

SLA Templates

Pocket Guide

A complete set of SLA templates

Bart de Best
Edited by
Louis van Hemmen

Colophon

More information about this and other publications can be obtained from:

Leonon Media
+31 (0)572 - 851 104

Common questions: info@leonon.nl
Sales questions: verkoop@leonon.nl
Manuscripts / author: redactie@leonon.nl

© 2018 Leonon Media

Cover design: Eric Coenders, IanusWeb, Nijmegen
Production: Printforce B.V., Alphen aan den Rijn

Title: SLA Templates
Sub title: A complete set of SLA templates
Date: 7 September 2018
Author: Bart de Best
Publisher: Leonon Media
ISBN13: 978-94-92618-32-0
Edition: First edition, first press 2018

©2018, Leonon Media

Nothing in this publication may be reproduced and / or made public by print, photocopy, microfilm, or any other means without the prior written permission of the publisher.

TRADEMARK NOTICES

ASL® and BiSL® are registered trademarks of ASL BiSL Foundation.
TMap NEXT® are registered trademarks of Sogeti Nederland B.V.
ITIL® and PRINCE2® are registered trademarks of Axelos Limited.

***Delivering quality costs money.
The lack of quality costs a fortune.***

J.G.W. Kosterink

Table of Contents

1	INTRODUCTION.....	1
1.1	BACKGROUND	1
1.2	OBJECTIVE	1
1.3	TARGET AUDIENCE	1
1.4	DOCUMENTS.....	2
1.5	READING GUIDELINES	4
2	OVERVIEW OF DOCUMENTS	7
2.1	INTRODUCTION	7
2.2	THE CUSTOMER / SUPPLIER RELATIONSHIP	12
2.3	THE CYCLE WANT-CAN-DO-GET	13
2.4	THE LIFE CYCLE	15
2.5	LEMNISCATE	18
2.6	DOCUMENT CONSIDERATIONS.....	20
2.7	RELATIONSHIP BETWEEN DOCUMENTS AND INSTRUMENTS.....	21
2.8	SUMMARY	22
3	SERVICE LEVEL AGREEMENT.....	23
3.1	PURPOSE	23
3.2	APPLICATION.....	23
3.3	SCOPE	23
3.4	SUBJECTS	23
3.5	TEMPLATE	24
3.6	TEMPLATE EXPLANATION	25
3.7	CHECKLIST	38
4	CONTRACT	41
4.1	PURPOSE	41
4.2	APPLICATION.....	41
4.3	SCOPE	41
4.4	SUBJECTS.....	41
4.5	TEMPLATE	42

4.6	TEMPLATE EXPLANATION.....	43
4.7	CHECKLIST	47
5	OPERATIONAL LEVEL AGREEMENT	49
5.1	PURPOSE.....	49
5.2	APPLICATION	49
5.3	SCOPE.....	49
5.4	SUBJECTS	49
5.5	TEMPLATE	50
5.6	TEMPLATE EXPLANATION.....	51
5.7	CHECKLIST	54
6	DOCUMENT AGREEMENTS AND PROCEDURES.....	57
6.1	PURPOSE.....	57
6.2	APPLICATION	57
6.3	SCOPE.....	57
6.4	SUBJECTS	57
6.5	TEMPLATE	58
6.6	TEMPLATE EXPLANATION.....	59
6.7	CHECKLIST	69
7	DOCUMENT FINANCIAL AGREEMENTS	71
7.1	PURPOSE.....	71
7.2	APPLICATION	71
7.3	SCOPE.....	71
7.4	SUBJECTS	71
7.5	TEMPLATE	71
7.6	TEMPLATE EXPLANATION.....	72
7.7	CHECKLIST	76
8	SERVICE CATALOGUE.....	77
8.1	PURPOSE.....	77
8.2	APPLICATION	77
8.3	SCOPE.....	77
8.4	SUBJECTS	77

8.5	TEMPLATE	77
8.6	TEMPLATE EXPLANATION	78
8.7	CHECKLIST	85
9	EXTERNAL SPEC SHEET	87
9.1	PURPOSE	87
9.2	APPLICATION.....	87
9.3	SCOPE	87
9.4	SUBJECTS.....	88
9.5	TEMPLATE	88
9.6	TEMPLATE EXPLANATION	88
9.7	CHECKLIST	91
10	INTERNAL SPEC SHEET	93
10.1	PURPOSE	93
10.2	APPLICATION.....	93
10.3	SCOPE	93
10.4	SUBJECTS.....	93
10.5	TEMPLATE	94
10.6	TEMPLATE EXPLANATION.....	94
10.7	CHECKLIST	96
11	SERVICE QUALITY PLAN	99
11.1	PURPOSE	99
11.2	APPLICATION.....	99
11.3	SCOPE	100
11.4	SUBJECTS.....	100
11.5	TEMPLATE	100
11.6	TEMPLATE EXPLANATION	101
11.7	CHECKLIST	104
12	SERVICE IMPROVEMENT PLAN	107
12.1	PURPOSE	107
12.2	APPLICATION.....	107

12.3	SCOPE.....	107
12.4	SUBJECTS	107
12.5	TEMPLATE	107
12.6	TEMPLATE EXPLANATION	108
12.7	CHECKLIST	110
APPENDIX A, LITERATURE LIST		113
APPENDIX B, GLOSSARY		115
APPENDIX C, ABBREVIATIONS		125
APPENDIX D, ITIL TERMS		127
APPENDIX E, ITIL ABBREVIATIONS.....		151
APPENDIX F, WEBSITES		153
APPENDIX G, INDEX.....		155

Figures

FIGURE 2-1, SERVICE LEVEL MANAGEMENT DOCUMENTS.	12
FIGURE 2-2, WANT-CAN-DO-GET – SOURCE: [STEVEN VAN DER LINDEN - QFORCE B.V.] . .	14
FIGURE 2-3, CONSISTENCY OF DOCUMENTS - SOURCE: [STEVEN VAN DER LINDEN - QFORCE B.V.].....	15
FIGURE 2-4, RELATIONSHIP OF DOCUMENTS.	18
FIGURE 2-5, SERVICE MANAGEMENT LEMNISCATE – SOURCE: [KWINTES 2000].	19

