

# Service Level Agreement

## Contract Areas to Consider

<b>Overview</b>	The following section presents a number of key areas to consider when building SLA Contract documents.
<b>Level of Formalization</b>	Service levels may range from a formalized contract that is signed off by representative customer departments to informal "known" levels internal to IT functions. IT should be aware which level of formalization is appropriate.
<b>Ability to Meet Service Targets</b>	<p>IT should ensure that documented levels of service can indeed be met. Targets should allow for a latitude contingency to cover occasional problems or slowdowns to occur without jeopardizing targets.</p> <p>Within ITIL, Availability Management should review planned targets and provide guidance as to what levels may be appropriate given current IT capabilities. Requirements for new capabilities should be highlighted to management to determine whether to invest in them or not.</p>
<b>Control of Customer Expectations</b>	Targets should be communicated to customers in terms that make them clearly understood from their perspective. This promotes a good level of understanding and cooperation when service problems do occur.
<b>Handling SLA Contract Changes</b>	Processes should be in place to handle changes in service requirements. Customers may wish to negotiate better service levels, add new functions that require new levels of service or periodically renew current levels. These should be negotiated through a Service Level Manager and processed via Change Management.
<b>Number of SLA Contracts</b>	Less is better, more greatly increases management overhead to report and manage. It may be determined to have a single contract for all departments versus multiple service contracts for different departments. Another structure may be to have a base agreement that covers everyone as a default with a limited set of overriding contracts for unique needs.

# Sample Service Level Agreement Between Departments

**Liz Hoggarth, Hilary Comfort**



## **Sample Service Level Agreement Between Departments:**

**Best Practice for Security Management** United Kingdom. Treasury. Office of Government Commerce, 1999 Security Management is the process of managing a defined level of security on information and IT services Included is managing the reaction to security incidents Performance Improvement in Hospitals and Health Systems James R. Langabeer II, FHIMSS, CMA, Editor, 2009 **Shared Services in Finance and Accounting** Tom Olavi Bangemann, 2005 Most large companies worldwide today have some kind of shared services concept in place Over half of the medium and large companies are currently engaged in some kind of shared service project activity The investment in shared services is always calculated in millions In other words the costs of getting it right or getting it wrong can be huge Shared Services in Finance and Accounting is a concise blueprint for identifying assessing designing implementing and improving the process for shared services in the finance and accounting function Tom Bangemann focuses on critical success factors the people issues involved and learning from other people s big mistakes The book includes a variety of real life examples and real benchmarking data performance metrics and best practices The section on implementation is based on a proven five phase methodology and explains the steps and activities involved as well as showing examples of the deliverables and the results you can expect Any CEO MD CFO Finance Director and senior finance people will find this book a must have guide to the process before they start and an excellent benchmark against which to measure the performance of any existing shared service operation **Brink's Modern Internal Auditing** Robert R. Moeller, 2009-04-15 Today s internal auditor is responsible for creating higher standards of professional conduct and for greater protection against inefficiency misconduct illegal activity and fraud Now completely revised and updated Brink s Modern Internal Auditing Seventh Edition is a comprehensive resource and reference book on the changing world of internal auditing including new coverage of the role of the auditor and internal control An invaluable resource for both the new and seasoned internal auditor the Seventh Edition provides auditors with the body of knowledge needed in order to be effective *A Practical Guide to Service Management* Keith D. Sutherland, Lawrence J. "Butch" Sheets, 2023-10-13 Develop and improve the service management capabilities of your organization or business with this comprehensive handbook Key Features A complete pragmatic guide on service management from industry experts Learn industry best practices and proven strategies to establish and improve a service management capability Get hands on with implementing and maintaining a service management capability Purchase of the print or Kindle book includes a free PDF eBook Book Description Many organizations struggle to find practical guidance that can help them to not only understand but also apply service management best practices Packed with expert guidance and comprehensive coverage of the essential frameworks methods and techniques this book will enable you to elevate your organization s service management capability You ll start by exploring the fundamentals of service management and the role of a service provider As you progress you ll get to grips with the different service management frameworks used by IT and

