

# Presentation



# HDI

## Making SLAs & scorecards work

3rd March 2005

**Barclay Rae**

HDI Consulting


*Formerly*



# Speaker

Barclay Rae



- 13 years ITSM & CRM Consulting
- Worked in Call Centres since 1982, IT since 1987
- HDI international exam committee member
- Author and columnist
- *itSMF* committee member
- MD of e2e Customer Services 
- Head of HDI Consulting – from January 2005

# Agenda

## Service Management

Industry standards

## Practical tips for SLAs & Scorecards

Why SLAs?

The SLA Concept

Definitions

Scorecards

## Business Service Management

Business focussed/IT-aware

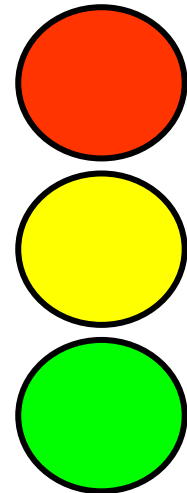
# Industry Standards

- ISEB ITIL
- ISO9000
- BS15000
- COBIT
- ECCS
- Sarbanes Oxley
- HDI Site Cert
- Gartner, Compass, META, Butler et al



# SLAs & scorecards

- Service Level Agreements?
- What are you measuring?
- Response/fix times, lead times, availability?
- Scope and scale of documents?
- Service Catalogue?
- Business Metrics?
- Business Scorecards for IT delivery?
- Review processes?



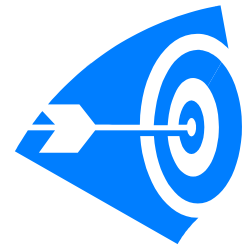
# Why SLAs?

