## Defining and Delivering a Service Level Agreement

**For period:** June 2007  
**Submitted by:** Ann Berry-Kline  
**Distribution:** ITSMG

<table>
<thead>
<tr>
<th>Status Item</th>
<th>Current Status</th>
<th>Prior Status</th>
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</thead>
<tbody>
<tr>
<td>Overall Project Status</td>
<td>![Yellow]</td>
<td>![Yellow]</td>
</tr>
<tr>
<td>Schedule</td>
<td>![Red]</td>
<td>![Yellow]</td>
</tr>
<tr>
<td>Budget</td>
<td>![Green]</td>
<td>![Green]</td>
</tr>
<tr>
<td>Project Risk</td>
<td>![Yellow]</td>
<td>![Yellow]</td>
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**Status Notes:**

- **Overall Status:**
  - The ITS and Campus SLA was signed by Larry and EVC Kliger! This SLA and other SLAs have been posted to the ITS home page and service catalog home pages.
  - Overall, there are many slips in the schedule however adequate progress is being made on many fronts.
  - The University Relations/Chancellor’s Office local SLA and PBSci local service catalog are signed. Five of 10 divisions have signed local service agreements.
  - The CruzMail OLA, SLA and other collateral are nearly complete.
  - The CruzNet OLA, SLA and other collateral are nearly complete.
  - Work continues as groups align to the ITS and Campus SLA.
  - The “respond within 8 business hours” calculation has been completed, reports can be generated.
  - A mitigation plan has been proposed for the Standard Desktop Support work package. The plan moves the completion of the deliverables from 7/1 to 9/1.

- **Schedule Performance:**
  - The program is behind its original schedule.

  Areas behind schedule include:
  - CruzNet OLA/SLA (by 2 weeks)
  - CruzMail OLA/SLA (by 2 weeks)
  - CruzTime OLA/SLA (TBD)
  - Standard Desktop Support OLA/SLA (by 8 weeks)
  - Local service support discussions with Principal Officers (by 4 weeks)

- **Budget Performance:**
  - Budget expectations for this project are net 0.

- **Project Risks:**
  - Ensuring the ITS and Campus OLA is completed to support the SLA.
  - Ensuring the 5 remaining DLs complete their local service support discussions with their PO.
  - Bandwidth of staff to complete OLAs and service level descriptions for the 4 services.
  - Completing the roles and responsibilities from a variety of areas that this program touches so that staff understand new expectations.

**Accomplishments Since Last Report:**
- Internal Service Catalog
o ITS staff were added as group members. Workflow, roles and responsibilities were worked out.

- OLA/SLA Implementation Work Package
  o The CruzMail OLA/SLA team completed the CruzMail OLA and SLA. The documents have been sent to the DLs for feedback. The OLA, SLA, process flows, service definition checklist, change log, metric worksheets and service team minutes have been added to the internal service catalog. The CruzMail OLA/SLA team has completed a lot of work to integrate incident, major incident and change management into their normal operations. Congratulations to this team!

  The initial OLA and SLA for CruzMail are baseline documents. They may change as new hardware is configured and installed and additional metrics are pursued. This work package will not complete by July 1 but will be ready by mid-July.

  o The CruzNet OLA/SLA team completed the CruzNet OLA and SLA. The documents have been sent to the DLs for feedback. The initial service team was identified and will begin meeting bi-weekly in July. The OLA, SLA and service definition checklist have been created. This work package will not complete by July 1 but will be ready by mid-July. The CruzNet OLA/SLA team completed a lot of work to integrate incident, major incident and change management into their normal operations. Congratulations to this team!

  o Prepared for, held and documented decisions, actions, and outcomes from an all day Desktop Support Retreat. During the retreat, 4 main process flows were ratified. Gaps and handoffs were documented. Based on the outcomes of the retreat, a mitigation strategy is being proposed to move the scheduled completion of the deliverables from July 1 to Sept 1. The deliverables of this plan remain the same. They are:
    - A completed OLA
    - A completed SLA
    - A plan in place to manage metrics identified
    - Linked additional service information in the Internal Service Catalog
    - New external service catalog page (available with the next service catalog update)
    - Completed service definition work from approved proposal
    - Service team identified if one does not exist already
    - Service definition gap analysis handed off to the service team

  A change control form was submitted to the DDSLA sponsors for approval. If approved, it will be appended to the DDSLA charter and the overall schedule of the program will be amended.