Tables

TABLE 2-1, SERVICE LEVEL MANAGEMENT DOCUMENTS.	11
TABLE 2-2, PLAN-DO-CHECK-ACT CYCLE.	16
TABLE 2-3, RELATIONSHIP BETWEEN DOCUMENTS AND INSTRUMENTS.	22
TABLE 3-1, SLA CHECKLIST.....	39
TABLE 4-1, CONTRACT CHECKLIST.	48
TABLE 5-1, OLA CHECKLIST.	55
TABLE 6-1, DAP CHECKLIST.....	70
TABLE 7-1, DFA CHECKLIST.	76
TABLE 8-1, SERVICE CATALOGUE CHECKLIST.	86
TABLE 10-1, ISS CHECKLIST.....	97
TABLE 11-1, SQP CHECKLIST.....	105
TABLE 12-1, SIP CHECKLIST.....	110

Appendices

APPENDIX A, LITERATURE LIST.....	113
APPENDIX B, GLOSSARY.....	115
APPENDIX C, ABBREVIATIONS.....	125
APPENDIX D, ITIL TERMS.....	127
APPENDIX E, ITIL ABBREVIATIONS.....	151
APPENDIX F, WEBSITES.....	153
APPENDIX G, INDEX.....	155



Tips

T-01	Explanation icon.....	6
T-02	Separate content that is not related to service norms.....	24
T-03	Define concepts centrally, f. e. in the service catalogue.....	27
T-04	Use the ranking order in documents.....	43
T-05	Use the OLA for resource planning and cost calculations....	53
T-06	Base agreements on the process interface level	63
T-07	Base agreements on identically defined procedures.....	63
T-08	Ensure that pricing policy is based on policy outlines	73
T-09	The service catalogue must adhere to the service policy ...	79
T-10	Base the service catalogue on the SLA structure	83
T-11	Apply a package format for the service catalogue	83
T-12	Use the service hierarchy as a basis for the ISS	95
T-13	Ensure that the service norms are achieved using a SQP. ...	101
T-14	Use a SIP to correct service norm deviations	107



Pitfalls

P-01	Explanation icon	6
P-02	A DAP and DFA can also be linked to an OLA and UC.....	18
P-03	The purpose of the SLA effects the content of the SLA.....	27
P-04	Make a conscious choice for a result or effort.....	28
P-05	All delivered environments must be part of the SLA	31



Don't

D-01	Explanation icon	6
D-02	Do not define restricted tasks in the DAP	62
D-03	Do not enter service and financial agreements in the DAP	67
D-04	Prevent spreadsheet management behaviour	75

Preface

In the Information & Communication Technology (ICT), for a number of decades attention has been paid to making service agreements, capturing it in a Service Level Agreement (SLA) and monitoring and reporting on it. Despite the many developments in the field of ICT in terms of products, services, organisational forms, markets, legislation, standards, service management models, the creation of a SLA is not a sinecure. The essence of a successful SLA relates to the customer satisfaction. This requires that the supplier has a thorough knowledge of what is important to the customer. The supplier must also be able to translate the abstract customer's demand into the services that his own organisation can provide.

Most suppliers have recognized the importance of this and have made a service level manager responsible for this interaction with the customer. In practice, the translation of the demand (requirements) to supply (services) seems to require too much specialist knowledge of various subjects to handle by one and the same person. The consequence of this is that the service level manager must not only have a lot of knowledge and knowhow of the organisation of the customer and the supplier, but also a high level of communicative skills.

Through the recurring activities of the service level manager, a process oriented approach for drafting, recording, monitoring and reporting on service norms is justified. Also starting with a sound set of SLA related templates helps the service level manager to agree on the right service levels and norms.

This book is intended to provide the service level manager with a number of templates in order to translate demand into supply. The templates that are covered in this book are the Service Level Agreement (SLA), Contract, Operational Level Agreement (OLA), Document Agreements and Procedures (DAP), Document Financial Agreements (DFA), service catalogue, External Spec Sheet (ESS), Internal Spec Sheet (ISS), Service Quality Plan (SQP) and the Service Improvement Plan (SIP).

This book provides many checklists that can be used to review the completeness of the service level management documents.

1.4 Documents

Information Technology Infrastructure Library (ITIL) offers a number of templates for service level management documents. In practice, these templates are not detailed enough for many service level managers in order to quickly formulate these documents.

In reality, the documents involved in the service level management process are different in each organisation. Yet there are great similarities recognizable. This book describes the most commonly used documents and the formats that are more or less widely applicable.

For each service level management document, a chapter is available in the book. Each document is described by reference to the purpose, application, scope, topics, template, explanations of the template and a checklist.

Chapter 2 Document overview

In general, within the service level management process, much more documents are used than just the SLA document. This chapter defines the documents and reflects the consistency of the documents from different perspectives.

Chapter 3 Service Level Agreement

The flagship of service level management documents is the SLA in which the service agreements are formulated.

Chapter 4 Contract

In addition to agreements between an internal customer and an internal supplier, a customer can also make service agreements with a supplier outside his own service management organisation. Because these agreements are external, it is important to look at the legal aspects of the agreements. Therefore, these agreements are included in a contract.

Chapter 5 Operational Level Agreement (OLA)

In addition to agreements between customer and supplier, a supplier can also make service agreements in his own service management organisation. These agreements are then included in an OLA.

Chapter 6 Document Agreements and Procedures (DAP)

Because the SLA is often a compilation of agreements on how to work together, the document becomes too big and unclear. A best practice is therefore to split these agreements into the so-called DAP. An additional advantage is that the DAP can be quickly adjusted without having to adapt and sign the SLA again.

Chapter 7 Document Financial Agreements (DFA)

Because financial information is often delicate, they are sometimes described in a separate document, the so-called DFA. The advantage is a quick insight into the cost of the agreements. The DFA can also be modified without adjusting the SLA.

