

Service Level Agreements

What is a Service Level Agreement?

A Service Level Agreement (or SLA) is the part of a contract which defines exactly what services a service provider will provide and the required level or standard for those services. The SLA is generally part of an outsourcing or managed services agreement, or can be used in facilities management agreements and other agreements for the provision of services. This article is primarily aimed at customers and provides some simple tips for drafting effective SLAs.

What should be included in an SLA?

A properly drafted and well thought out SLA should have the following elements:

- It will state the business objectives to be achieved in the provision of the services.
- It will describe in detail the service deliverables.
- It will define the performance standards the customer expects in the provision of the services by the service provider.
- It will provide an ongoing reporting mechanism for measuring the expected performance standards.
- It will provide a remedial mechanism and compensation regime where performance standards are not achieved, whilst incentivising the service provider to maintain a high level of performance.
- It will provide a mechanism for review and change to the service levels over the course of the contract.
- Ultimately it will give the customer the right to terminate the contract where performance standards fall consistently below an acceptable level.

The main elements of a good SLA

1. Overall objectives

The SLA should set out the overall objectives for the services to be provided. For example, if the purpose of having an external provider is to improve performance, save costs or provide access to skills and/or technologies which cannot be provided internally, then the SLA should say so. This will help the customer craft the service levels in order to meet these objectives and should leave the service provider in no doubt as to what is required and why.

Service Level Agreement Examples

Tom Olavi Bangemann

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Service Level Agreements Andrew Hiles, Hon FBCI, EIoSCM,2016-06-01 This book holds the key to creating enduring satisfying and profitable relationships between customer and supplier It shows how both internal and external services and supply can be aligned to meet business vision mission goals critical success factors and key performance indicators The techniques described will help you balance service cost against quality leading to competitive advantage and business success They can be applied to any industry to any supply or support service They have been used by leading companies internationally and they work *Integrating Service Level Agreements* John K. Lee,Ron Ben-Natan,2002-10-02 Service level agreements SLAs offer service providers a way to distinguish themselves from their competitors in today s volatile hypercompetitive market This book offers an innovative approach that takes full advantage of current interface automation and Internet based distribution and reporting technologies Addresses business level SLAs not just device level SLAs Describes a revolutionary approach that combines network management service management field service activities entitlement and rating with workflow automation technologies Service Level Agreements Sara Cullen,2006-07 E-Business Service Level Agreements Andrew Hiles,2002-06-30 Your customers don t care whether it is you your ISP ASP or other outsourced provider who screws up they just know they can t do business with you when they want to All that matters is that your e business is failing to deliver and that you need to hold someone accountable Meaningful Service Level Agreements SLAs are unambiguous comprehensive and enforceable SLAs commit suppliers to a defined quality of service failure to meet explicit service levels can result in penalties or even legal action Spectacular losses often follow e business outages particularly when SLAs are not in force The biggest hit is not necessarily loss of income or profit but impact on stock values especially when markets are skittish Some losses have exceeded 40 million with stock values falling by 26% This new book offers the keys to effective SLAs with Internet Service Providers ISPs and Application Service Providers ASPs which can go a long way toward averting catastrophic losses as well as day to day headaches *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

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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

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

Supply Chain Management Joris J. A. Leeman, 2010 The purpose of this book is to help you with the development and implementation of a successful End to End Supply Chain Management Strategy optimising your processes from manufacturer to retailer This book answers four questions How to develop an end to end supply chain strategy How to create the necessary supply chain infrastructure How to make collaboration work between the partners in the network How to plan and manage the supply chain flows It will enable you to Systematically improve your sales productivity in the retail stores Enhance the operational qualitative performance of your processes and those of your partners in the supply chain More effectively balance the trade off Time v Costs This book provides you with A Supply Chain System Model a framework to develop your End to End Supply Chain 8 Strategic Building Blocks which can be used as a toolkit 50 Lessons Learned based on experiences from practice A strategic roadmap to plan organise lead and control your supply chain For whom has this book been written This book is useful for thinkers and practitioners For everyone who wants to learn more about supply chain management and the development and implementation of an end to end supply chain strategy

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

Root Cause Analysis Handbook
ABS Consulting, Lee N. Vanden Heuvel, 2005 Root Cause Analysis Handbook A Guide to Effective Incident Investigation presents a proven system designed for investigating categorizing and ultimately eliminating root causes of incidents with safety health environmental quality reliability and production process impacts Defined as a tool to help investigators describe what happened to determine how it happened and to understand why it happened the Root Cause Analysis System enables businesses to generate specific concrete recommendations for preventing incident recurrences Using the factual data of the incident the system also allows quality safety and risk and reliability managers an opportunity to implement more reliable and more cost effective policies that result in major long term opportunities for improvement Such process improvements increase a business ability to recover from and prevent disasters with both financial and health and safety implications Special features include a 17 inch by 22 inch pull out Root Cause Map a powerful tool for identifying and coding root causes The book helps readers to understand why root causes are important to identify and define inherent problems to collect data for problem solving to analyze data for root causes and to generate practical recommendations This edition is a reprinting of the 199 edition ORGANIZATION OF THE ROOT CAUSE ANALYSIS HANDBOOK The focus of this handbook is on the application of the Root Cause Map to the root cause analysis process The Root Cause Map is used in one of the later steps of the root cause analysis process to identify the underlying management systems that caused the event to occur or made the consequences of the event more severe The first five chapters of this handbook are an overview of the root cause analysis process These provide the context for use of the Root Cause Map Chapter 6 provides references Chapter 1 Introduction to Root Cause Analysis presents a basic overview of the SOURCE Seeking Out the Underlying Root Causes of Events root cause analysis process Chapter 2 Collecting and Preserving Data for Analysis outlines the types of data and data sources that are available Chapters 3 4 and 5 describe the three major steps in the root cause analysis process Chapter 3 Data Analysis Using Causal Factor Charting provides a step by step description of causal factor charting techniques Chapter 4 Root Cause Identification explains the organization and use of the Root Cause Map Chapter 5 Recommendation Generation and