  The Standard Desktop Support OLA/SLA team has been identified and working meetings have been scheduled to start in mid-July.

  o The CruzTime OLA/SLA team has not met yet however Steve Kennedy conducted a hardening meeting which walked through the service definition checklist identifying gaps and service improvements. Resources have not been allocated to this work as many of the same resources are focusing on CruzMail stabilization. This work package will not be completed by July 1. A plan is forthcoming with a new completion date.

- SLA Deployment
  o The University Relations and Chancellor’s Office local SLA was signed this month. The PBSci service catalog was completed this month. Five of the divisions (Humanities, Arts, UNEX, PBSci and UR/CO) have completed this work. The other 5 were working towards a 7/1 deadline. SOE, BAS, SocSci, Libraries and Student Affairs are expected to finalize their local service support during July.

  o The ITS and Campus SLA was agreed to and signed by Larry Merkley and EVC Kliger.

  o Work completed on the ITS and Campus OLA that supports the ITS and Campus SLA. This included:
    - Completed the “for all requests, respond within 8 business hours” calculation and report.
    - A directory has been created for SLAs to live that is linked from the service catalog and ITS home pages. The ITS and Campus and Humanities SLAs and PBSci service catalog have been added to this directory.
    - Made progress in developing the “Escalation” process with the DLs as described in the ITS and Campus SLA. This process has been put on hold until the role of the service manager and how service changes are processed within ITS are defined.
    - Major Incident Handling was approved by SMT.
## Project Status Report

### DDSLA Program
- Updated and completed a review cycle and presented the OLA and SLA templates, roles and responsibilities to reflect changes made during the CruzMail and CruzNet OLA/SLA meetings and ITS and Campus SLA vetting. Posted the updated templates to the IT Services web page.

### Campus Communication Plan
- A communication to all ITS staff was sent regarding the signed ITS and Campus SLA. It was posted to the ITS home page.
- A communication was drafted for Principal Officers regarding the ITS and Campus SLA. It is in review.

### Upcoming / Next Steps:
- **Internal Service Catalog**
  - ITS staff members will be notified that the internal service catalog is available/open. Services populating the internal catalog in July will be CruzMail and CruzNet.
- **OLA/SLA Implementation Work Package**
  - For CruzMail, discuss the CruzMail OLA and SLA with the DLs and SMT. Ensure all information available is moved to the internal service catalog and the service page is updated to reflect any clarifications made during the OLA/SLA process. Hand off the CruzMail OLA and SLA to the CruzMail Stabilization Team for potential updates.
  - For CruzNet, create a change log, move all necessary documentation to the internal service catalog, update the service page to reflect clarifications in the service definition due to the OLA/SLA process. Discuss the CruzNet OLA and SLA with the DLs and SMT. Hand off the CruzNet OLA and SLA to the IT Service Manager.
  - For CruzTime, complete a project proposal for CruzTime with a completion date. Complete and attain approval of the change control form for the completion date. Validate that the standard processes of incident, major incident and change management are in place, complete the OLA, SLA and necessary process flows.
  - For Standard Desktop Support, begin drafting the OLA and SLA.
- **SLA Deployment Work Package**
  - 5 DLs to complete negotiations with Principal Officers regarding local service support.
  - Pursue, document and solidify the ITS and Campus OLA that supports the ITS and Campus SLA.
  - Review with SMT "respond to all requests within 8 business hour” reports. Take action on decisions made. Forward reporting requirements to Naomi Gunther for future incident metric reports.
  - Ensure Major Incident Handling is implemented.
- **DDSLA Program Team**
  - Finish roles and responsibilities for maintenance and support of the OLA and SLA templates.
  - Document, review and present roles and responsibilities for completed OLAs and SLAs.
  - Meet twice to continue to help mitigate and manage the program.
  - Start the closure documentation.
- **Campus Communication Plan**
  - Send a communication to Principal Officers from Larry regarding the ITS and Campus SLA.
  - Draft a Currents article.
- Start designing the plan to complete service level descriptions for all services.