Chapter 8 Service catalogue

All services that a customer can purchase are described in the service catalogue. As a result, the description of a SLA service can be omitted and the SLA remains transparent.

Chapter 9 External Spec Sheet (ESS)

The needs of the customer are recorded in a spec sheet. Since the needs are defined outside of the service organisation, this is called an External Spec Sheet (ESS). This document is important because it is not always possible to meet customer needs in the form of service agreements. This document serves as input for subsequent SLA discussions.

Chapter 10 Internal Spec Sheet (ISS)

Based on the ESS, the supplier can analyse what customer needs can be fulfilled. The results of this analysis and the technical specification of the services are recorded in an Internal Spec Sheet (ISS). This is called an ISS because the requirements are set by the service management organisation based on customer needs.

Chapter 11 Service Quality Plan (SQP)

The service norms can only be met if there is a thought through annual plan to match the service management organisation to the needs of the business. This annual plan gives an overview in terms of people, methods and resources to optimize service management processes for the services to be provided.

Chapter 12 Service Improvement Plan (SIP)

If service norms are structural not achieved, it is necessary to perform a service improvement. The planning of the realization of this service improvement is included in a SIP.

Chapter 13 Summary

This chapter gives a brief summary of the practice of the templates.

1.5 *Reading guidelines*

Abbreviations

The aim is to keep the abbreviations in this book limited. Terms that are used regular to promote readability are abbreviated. In addition, common abbreviations have been used, but they are fully copied out at first use. Appendix B and C contain an explanation of all the terms and abbreviations.

Perspective

There are several interest groups involved at a SLA. Each interest group looks at the SLA from its own perspective. The main groups are the user organisation, service management organisation and suppliers. For readability, this book has been written from the service management point of view, as this is the bridge between the user and supplier organisation.

Primarily, the SLA is seen as the agreement between the user organisation and the service management organisation. The SLAs that are defined between the service management organisation and the suppliers are referred to in ITIL as Underpinning Contracts (UC).

It is customary to include the service agreements of this underpinning contract in a separate SLA.

The SLA between the service management organisation and a supplier differs little with the SLA between the service management organisation and the user organisation. However, the SLA associated with a UC is a legal document and has a business reference.

Model selection

There are various service management models in the market that describe the service level management process, each from a different perspective. For example, Application Services Library (ASL) describes the service level management process from an application management viewpoint while Business Information Services Library (BiSL) considers the service level management process from an information management viewpoint. In ITIL v2, the scope of service level management process is broader and in any case, includes infrastructure management and application management. In ITIL v3, this is the same.

However, in this last-mentioned service management model, the service level management process is divided into service level management, service catalogue management and supplier management. This book applies the definition of ITIL v2 service level management process including information management. The scope of this process thus includes both the relationship with the user organisation and the suppliers. This process also includes the agreements for both the technical infrastructure, the applications and information management.

Terms

Where in this book services and products are mentioned, ICT services and ICT products are intended, unless otherwise stated. For the convenience of reading, the term "service" also means the delivery of products. Annex D and E contains a list of ITIL concepts and abbreviations.

Definitions

Some definitions of terms are included in blue frameworks. These terms are also included in the list of Appendix E.

6 | SLA Templates



T-01

Tips

The book has a light bulb on a number of places to the left of the text. This symbol indicates that the relevant paragraph contains an important tip. These icons have a unique number in the format: <T-00>.



P-01

Pitfalls

There are quite a few pitfalls that need to be avoided when designing and managing SLAs. The pitfalls are marked with a warning sign. These icons have a unique number in the format: <P-00>.



D-01

Don't

In addition to recommendations, this book also contains a number of aspects that are not recommended. These icons have a unique number in the format: <D-00>.

2 Overview of documents

Message:

- Creating a SLA is not a goal in itself. It is about actually supporting the needs of the customer for the services and products.
- A SLA is just one of the many documents that the service level management process produces.
- Not all possible documents of the service level management process are applied in practice.
- Applying any service level management document requires a business justification.

Reading guideline:

The introduction (2.1) describes the various documents of the service level management process. Paragraphs 2.2, 2.3 and 2.4 describe the relationship between these documents. Paragraph 2.2 describes the documents based on the relationship between customer and supplier. Paragraph 2.3 indicates the relationship between the documents on the basis of the so-called want-can-do-get cycle. Then section 2.4 gives a description of the documents in relationship with the Deming's quality wheel. Finally, paragraph 2.5 pictures the documents on the service management lemniscate. Not all organisations that perform the service level management process make use of all the available documents. Paragraph 2.6 describes what the reasons are for making use of certain documents or not. Paragraph 2.7 pictures the relationship between the documents and the service level management instruments. This chapter concludes with a summary (2.8).

2.1 Introduction

This chapter discusses in detail all the service level management documents used in practice. The following sections show the main documents the purpose, application, scope, topics, template, explanation of the template and checklist. An overview of all documents is included in [Table 2-1](#).

Document	Abbreviation	Chapter	Explanation
Contract	-	4	The agreements regarding the service of an external supplier to a customer are stipulated in a contract. The contract is often linked to a SLA. The contract contains the legal aspects of service and SLA services, service performance indicators et cetera.
Document Agreements and Procedures	DAP	6	In addition to service norms, agreed upon in a SLA, it is also possible to make agreements regarding contacts such as contact lines, maintenance schedules, reporting templates, description of procedures, et cetera. These agreements are recorded in the so-called DAP.
Document Financial Agreements	DFA	7	Sometimes, the financial aspects of the SLA are included in a separate document. This document is called the DFA.
External Spec Sheet	ESS	9	In order to properly design a service, it is important to capture the specification of the customer's wish. This is effected in ESS documents.
Internal Spec Sheet	ISS	10	The translation of the ESS to technical requirements is recorded in an ISS.