Implementation provides guidance on developing and implementing corrective actions The references section Chapter 6 provides additional information for those interested in learning more about specific items contained in the handbook Appendix A Root Cause Map Node Descriptions describes each segment of the Root Cause Map and presents detailed descriptions of the individual nodes on the map AppendixB is the Root Cause Map itself **The Service Catalog** Mark O'Loughlin,2010-07-13 The Service Catalog means many different things to many different people However most would agree that a catalog that helps customers and users to quickly identify the services they require clearly adds value In turn this helps organizations identify key services that support business processes understand the contribution made by those services and manage them appropriately This well constructed book provides practical advice and information that will help organizations to understand how to design and develop a service catalog and to understand the role that the service catalog performs within the service portfolio Readers will gain practical information and knowledge that will help with understanding the full concept of the service catalog understanding the scope of the service catalog building an appropriate service catalog for your organization identifying the true value that the service catalog can deliver to your organization understanding services and the value that they provide to your organization and customers managing the service catalog In addition a complete service catalog schematic is provided and the service portfolio pyramid which is unique to this book is introduced showing how all the pieces of the puzzle fit together Widely researched and reviewed by some of the world s leading experts this book provides a down to earth and practical resource for not only those who are developing Service Catalogs for the first time but also for those looking to refine their services according to agreed and established best practice concepts **IT Governance: Policies and Procedures, 2021 Edition** Wallace, Webber,2020-11-06 The role of IT management is changing even more quickly than information technology itself IT Governance Policies Procedures 2021 Edition is an updated guide and decision making reference that can help you to devise an information systems policy and procedure program uniquely tailored to the needs of your organization This valuable resource not only provides extensive sample policies but also gives the information you need to develop useful and effective policies for your unique environment For fingertip access to the information you need on IT governance policy and planning documentation systems analysis and design and much more the materials in this ready reference desk manual can be used by you or your staff as models or templates to create similar documents for your own organization The 2021 Edition brings you the following changes The chapter on Information Technology Infrastructure Library ITIL has been thoroughly revised to incorporate the recent launch of ITIL version 4 The sections on causes of employee burnout as well as the potential pitfalls of poor recruiting practices have been expanded New material has been added to address the increased use of video conferencing for virtual workers as well as the need to safeguard personal smartphones that store company information Tips for developing a mobile device policy have been added Additional pitfalls associated with end user computing have been added A new subsection regarding data storage guidelines

for documents subject to data retention laws has been added Additional tips regarding data management have been added Appendix A has been updated to include data breach notification laws for Puerto Rico and the Virgin Islands and also to reflect changes to Vermont's data breach notification laws Data from recent surveys and reports has been added and updated in the Comment sections throughout In addition exhibits sample policies and worksheets are included in each chapter which can also be accessed at WoltersKluwerLR.com ITgovAppendices You can copy these exhibits sample policies and worksheets and use them as a starting point for developing your own resources by making the necessary changes Previous Edition IT Governance Policies Procedures 2020 Edition ISBN 9781543810998 Customer Relationship Management Francis Buttle,2009 This title presents an holistic view of CRM arguing that its essence concerns basic business strategy developing and maintaining long term mutually beneficial relationships with strategically significant customers rather than the operational tools which achieve these aims Customer Relationship Management Mr. Rohit Manglik,2024-07-06 EduGorilla Publication is a trusted name in the education sector committed to empowering learners with high quality study materials and resources Specializing in competitive exams and academic support EduGorilla provides comprehensive and well structured content tailored to meet the needs of students across various streams and levels *IT Governance: Policies and Procedures, 2020 Edition* Wallace, Webber,2019-11-12 IT Governance Policies Procedures 2020 Edition is the premier decision making reference to help you to devise an information systems policy and procedure program uniquely tailored to the needs of your organization Not only does it provide extensive sample policies but this valuable resource gives you the information you need to develop useful and effective policies for your unique environment IT Governance Policies Procedures provides fingertip access to the information you need on Policy and planning Documentation Systems analysis and design And more Previous Edition IT Governance Policies Procedures 2019 Edition ISBN 9781543802221 **Wiley CIA 2022 Exam Review, Part 3** S. Rao Vallabhaneni,2021-10-19 Complete exam review for the third part of the Certified Internal Auditor exam The Wiley CIA 2022 Part 3 Exam Review Business Knowledge for Internal Auditing offers students preparing for the Certified Internal Auditor 2022 exam complete coverage of the business knowledge portion of the test Entirely consistent with the guidelines set by the Institute of Internal Auditors IIA this resource covers each of the four domains explored by the test including Business acumen Information security Information technology Financial management This reference provides an accessible and efficient learning experience for students regardless of their current level of comfort with the material **IT Governance: Policies and Procedures, 2019 Edition** Wallace, Webber,2018-11-16 IT Governance Policies Procedures 2019 Edition is the premier decision making reference to help you to devise an information systems policy and procedure program uniquely tailored to the needs of your organization Not only does it provide extensive sample policies but this valuable resource gives you the information you need to develop useful and effective policies for your unique environment IT Governance Policies Procedures provides fingertip access to the information you need on Policy and planning

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