### Key Issues and Resolutions
- Documenting new and updating existing roles and responsibilities has not been completed for this program yet. As OLAs and SLAs are completed, new roles and responsibilities will need to take effect. This documentation is necessary but will be completed JIT.
  - **07/01** – Roles for support and maintenance of the OLA and SLA template are nearly complete. A meeting is scheduled in mid-July to begin working on the support and maintenance of completed OLAs and SLAs.
- Implementation of the OLAs and SLAs for highlighted services will spend resources that are already thin.
  - **07/01** – This remains a high risk and requires a schedule change. Resources are thin between CruzMail and CruzTime.
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- Implementation of the OLAs and SLAs for highlighted services will spend resources that are already thin.
  
  07/01 – This remains a high risk and requires a schedule change. Resources are thin between CruzMail and CruzTime. CruzMail has priority but Dave, Steve and I will be working to find ways to fit CruzTime in.

- Staff and tools to track, monitor and report on service level metrics are not part of the organization at this time. This project is a net zero project which will require me to recommend tool and process projects to help mature the SLA framework. It is difficult to set and/or monitor some service levels without adequate tools. Dicing up the responsibility to individuals across ITS will add more to staff workload.
  
  07/01 – This remains an issue. The expectation set from the beginning of this project is that the metric(s) reported on will be minimal. The ITS and Campus SLA default metric is response within 8 business hours. Aging bucket target metrics are also viable for all services using IT Request. Availability, system performance and other metrics are out of reach without the appropriate tools or add ons.

- The role of monitoring metrics will need to be delegated on a per service basis depending on the metric chosen. The role of setting the metric(s) to be managed will be with the service team. An overarching vision for metrics would help service teams work towards a common vision.
  
  07/01 – This will be documented in the Roles and Responsibilities document near the end of the program.

For more details about the project

- [http://its.ucsc.edu/transformation/ddsia.php](http://its.ucsc.edu/transformation/ddsia.php)

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<thead>
<tr>
<th>Key Upcoming Milestones:</th>
<th>Date</th>
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<tbody>
<tr>
<td>Send communication to POs from Larry re: ITS and Campus SLA</td>
<td>07/06</td>
</tr>
<tr>
<td>Open up the Internal Service Catalog to ITS Staff</td>
<td>07/15</td>
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<tr>
<td>5 DLs finish negotiations with PO regarding local service support</td>
<td>By 08/01</td>
</tr>
<tr>
<td>Ensure MIH is implemented for the 4 services</td>
<td>By 08/01</td>
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<tr>
<td>Decide if we should post the metric reports</td>
<td>07/09</td>
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<tr>
<td>CruzMail</td>
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<tr>
<td>- Complete CruzMail project work</td>
<td>04/23-5/15 extended to 7/15</td>
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<tr>
<td>Campus communication sent after Larry and EVC Kliger approve the ITS and Campus SLA</td>
<td>07/01+</td>
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<tr>
<td>CruzNet</td>
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<td>- Complete CruzNet project work</td>
<td>5/14-6/15 extended to 7/15</td>
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<tr>
<td>CruzTime</td>
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<tr>
<td>- Crutzime project proposal to SMT</td>
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<tr>
<td>- Start Crutzime project work</td>
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<td>Color</td>
<td>Description</td>
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<td>-----------------------------------------------------------------------------</td>
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<tr>
<td><strong>Green</strong></td>
<td>Strong probability item will meet dates and acceptable quality.</td>
</tr>
<tr>
<td><strong>Yellow</strong></td>
<td>Good probability item will meet dates and acceptable quality. Schedule, resource, or scope changes may be needed.</td>
</tr>
<tr>
<td><strong>Red</strong></td>
<td>Probable that item will <strong>NOT</strong> meet dates with acceptable quality without changes to schedule, resources, and/or scope.</td>
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