Appendix G, Index

A

a la carte package · 78, 83, 84, 85
abbreviation · 4
acceptance · 31, 42, 44, 47, 64, 66, 115
- environment · 31
- procedure · 44, 47
- reporting · 44
- test · 44
acceptance and routing · 64
access · 150
accessibility · 64, 146
accountability · 13, 17, 24, 25, 26, 36, 39
accuracy · 81
action plan · 94, 100, 103, 104
address · 25, 34, 51, 69, 70
administration · 32, 52
administration service · 53
administrator · 93, 94, 96, 104, 148
advantage · 27
agreement · 1, 2, 3, 4, 5, 8, 9, 13, 14, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 41, 42, 44, 49, 50, 51, 52, 61, 62, 93, 121, 139, 146

analysis · 3, 46, 53, 65, 66, 91, 94, 107, 109, 110, 116, 129
analytical method · 109
annual audit · 65
annual plan · 4
antivirus measure · 81
application · 2, 5, 7, 9, 18, 22, 30, 31, 46, 67, 71, 73, 81, 84, 89, 96, 116, 118, 120, 128, 139
- domain · 30
- interface · 30
- management · 5, 30, 53
Application Services Library ·
 See ASL
architect · 34, 148
arrangement · 27, 75
ASL · 5, 102
auditing · 34
authentication · 52, 53, 67
authentication service · 52, 53
authorization · 67
availability · 32, 37, 65, 66, 68, 81, 90, 92, 107, 110, 120, 127, 131, 139
availability management · 66, 120, 127
award · 42

B

backup service · 95
Basel table · 25, 51

basic package · 78, 83, 84
 batch lead time · 81
 batch processing · 29, 64, 139
 batch support time · 29
 BCM · 151
 benchmark · 73
 beschikbaarheid · 102
 beveiliging · 45
 BIA · 151
 billing · 42, 72, 76
 billing information · 42
 BiSL · 5, 102, 125
 bonus / malus · 41, 42, 45,
 67, 71, 72, 73, 75, 76
 bonus / malus scheme · 24
 branch demarcation · 61
 British Standards Institute ·
 See BSI
 BS 17799 · 91
 BSI · 151
 budget · 27, 49, 68, 74
 building maintenance · 84
 business

- loss · 75
- policy · 28
- process · 20, 27, 28, 87,
89, 115, 116, 133, 136
- term · 88, 89, 99

 Business Continuity
 Management · See BCM
 Business Impact Analysis ·
 See BIA
 Business information Services
 Library · See BiSL

C

CAB · 151
 CAB / EC · 151
 calamity · 34, 58, 61, 81
 calendar year · 27
 capability · 128
 capacity · 31, 54, 65, 66, 81,
 90, 92, 120, 128

- data · 65
- design · 66
- management · 120, 128
- manager · 110
- planning · 128

 Capacity Management
 Database · See CMD
 category · 35, 68, 128, 129,
 131, 133, 137
 catering · 84
 CCTA · 151
 CCTA's Risk Analysis
 Management Methodology ·
 See CRAMM
 Central Computer
 Telecommunications
 Agency · See CCTA
 central document · 27
 certification · 35
 CFIA · 116, 131, 151
 change · 29, 32, 33, 35, 37,
 43, 58, 60, 65, 67, 68, 69,
 70, 87, 91, 101, 103, 108,
 109, 110, 129, 130, 131,
 134, 137, 143, 148

- management · 121, 130
- register · 25, 37, 51, 54,
59, 69
- request · 130

- Change Advisory Board · See CAB
- Change Advisory Board / Emergency Committee · See CAB / EC
- charge · 35, 73
- checklist · 2, 7, 97, 105
- CI · 94, 95, 110, 131, 151
- CI decomposition · 96
- CI structure · 65
- classification · 65, 130, 131
- cleaning · 84
- CMD · 151
- CMDB · 132, 151
- CMDB-audit · 131
- color printer · 85
- commitment obligation · 28
- communication · 33, 57, 61, 65, 66, 69, 84, 119, 120, 146
- communication channel · 83
- communication line · 57
- compatibility · 44
- competence · 57, 65, 120
- complaint · 62, 69
- Component Failure Impact Analysis · See CFIA
- composition · 9, 58, 62, 149
- condition · 28, 34, 35, 41, 43, 48, 75, 76
- confidential · 71
- confidentiality · 25, 36, 42, 45, 66
- Confidentiality · 132
- Configuration Item · See CI
- configuration management · 121
- Configuration Management DataBase · See CMDB
- contact · 8, 25, 34, 51, 57, 61, 66, 69
- contact person · 58, 61
- Continual Service Improvement · See CSI
- continuity · 31, 37, 81, 120, 127
- continuity environment · 31
- contract · 2, 4, 8, 18, 23, 27, 34, 35, 41, 42, 43, 44, 45, 46, 47, 48, 54, 57, 62, 71, 74, 75, 77, 134
- contract checklist · 47, 48
- contractor · 14, 33, 60
- contradiction · 43
- control · 13, 17, 24, 25, 27, 32, 36, 37, 53, 65, 84, 99, 102, 115, 116, 118, 120, 134, 141, 142
- control performance indicator · 24
- copyright · 25, 35, 36
- cost · 1, 3, 29, 46, 53, 54, 72, 73, 74, 75, 80, 82, 90, 96, 97, 103, 104, 121, 122, 127, 128, 132, 135, 137, 140, 142, 145, 146
 - centre · 74
 - component · 103
 - plus · 132
- CRAMM · 151
- Create Read Update Delete · See CRUD
- crisis team · 65
- Critical Success Factor · See CSF
- CRUD · 151
- CSF · 151
- CSI · 151

customer · 12, 14, 15, 27, 28,
32, 33, 35, 36, 37, 45, 52,
53, 57, 63, 68, 73, 75, 76,
77, 78, 79, 80, 82, 83, 85,
87, 88, 89, 90, 91, 92, 93,
94, 95, 100, 102, 108, 110,
118, 127, 128, 132, 133,
135, 137, 139, 140, 142,
144, 145, 146, 147, 149

customer asset · 133

customer satisfaction · 32, 68,
87

customer SLA · 83

D

DAP · 3, 8, 10, 13, 14, 16, 17,
18, 19, 20, 21, 24, 27, 29,
33, 34, 37, 52, 57, 58, 59,
60, 61, 62, 63, 67, 68, 69,
70, 72, 79, 91, 103, 125