enterprises You ll use system thinking and design thinking approaches to learn to design implement and optimize services catering to diverse customer needs This book will familiarize you with the essential process capabilities required for an efficient service management practice followed by the elements key to its practical implementation customized to the organization s business needs in a sustainable and repeatable manner You ll also discover the critical success factors that will enhance your organization s ability to successfully implement and sustain a service management practice By the end of this handy guide you ll have a solid grasp of service management concepts making this a valuable resource for on the job reference What you will learn Discover a holistic approach to managing services Get acquainted with the service management methods frameworks and best practices Understand the significance of a service management strategy Demonstrate your skills to deliver high quality timely services Find out how to become a respected business partner to your customers Recognize the role of governance outcomes and markets Grasp the concept of value capture and maintaining value over time Explore common processes that lay the foundation for effective service management Who this book is for This book is for anyone interested in gaining a general understanding of the value of enterprise IT service management ESM ITSM including but not limited to IT leadership key business managers business process analysts business analysts IT consultants IT professionals project managers systems integrators service desk managers managed service providers solution providers and sales staff Whether you re new to service management or have prior experience you ll find valuable insights in this book

The CIO Playbook Nicholas R. Colisto, 2012-06-29 As our economy shifts from recession to recovery our current economic climate is ripe for transformation CIOs are in a unique position to leverage technology in order to drive innovation and boost business growth The CIO Playbook is the handy desk reference for CIOs CEOs CFOs and up and coming leaders revealing a dynamic seven step framework Partner Organize Innovate Deliver Support Protect Grow that will guide you in making essential changes to your organization The proven strategies tools and techniques in The CIO Playbook make it the ultimate how to resource for creating a high performance IT organization that delivers value added products and services to employees customers and shareholders Author Nicholas Colisto provides solutions to the issues that concern business leaders and IT practitioners including How to truly partner with business peers Delivering high quality products and services that are embraced by your user community How to ensure your team is focused on the right innovations Measuring performance and running your department like a business Ways to attract motivate and retain a talented team working toward a common vision Managing risks to operate effectively and protect corporate reputation Featuring online templates for each of the seven steps described in the book The CIO Playbook can help you transform your IT department from a mere order taker to a high performance organization that delivers extraordinary business outcomes despite this era of turbulent economic challenges

ITIL For Dummies Peter Farenden, 2012-03-08 ITIL For Dummies provides an easy to understand introduction to using best practice guidance within IT service management It breaks down the 5 stages of the service

lifecycle into digestible chunks helping you to ensure that customers receive the best possible IT experience Whether readers need to identify their customers needs design and implement a new IT service or monitor and improve an existing service this official guide provides a support framework for IT related activities and the interactions of IT technical personnel with business customers and users Understanding how ITIL can help you Getting to grips with ITIL processes and the service lifecycle Implementing ITIL into your day to day work Learn key skills in planning and carrying out design and implementation projects

**Executive's Guide to IT Governance** Robert R. Moeller, 2013-02-11 Create strong IT governance processes In the current business climate where a tremendous amount of importance is being given to governance risk and compliance GRC the concept of IT governance is becoming an increasingly strong component Executive s Guide to IT Governance explains IT governance why it is important to general financial and IT managers along with tips for creating a strong governance risk and compliance IT systems process Written by Robert Moeller an authority in auditing and IT governance Practical no nonsense framework for identifying planning delivering and supporting IT services to your business Helps you identify current strengths and weaknesses of your enterprise IT governance processes Explores how to introduce effective IT governance principles with other enterprise GRC initiatives Other titles by Robert Moeller IT Audit Control and Security and Brink s Modern Internal Auditing A Common Body of Knowledge There is strong pressure on corporations to have a good understanding of their IT systems and the controls that need to be in place to avoid such things as fraud and security violations Executive s Guide to IT Governance gives you the tools you need to improve systems processes through IT service management COBIT and ITIL

*Service Level Agreements* Andrew Hiles, 2000-06-30 Provides guidance on how to create enduring satisfying and profitable relationship between customer and supplier by using service level agreements