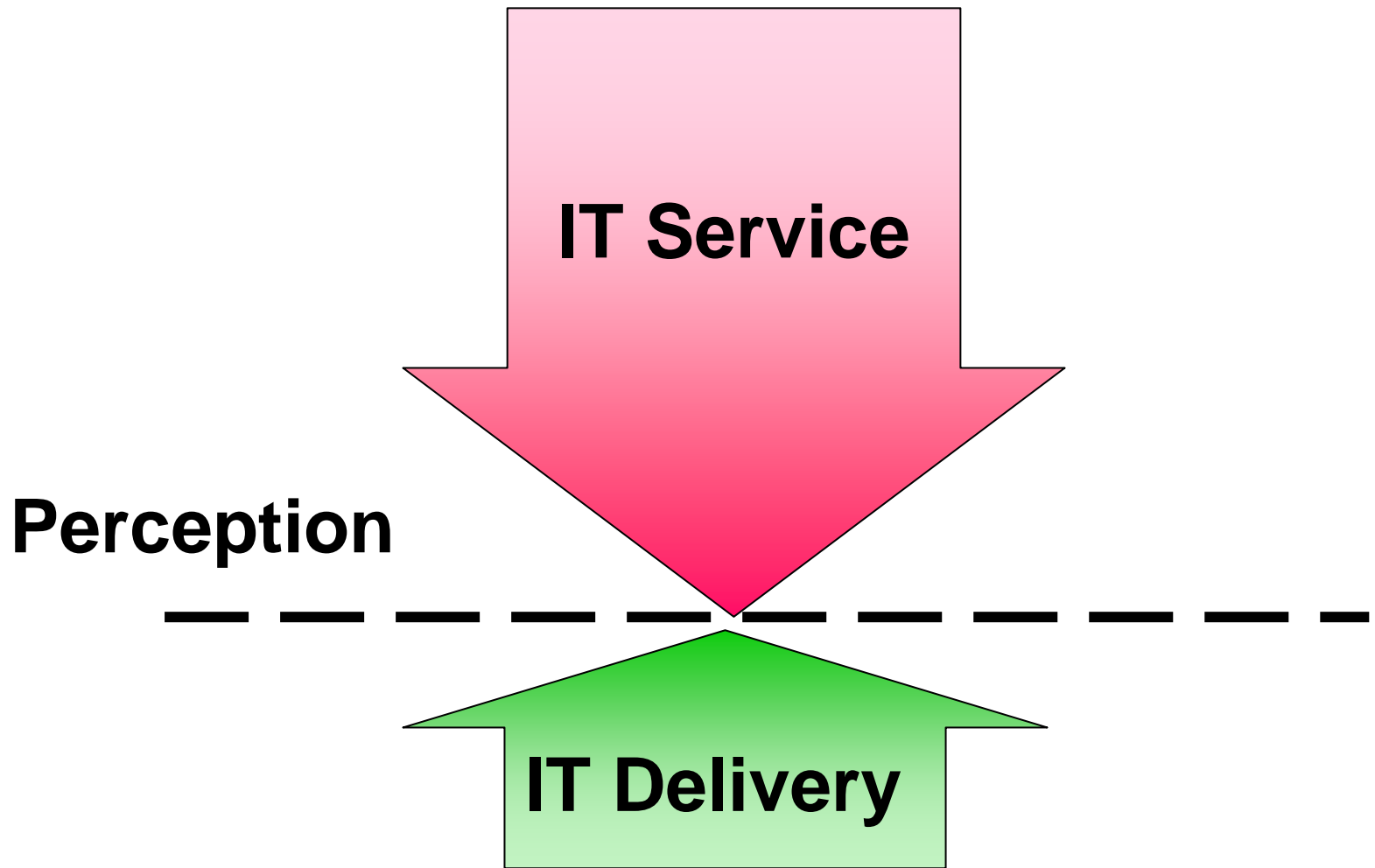
To manage customer expectations

To set measurable business targets

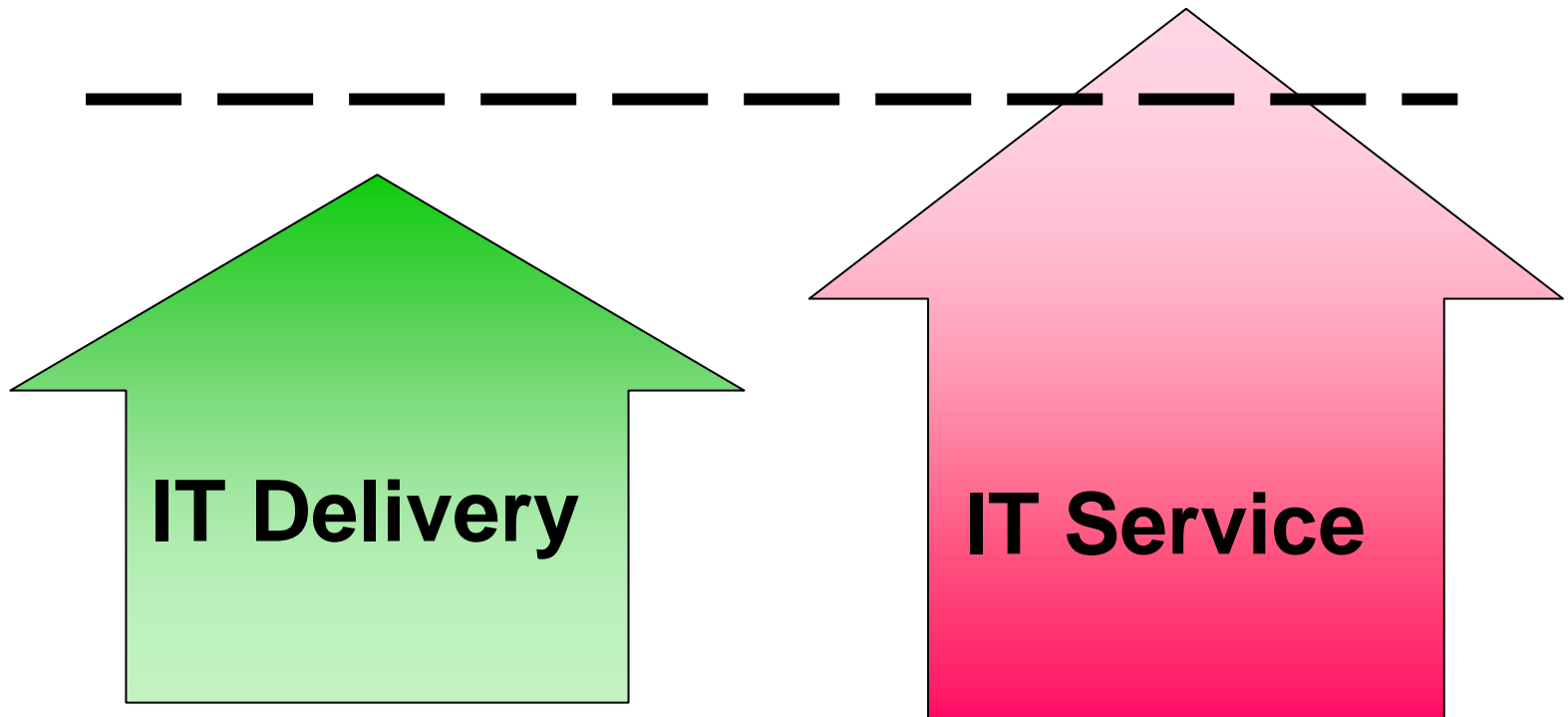
To measure performance against these targets

To use the performance results to develop quality and efficiency

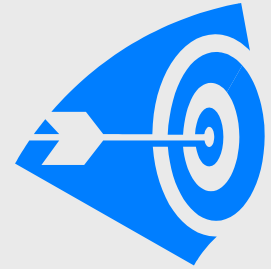




# Perception



# The SLA Concept



To align IT Services closely to business and organisational needs

SLAs are a quality process to set and measure service targets to help IT do this

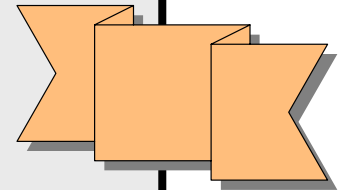


# SLAs, OLAs & Contracts

**SLA** - agreement between IT & its' customers

**OLA** (Operational Level Agreement) - internal IT SLA between groups

**Contract** - external financial agreement



# SLAs are:

Agreements!