DAP checklist · 69, 70

data · 32

data management · 67

database management
organisation · 53

database service · 52, 53

declaration · 24, 26, 44, 50,
51

defect · 15, 17, 44, 64

deficiency · 109

Definitive Hardware Store ·
See DHS

Definitive Software Library ·
See DSL

delivery · 5, 31, 35, 44, 45,
47, 53, 60, 68, 81, 83, 87,
90, 91, 92, 105, 120, 121
- aspect · 81
- status · 82
- time · 68, 81, 83, 92

Deming · 12

dependency · 25, 35, 94, 96

design · 8, 13, 15, 16, 17, 66,
87, 90, 91, 119

development environment ·
31

Development-, Test-,
Acceptance- and Production
Environment · See DTAP

deviation · 9, 13, 28, 30, 33,
58, 61, 68, 99, 107

DFA · 3, 8, 13, 16, 17, 18, 19,
20, 21, 24, 29, 45, 71, 72,
73, 76, 82, 125

DFA checklist · 76

DHS · 133, 151

diagnosis & repair · 44, 64

diagnosis & repair time · 44

dispute · 25, 35, 42, 46, 48,
69

dissatisfaction · 69

dissolution · 42, 43, 129, 135

disturbance · 28, 68, 109,
141, 142

disturbance of service · 68

document · 1, 2, 3, 7, 8, 9,
10, 11, 12, 13, 17, 18, 20,
21, 22, 23, 27, 29, 43, 44,
46, 47, 49, 50, 52, 54, 57,
58, 59, 60, 61, 69, 70, 71,
72, 76, 77, 79, 82, 83, 85,
88, 89, 93, 94, 95, 101,
103, 108, 109, 140

document management · 23,
24, 29, 49, 52, 57, 59, 100
domain · 116
Dossier Agreements en
Procedures · See DAP
Dossier Financiële Afspraken ·
125, See DFA
downtime · 81, 102, 137
DSL · 151
DTAP · 125
DTAP environment · 37, 66
duration · 26, 27, 43, 51, 54,
90, 140

E

E2E · 151
earthquake · 35
efficiently · 59, 72, 79, 141
email service · 95, 96
End-To-End · See E2E
environment · 22, 30, 31, 34,
138
escalatie · 61
escalation · 25, 33, 34, 46,
51, 58, 61, 65, 69, 134,
135, 136
escalation meeting · 25, 33,
51
ESS · 3, 8, 9, 13, 16, 17, 18,
20, 21, 82, 87, 88, 89, 91,
93, 94, 96, 99, 100, 101,
102, 105, 108, 125
ESS checklist · 91, 92
evaluation · 15, 20, 140
event · 134, 137

exclusion · 44, 45, 46, 108,
109
exclusion data loss · 44
exclusion versions · 44
expected life span · 65
external cause · 35, 138
external source · 35
External Spec Sheet · See ESS

F

fallback scenario · 66
Fault Tree Analysis · See FTA
financial
- administrator · 72
- agreement · 13, 45, 67,
71
- aspect · 8, 71
- consequence · 57, 91, 94,
96, 104
force majeure · 25, 35, 38,
42, 45, 46, 47
Forward Schedule of Changes
· See FSC
frequency · 36, 38, 39, 54,
55, 57, 58, 62, 64, 81, 97,
140
FSC · 151
FTA · 151
FTE · 125
full release · 135
Full Time Equivalent · See FTE
functional application
component · 30
future · 17, 20, 28, 68, 128

G

general description · 24
glossary · 42, 43, 115
goal · 23, 26, 49
greenery · 84

H

hierarchy · 52, 94, 95, 103
holiday · 69
horizontal business alignment
· 99
hourly rate · 82
hurricane · 35

I

ICT · 125
ICT policy · 101, 104
ICT service · 1, 5, 31, 99,
101, 115, 117, 121
illegal software · 36
impact · 65, 136
implementation time fix · 81
improvement · 13, 20, 101
improvement plan · 9, 13
incident · 32, 33, 66, 67, 68,
95, 102, 108, 109, 110,
134, 137, 141, 142, 148
incident management · 121
Information & Communication
Technology · See ICT

information provision · 44
information system · 87, 90,
116, 117, 120, 123
Information Technology · See
IT
Information Technology
Infrastructure Library · See
ITIL
infrastructure
- building block · 30, 31
- domain · 30, 31
- management · 5, 139
- service · 30
Infrastructure Technology
Service Continuity
Management · See ITSCM
insurance · 42, 45
intellectual property · 45
intellectual property rights ·
47
intellectual rights · 42, 45
internal service provision · 82
Internal Spec Sheet · See ISS
internet provision · 84
Internet Service Provider ·
See ISP
intranet provision · 84
inventory · 37, 107
investigation · 85
invoicing · 66, 76
ISP · 11, 125
ISS · 3, 8, 9, 13, 16, 17, 19,
20, 21, 87, 88, 91, 93, 94,
95, 96, 97, 99, 100, 101,
102, 103, 105, 108, 125
ISS checklist · 96
IT · 125

ITIL · 2, 4, 5, 23, 75, 83, 102,
107, 115, 120, 121, 125,
127, 133, 140, 145, 151
ITSCM · 151

K

Key Performance Indicator ·
See KPI
knowledge · 21, 97, 116, 122,
132, 133, 134, 142, 145
known error · 136
KPI · 151
Kwintes · 19

L

language · 61
lawyer · 21
lead reporting · 25, 32, 50
legal · 2, 5, 8, 17, 21, 28, 35,
39, 41, 43, 48, 97
legal acceptance procedure ·
42
legal aspect · 41
legally · 46
legislation · 36, 45, 91
lemniscate · 18, 20
liability · 41, 42, 43, 45, 46,
47
licensing rights · 44
limitation · 25, 35
location · 34, 65, 87, 90, 127,
132