**Service Level Agreements By Andrew Hiles, Hon FBCI, EIoSCM** Andrew Hiles, Hon FBCI, EIoSCM, 2016-06-01 In an ideal business climate all your service level agreements would align perfectly with business goals Your company s vision definitions requirements and performance measurement would be clear But in today s fast paced complex world of outsourcing you could use some help to make that a reality Look no further In A Rothstein Publishing Collection Service Level Agreements four key books by Andrew Hiles combine to help you achieve effective agreements Andrew Hiles draws on decades of experience to guide you in achieving service level agreements SLAs that are not simply legal documents but are strategic business centric tools that can lead to enduring satisfying and profitable relationships between customer and supplier In this four book package you will receive a step by step guide to designing negotiating and implementing SLAs in your organization Service Level Agreements Winning a Competitive Edge for Support Supply Services The Complete Guide to IT Service Level Agreements Aligning IT Service to Business Needs E Business Service Level Agreements Strategies for Service Providers E Commerce and Outsourcing Creating a Customer Focused Help Desk How to Win and Keep Your Customers These books include checklists samples statistics and real world case studies that will help

you to Create clearly written SLAs that are unambiguous comprehensive and enforceable Balance service costs against quality for business advantage Provide the level of service that meets the expectations of customers and keeps them loyal Apply quality assurance techniques to the SLA to identify the right quality of service Prevent disputes between customers and suppliers Avoid catastrophic losses and day to day headaches

**InfoWorld** ,1999-01-11 InfoWorld is targeted to Senior IT professionals Content is segmented into Channels and Topic Centers InfoWorld also celebrates people companies and projects

The Organizational Measurement Manual David Wealleans,2017-09-29 The Organizational Measurement Manual is a step by step guide to creating performance measurements at the working level It addresses the procedures for identifying designing monitoring and using measurements and how these might relate to other objectives and initiatives within an organization In so doing it explores the use of general performance measurement as a management tool for the key areas of control customer satisfaction and business improvement The book is clearly differentiated from many other publications on the subject of measurement by the firm distinction made between general strategic measurement that represents an umbrella approach to the quantification of performance and the monitoring of process level attributes that directly relate to the performance of an individual work team The benefits of and best practice approach to the use of process level measurements are clearly explained

**A Practical Guide to Outcome Evaluation** Liz Hoggarth,Hilary Comfort,2010 This practical handbook on how to evaluate outcomes in people orientated projects will support decision making and lead to achieving goals

**The Handbook of Next-Generation Emergency Services** Barbara Kemp,Bart Lovett,2021-02-28 This exciting new resource comprehensively describes Next Generation Emergency Services It will enable implementers regulators legal and technical professionals to understand how the introduction of this new approach to delivering emergency services will impact their work Beginning with an overview of the field and explaining what will change as the transition is made from circuit switched to IP based networks the book provides guidance and detail related to the technologies that enable Next Generation services the current state of emergency services how to plan and execute a move to a standards compliant NG9 1 1 service including the network design the operations and maintenance procedures and the legal and regulatory requirements and mandates This Handbook explains NG9 1 1 networks functions that they provide the environments in which they are implemented and the process by which they can be built and maintained It provides a comparison to Basic 9 1 1 and E9 1 1 systems that dominate the field of emergency services today The reader is guided through an emergency call from its inception by the Caller to the Public Safety Answering Point PSAP Call Taker to Dispatch to First Responders explaining how Basic 9 1 1 E9 1 1 and NG9 1 1 support each leg of this journey Chapters explaining the underlying networks and the service standards provide details to those who need them for their daily work or as reference Next Generation 9 1 1 services are carried over data networks that use the Internet Protocol IP to establish communications flows between the calling and called parties These flows are created in a fundamentally different way than are those created

on the circuit switched networks that carry Basic 9 1 1 and E9 1 1 calls The differences between packet switched and circuit switched networks are explained and the challenges and opportunities offered by creating call flows using packet switched networks are also described Software Testing in the Cloud: Perspectives on an Emerging Discipline Tilley, Scott, Parveen, Tauhida, 2012-11-30

In recent years cloud computing has gained a significant amount of attention by providing more flexible ways to store applications remotely With software testing continuing to be an important part of the software engineering life cycle the emergence of software testing in the cloud has the potential to change the way software testing is performed

