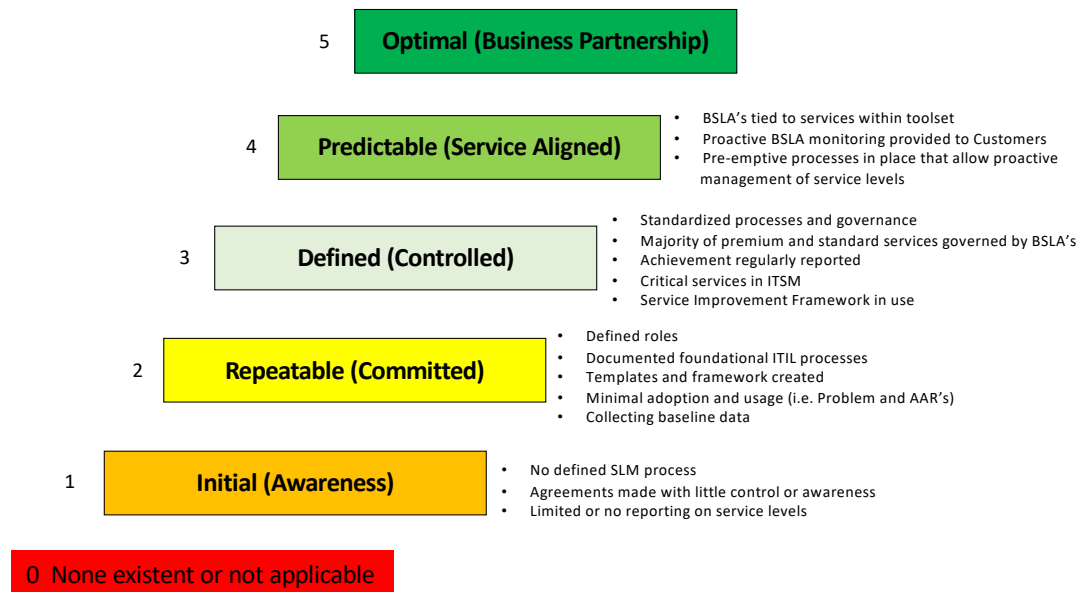Know your baselines!

Business Service Level Agreement Framework

- Master Business Service Level Agreement
  - One static agreement at the IT level with all the common, standard services and definitions

- Business Service Level Agreement (BSLA)
  - A dynamic agreement for Business Operations involving one of more systems, applications or services (i.e. Make to Deploy, Hire to Retire)

- Operational Level Agreement (OLA)
  - A stand-alone agreement within IT covering systems, applications or services supporting Business Processes (i.e. Server, Network, ERP Shared Services)

- Underpinning Contracts
  - A stand-alone agreement between IT and Suppliers covering Delivery or Support Managed Services (i.e. IBM, Accenture, HP, Xerox, etc.)

Use Maturity Levels to Chart Progress

- SLM Maturity Levels

| 5 | **Optimal (Business Partnership)** |

| 4 | **Predictable (Service Aligned)** |
- BSLA's tied to services within toolset
- Proactive BSLA monitoring provided to Customers
- Pre-emptive processes in place that allow proactive management of service levels

| 3 | **Defined (Controlled)** |
- Standardized processes and governance
- Majority of premium and standard services governed by BSLA's
- Achievement regularly reported
- Critical services in ITSM
- Service Improvement Framework in use

| 2 | **Repeatable (Committed)** |
- Defined roles
- Documented foundational ITIL processes
- Templates and framework created
- Minimal adoption and usage (i.e. Problem and AAR's)
- Collecting baseline data

| 1 | **Initial (Awareness)** |
- No defined SLM process
- Agreements made with little control or awareness
- Limited or no reporting on service levels

| 0 None existent or not applicable |

Each process area should review Maturity Levels
and set goals and plans accordingly
i.e. Maturity Levels for CMDB, Incident, Problem, Change, KMS

Thank You!

To learn more, please contact [Thomas A. Maske](#)!

Thomas Maske is a proven leader in the implementation of ITIL processes and Service Level Management. He can help any Business work up the maturity scales for repeatable, predictable, and proactive processes helping increase the positive perception of I.T. He has worked over a decade in Service Management and Service Operations, with an additional decade prior in Project Management.