M

maintenance · 8, 24, 26, 28,
29, 43, 45, 57, 69, 70, 79,
81, 86, 91, 117, 138, 145,
147
maintenance schedule · 8
maintenance time · 28, 29
malfunction · 137
management party · 103
management report · 105
manufacture · 7
margin · 74, 75, 132
market · 5, 74, 75, 79, 137,
140
maturity · 23, 24, 49, 50, 99,
101, 102, 117, 118
mean · 5, 18, 28, 35, 37, 62,
63, 74, 80, 82, 91, 93, 96,
99, 101, 118, 120, 127,
128, 135, 143, 144, 146
Mean Time Between Failures ·
See MTBF
Mean Time Between System
Incidents · See MTBSI
Mean Time To repair · See
MTTR
measure · 66, 122
meetbaar · 122
meeting · 24, 32, 33, 34, 35,
38, 54, 60, 65, 66
meeting facility · 84
meeting structure · 58
merger clause · 42, 46, 48
method · 4, 19, 93, 100, 119,
130
monitor data · 108, 109
monitor facility · 82, 104

monitor information · 110
monitor service · 95
monitoring · 28, 64, 65, 80,
99, 127, 134, 139, 140,
142
MTBF · 137, 151
MTBSI · 151
MTTR · 137, 152
multi-level SLA · 83
mutual obligation · 25, 34, 44,
46, 51
mutual relationship · 34, 61

N

Nederlandse Norm · See NEN
need · 1, 3, 4, 7, 18, 19, 20,
27, 29, 62, 99, 118, 120,
121, 127, 128, 129, 144,
146
negative deviation · 75
negative publication · 36
NEN · 152
NEN 7510 · 36, 91
network connection · 64
network management · 9
network service · 52, 53
networking · 84
non-competition clause · 41,
46
norm · 4, 8, 9, 11, 13, 14, 17,
20, 21, 23, 28, 29, 31, 32,
33, 35, 50, 57, 67, 75, 80,
81, 82, 86, 88, 90, 107,
120, 144
notebook · 85
notice of termination · 43

notification · 44
notional charging · 137
number of disturbance · 81

O

object code · 44
occupation of staff · 35
OLA · 3, 9, 13, 14, 16, 17, 18,
19, 20, 21, 49, 50, 51, 52,
53, 54, 55, 59, 139, 152
OLA checklist · 54, 55
opening hours · 28, 32, 49,
85, 90
opening time · 28, 29, 81
Operational Level Agreement ·
See OLA
operational management · 5,
34, 121
operational meeting · 25, 51
opinion · 35
organisation · 31
organisational unit · 89
outsource · 73
ownership · 42, 65

P

package · 84, 137, 139, 147
party · 23, 24, 26, 35, 38, 42,
44, 45, 46, 47, 49, 50, 51,
55, 60, 61, 63, 64, 70, 78,
79, 102, 103, 109

Patterns of Business Activities

- See PBA
- payment · 41, 42, 45
- payment period · 42, 47
- payment term · 43
- PBA · 152
- PDCA · 152
- peak period production · 68
- people · 1, 4, 19, 21, 93, 100,
119, 120, 130, 133, 144,
145
- performance · 8, 19, 23, 24,
25, 26, 28, 29, 30, 31, 32,
34, 38, 46, 49, 50, 51, 53,
57, 68, 77, 78, 80, 81, 83,
84, 85, 87, 89, 90, 92, 94,
102, 107, 116, 119, 120,
138, 140, 146
 - agreement · 19, 26, 31
 - indicator · 24, 31, 83, 86
 - norm · 24, 38
 - obligation · 24, 28
- PIR · 152
- Plan Do Check Act · See PDCA
- plan phase · 16
- planning of activity · 108
- plus package · 78, 83, 84, 85
- policy outline · 73
- portfolio management · 66
- Post Implementation Review ·
See PIR
- postal address · 34
- postroom · 84
- power · 58, 63
- price · 24, 41, 45, 47, 66, 71,
72, 73, 74, 75, 76, 82, 96,
103, 132, 135, 137, 140,
146
 - calculation · 75
- price calculation · 72, 75, 82
- pricing policy · 71, 72, 73, 74,
75, 140
- priority · 65
- proactief problem
 - management · 141
- problem · 33, 46, 65, 67, 83,
107, 108, 109, 110, 121,
128, 130, 134, 136, 138,
140, 141, 142, 144, 148,
149, 150
- problem management · 121
- procedural demarcation · 100
- procedure · 8, 13, 16, 19, 24,
29, 45, 50, 52, 57, 61, 62,
63, 64, 88, 91, 105, 115,
117, 119, 120, 121, 130,
141, 142, 144
 - demarcation · 22
- process
 - demarcation · 22, 100,
103
 - design · 16, 63, 119
 - performance indicator ·
24
 - review · 120
 - view · 23, 31
- product · 5, 23, 24, 31, 37,
38, 45, 48, 50, 52, 53, 67,
68, 78, 79, 80, 81, 82, 83,
84, 85, 95, 101, 103, 104,
108, 115, 121, 137, 143,
144
 - catalogue · 31, 52, 66
 - performance indicator ·
24
 - portfolio · 103, 104
 - view · 23, 31

production environment · 31,
37, 136, 137
profit · 74, 75, 132
profit center · 74
program · 44, 109
project management · 53
project manager · 110
project organisation · 108,
109
Projected Service Availability ·
See PSA
provision of service · 25
provisioning · 142
PSA · 152
purchasing · 82
purchasing department · 82

Q

qualification · 65
qualitative report · 67
quality · 1, 7, 12, 15, 32, 44,
67, 81, 82, 84, 90, 95, 101,
102, 104, 105, 119, 120,
121, 136, 142, 146, 147
- assurance · 58, 61, 67,
68, 105, 142
- control · 44
- deficiency · 82
- goal · 120
- requirement · 82
- wheel · 7, 15
quantitative report · 67
quarantine clause · 43