Software Testing in the Cloud Perspectives on an Emerging Discipline is a comprehensive collection of research by leading experts in the field providing an overview of cloud computing and current issues in software testing and system migration Deserving the attention of researchers practitioners and managers this book aims to raise awareness about this new field of study

**Grids and Service-Oriented Architectures for Service Level Agreements** Philipp Wieder, Ramin Yahyapour, Wolfgang Ziegler, 2010-08-03 As Grids and service oriented architectures have evolved to a common infrastructure for providing and consuming services in research and commercial environments mechanisms are needed to agree on the objectives and the quality of such service provision There is a clear trend to use electronic contracts between service consumers and one or more service providers in order to achieve the necessary reliability and commitment from all parties Service Level Agreements SLAs are the means to model and manage such contracts in a unified way Grids and Service Oriented Architectures for Service Level Agreements the thirteenth volume of the CoreGRID series contains current research and up to date solutions from research and business communities presented at the IEEE Grid 2009 Workshop on Service Level Agreements in Grids and the Service Level Agreements in Grids Dagstuhl Seminar 2009 The contributions in this volume cover Grid environments but also generic models for SLA management that are applicable to service oriented systems in general like market economic strategies negotiation models or monitoring infrastructures Grids and Service Oriented Architectures for Service Level Agreements is designed for a professional audience composed of researchers and practitioners within the Grid community industry and is also suitable for advanced level students in computer science

Cybersecurity Operations Handbook John Rittinghouse PhD CISM, William M. Hancock PhD CISSP CISM, 2003-10-02 Cybersecurity Operations Handbook is the first book for daily operations teams who install operate and maintain a range of security technologies to protect corporate infrastructure Written by experts in security operations this book provides extensive guidance on almost all aspects of daily operational security asset protection integrity management availability methodology incident response and other issues that operational teams need to know to properly run security products and services in a live environment Provides a master document on Mandatory FCC Best Practices and complete coverage of all critical operational procedures for meeting Homeland Security requirements First book written for daily operations teams Guidance on almost all aspects of daily operational security asset protection integrity management Critical information for

compliance with Homeland Security      Service Organizations AICPA,2016-11-07 This updated and improved guide is designed to help CPAs effectively perform service organization control SOC 1 engagements under Statement on Standards for Attestation Engagements SSAE No 16 Reporting on Controls at a Service Organization With the growth in business specialization outsourcing to service organizations has become increasingly popular increasing the demand for SOC 1SM engagements This guide will help you Gain a deeper understanding of Service Organization Control Guidance and common practice issues giving you the foundational knowledge to effectively perform engagements Provide best in class services related to planning performing and reporting on a service auditor s engagement Successfully complete the transition from SAS No 70 Service Organizations to SSAE No 16 Reporting on Controls at a Service Organization issued in April 2010 Understand the kinds of information auditors of the financial statements of user entities need from a service auditor s report Implement SSAE No 16 requirement regarding obtaining a written assertion from management of a service organization by providing illustrative management assertion for a type 1 and type 2 report Provide management representation letters and control objectives for various types of service organizations In addition this guide contains over 20 illustrative service auditor s reports to help you with situations that may require modification of the report This guide has been fully conformed to reflect changes resulting from the clarified auditing standards      A Guide to Effective Internal Management System Audits Andrew Nichols,2014-06-26 A Guide to Effective Internal Management System Audits provides a model for the management and implementation of internal audits that moves beyond simple compliance to ISO requirements and turns the internal audit into a transformational tool that the organization can use to assist with the management of risk and implement improvements to management systems      **Implementing Service and Support Management Processes** Carrie Higday-Kalmanowitz,2005-03-11 The purpose of this book is to provide practical process guide for technical support centres It is based on the ITIL processes covered in Service Support ISBN 011330952X and Service Delivery ISBN 0113309503 but also includes additional processes as well as a Balanced Scorecard Service Model Processes covered in the book are Financial and Operations Management Knowledge Management Configuration Management Change Management Release Management Incident Management Problem Management Service Level Management Capacity and Workforce Management Availability Management IT Service Continuity Management and Customer Satisfaction Measurement



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