R

RACI · 152
ranking order · 27, 42, 43, 47
RASCI · 125
RASCI scheme · 99
Recognizable Performance
Unit · 89, See RPU
recovery · 44, 64, 81, 92, 96,
127, 136, 137
register · 82, 132
registration · 36, 44, 64, 65,
82, 141, 142
registration procedure · 44
relationship · 5, 7, 12, 17, 18,
21, 30, 66, 80, 85, 89, 95
release · 143
- management · 121, 143
- plan · 143
- policy · 143
- unit · 143
removal · 84
report · 10, 13, 15, 17, 22,
30, 32, 33, 36, 38, 57, 58,
59, 60, 61, 66, 67, 68, 69,
70, 81, 83, 87, 95, 110,
119, 149
reporting · 8, 10, 13, 20, 24,
25, 32, 50, 54, 64, 67, 68,
69, 75, 80, 81, 100, 108,
110, 119, 130
reporting capability · 83
reproduction · 84
Request For Change · See RFC
Request for Proposal · See
RFP
requirement · 3, 11, 14, 17,
19, 37, 61, 63, 80, 82, 87,

88, 90, 91, 93, 96, 99, 101,
102, 104, 115, 117, 118,
119, 121, 146, 147
residue test · 64
response time · 44, 81
responsibility · 57, 58, 63, 70,
99, 105, 120
Responsible, Accountable,
Consulted, Informed · See
RACI
Responsible, Accountable,
Supportive, Consulted,
Informed · See RASCI
review · 17, 34, 99, 102
RFC · 152
RFP · 152
right of recovery · 44
RPU · 88, 95, 125

S

SAN · 96, 125
sandbox environment · 31
Schedule · 58
scheduled maintenance · 35,
59
scope · 2, 5, 7, 30, 46, 71,
89, 96, 105
second acceptance · 44
secrecy · 35, 47
security · 45, 47, 66, 81, 84,
90, 92, 97, 100, 129, 136,
144, 145, 150
- agreement · 45
- baseline · 66
- design · 66

service · 1, 2, 3, 4, 5, 7, 8, 9,
10, 11, 13, 14, 15, 16, 17,
19, 20, 21, 28, 29, 30, 31,
32, 33, 34, 35, 36, 53, 54,
60, 61, 62, 68, 69, 71, 72,
73, 74, 75, 76, 77, 78, 79,
80, 81, 82, 83, 84, 85, 87,
88, 89, 90, 91, 92, 94, 95,
96, 97, 99, 100, 101, 102,
103, 104, 105, 107, 108,
109, 110, 113, 121, 127,
128, 129, 131, 132, 133,
134, 135, 136, 137, 138,
139, 140, 141, 142, 143,
144, 145, 146, 147, 148,
149
- agreement · 2, 3, 4, 21,
26, 30, 32
- asset · 145
- beschrijving · 28, 30
- catalogue · 3, 5, 9, 13,
14, 17, 20, 21, 24, 27,
28, 30, 31, 32, 38, 44,
52, 66, 67, 77, 78, 79,
80, 82, 83, 84, 86, 87,
89, 97, 108, 145
- catalogue checklist · 85,
86
- catalogue management ·
5
- definitie · 80
- delivery · 68, 75, 107
- delivery set · 120
- description · 24, 88
- desk · 9, 29, 32, 49, 57,
78, 80, 81, 82, 84, 85,
95, 104, 118, 129, 133,
134, 135, 137, 139, 142,
146, 148, 149

- domain · 30
 - improvement · 4
 - information · 88, 89, 94
 - level · 22, 23, 30, 81, 92, 146
 - lifecycle · 94
 - maintenance time · 24
 - management · 1, 3, 4, 5, 11, 13, 14, 18, 19, 20, 21, 23, 24, 30, 53, 57, 58, 62, 63, 64, 74, 77, 80, 100, 101, 102, 115, 119, 120, 121, 132, 135, 147
 - task · 62
 - meeting · 25, 32, 51
 - norm · 147
 - option · 147
 - organisation · 80
 - pack · 22
 - package · 83, 86, 147
 - performance indicator · 24
 - portal · 32
 - portfolio · 17, 34, 103
 - provisioning · 30
 - query · 88
 - shortage · 107
 - SLA · 83, 85
 - support set · 121
- Service Improvement Plan · See SIP
- service level
- management · 1, 2, 5, 7, 11, 13, 15, 16, 17, 20, 21, 32, 33, 60, 66, 67, 78, 79, 89, 92, 120, 121, 145, 146
 - management process · 5, 16, 17
 - manager · 1, 13, 21, 33, 34, 35, 41, 49, 79, 87, 91, 107, 109, 110
- Service Level Agreement · See SLA
- Service Level Requirement · See SLR
- service management
- centre · 73
 - domain · 62
 - organisation · 3, 4, 5, 11, 13, 14, 18, 19, 73, 74, 79, 80, 99
 - procedure · 62
 - process · 1, 4, 32, 58, 62, 63, 71, 93, 100, 101, 102
 - task · 58, 62
- service meeting · 34
- Service Quality Plan · See SQP
- shadow environment · 31
- sharing information · 65
- shortcoming · 17, 108, 109
- sign · 3, 6, 91
- signatory · 72
- signature · 23, 24, 26, 49, 50, 51, 88
- Single Point Of Contact · See SPOC
- Single Point Of Failure · See SPOF
- SIP · 4, 9, 10, 13, 16, 17, 20, 21, 66, 107, 109, 110, 146, 152
- SIP checklist · 110
- skills · 122, 142, 143

- SLA · 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 13, 14, 16, 17, 18, 19, 20, 21, 22, 23, 24, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 41, 43, 44, 46, 49, 51, 52, 54, 57, 59, 60, 61, 62, 71, 72, 73, 74, 75, 77, 78, 79, 83, 84, 85, 87, 89, 90, 91, 93, 97, 99, 101, 102, 108, 120, 121, 130, 144, 145, 147, 152
 - monitoring · 28
 - norm · 28, 35
 - structure · 83
 - SLA checklist · 38, 39
 - SLR · 10, 13, 14, 16, 17, 18, 125, 146
 - SMART · 152
 - SOA · 152
 - social media · 82
 - soft grounded agreement · 28
 - software · 35, 36, 37, 44, 46, 74, 84, 85, 116, 117, 120, 123, 129, 133, 138, 142, 143, 149
 - imperfection · 138
 - item · 133, 142
 - license · 25, 35, 36
 - licentie · 36
 - malfunction · 147
 - solution · 64, 65, 120, 142
 - source code · 44
 - spec sheet · 87, 93
 - Specific, Measurable, Achievable, Relevant and Time bound · See SMART
 - SPOC · 152
 - SPOF · 152
 - SQP · 4, 11, 13, 16, 17, 20, 21, 96, 99, 100, 101, 102, 104, 105, 152
 - SQP checklist · 104
 - standard · 23, 25, 35, 36, 93, 97
 - standby service · 29
 - stop and start · 64
 - Storage Area Network · See SAN
 - strategic meeting · 25, 51
 - supplier · 2, 3, 4, 5, 7, 8, 10, 11, 12, 13, 14, 17, 19, 20, 23, 28, 33, 34, 35, 36, 37, 38, 41, 44, 45, 46, 47, 49, 57, 63, 73, 74, 75, 76, 78, 79, 80, 87, 88, 89, 91, 93, 94, 95, 100, 103, 105, 107, 108, 110, 134
 - supplier organisation · 4
 - supply · 31, 33
 - support · 20, 29, 44, 65, 73, 81, 90, 103, 105, 107, 110, 120, 121, 129, 132, 135, 139, 145, 146, 147, 148
 - supporting service · 133, 134
 - surprise · 37
 - surveillance · 28
 - system management · 9, 49
 - System Outage Analysis · See SOA
-
- ## T

 - tactical meeting · 25, 37, 51, 91



Agile Service Management with Scrum Researched

On the way to a healthy balance between the dynamics of developing and the stability of managing the information provision

Many companies are starting to apply Agile software development using Scrum or Kanban or have already implemented the new development process. Sooner or later the question arises how this development process relates to the service management processes.

The book 'Agile Service Management with Scrum' has already addressed this interface and a number of risks per service management process have been identified. Countermeasures that can be taken are also defined.

In a research at ten organisations these risks were presented, and they were asked how they deal with these risks. The research included the investigation into which Agile aspects are applied and in particular those of Scrum or Kanban. Finally, each organisation has carried out a maturity assessment for both the Agile development process and the change management process.

This book is the report about the research of the collaboration of Agile software development and service management processes in practice. The target group of this book includes all parties involved in the application of Agile software development and who would like to know how colleagues have shaped this crucial interface for successful service provision. In this book a short description is given of each organisation about how the Agile development process has been designed.

Author : Bart de Best
Publisher : Leonon Media, 2018
ISBN : 978 94 92618 177



Cloud SLA

The best practices of cloud service level agreements

More and more organisations choose to replace traditional ICT services by cloud services. Setting up effective SLAs for traditional ICT services is a real challenge for many organisations. With the arrival of cloud services, this seems to be much simpler at first, but soon the hard questions come up like data ownership, information links and security. This book describes what cloud services are.

The risks involved in entering into contracts and SLAs are discussed. Based on a long list of risks and countermeasures, this book also provides recommendations for the design and content of the various service level management documents for cloud services. This book first defines cloud and then describes various aspects like cloud patterns and the role of a cloud broker. The core of the book is the discussion of contract aspects, service documents, service design, risks, SLAs and cloud governance. In order to allow readers to get started with Cloud SLAs, the book also includes checklists of the following documents: Underpinning Contract (UC), Service Level Agreement (SLA), Document Financial Agreements (DFA), Document Agreements and Procedures (DAP), External SpecSheets (ESS) and Internal SpecSheets (ISS).

Author : Bart de Best
Publisher : Leonon Media, 2017
ISBN : 978 94 92618 009



DevOps Best Practices

Best Practices for DevOps

In recent years, many organisations have experienced the benefits of using Agile approaches such as Scrum and Kanban. The software is delivered faster whilst quality increases and costs decrease. The fact that many organisations that applied the Agile approach did not take into account the traditional service management techniques, in terms of information management, application management and infrastructure management,

is a major disadvantage. The solution to this problem has been found in the Dev (Development) Ops (Operations) approach. Both worlds are merged into one team, thus sharing the knowledge and skills. This book is about sharing knowledge on how DevOps teams work together.

For each aspect of the DevOps process best practices are given in 30 separate articles. The covered aspects are: Plan, Code, Build, Test, Release, Deploy, Operate and Monitor. Each article starts with the definition of the specifically used terms and one or more concepts. The body of each article is kept simple, short and easy to read.

Author : Bart de Best
Publisher : Leonon Media, 2017
ISBN : 978 94 92618 078



SLA Templates

A complete set of SLA templates

The most important thing in providing a service is that the customer is satisfied with the delivered performance. With this satisfaction, the supplier gets re-purchasing's, promotions in the market and is the continuity of the company ensured. Perhaps the most important aspect of this customer satisfaction for a supplier is that the employees in question get a drive to further develop their own knowledge and skills to satisfy even more customers.

This book describes the templates for Service Level Agreements in order to agree with the customer on the required service levels. This book gives both a template and an explanation for this template for all common service level management documents. The following templates are included in this book:

- Service Level Agreement (SLA)
- Underpinning Contract (UC)
- Operational Level Agreement (OLA)
- Document Agreements and Procedures (DAP)
- Document Financial Agreements (DFA)
- Service Catalogue
- External Spec Sheet (ESS)
- Internal Spec Sheet (ISS)
- Service Quality Plan (SQP)
- Service Improvement Program (SIP)

Author : Bart de Best
Publisher : Leonon Media, 2017
ISBN : 978 94 92618 030



DevOps Poster

DevOps Professional Exam Poster

This poster lists all the DevOps terms that a student must learn in order to pass the exam of DevOps Professional of Exin. This poster can be ordered at info@leonon.nl.

The subjects on the poster are based on the basic training material of Exin. Since there are many terms to be learned, this poster will help to learn them by reviewing them all at once daily.

Author : Bart de Best
Publisher : Leonon Media, 2018
Ordering : info@leonon.nl