Based on understanding & collaboration

Simple clear documents - no jargon or techno-speak

Terms of reference

Targets for normal operations

Living documents & processes

Measured & used for development



# SLAs are not:

Unilateral statements

Based on mistrust & mis-understanding

Long detailed lists (SLDs!)

Technical or legal documents

Contracts

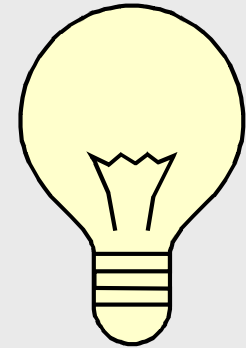
Based on every possible situation

Filed & ignored

Weapons or 'killer clauses'



# SLA Development



Starting points - awareness

Negotiation

Documentation

Sign-off - Implementation

Reporting

Monitoring & Reviewing

Develop scorecard approach

# Balanced Scorecard



*Key IT delivery points*

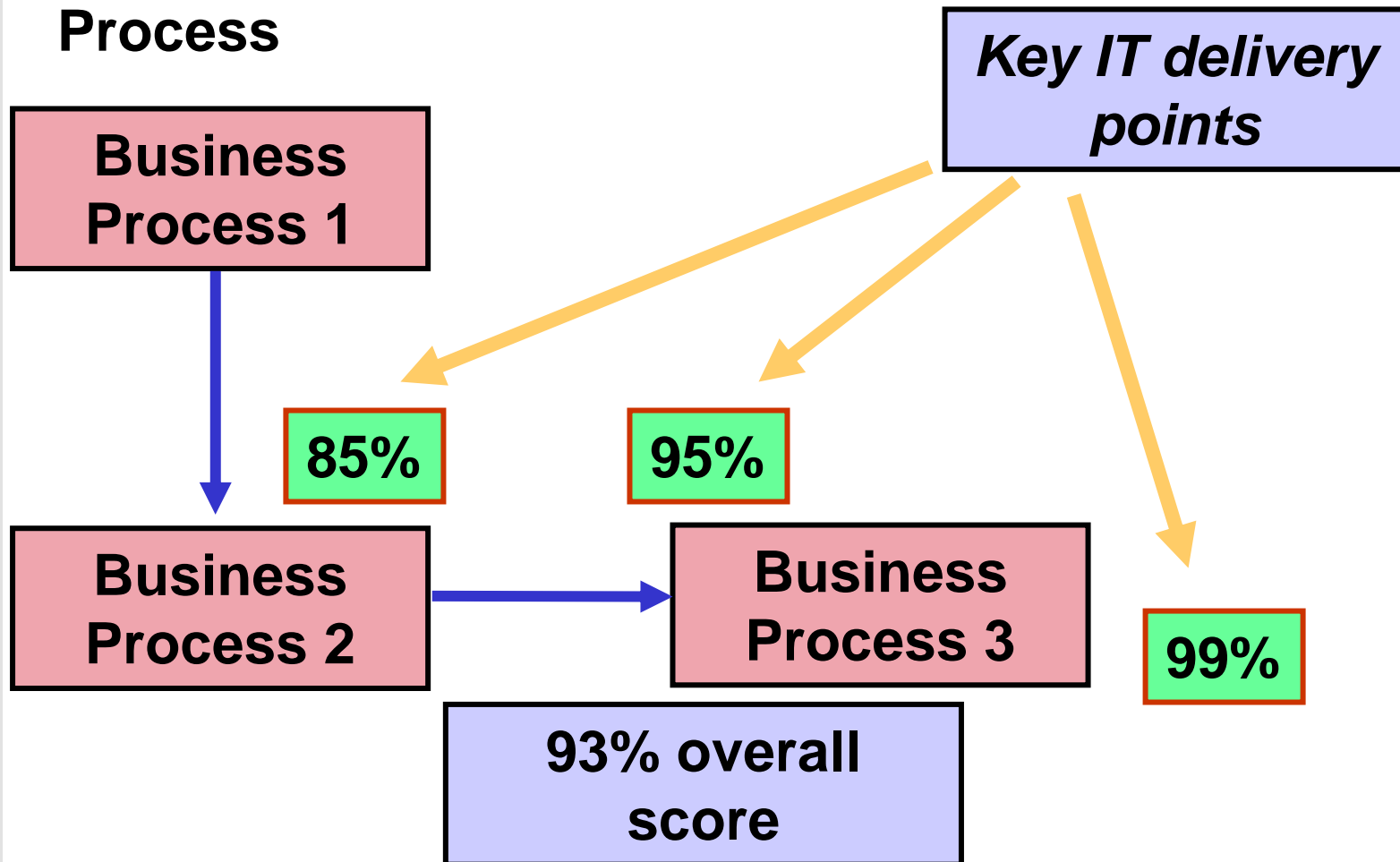
**XX% - weighted score of key IT Components e.g.**

System & network availability at key times

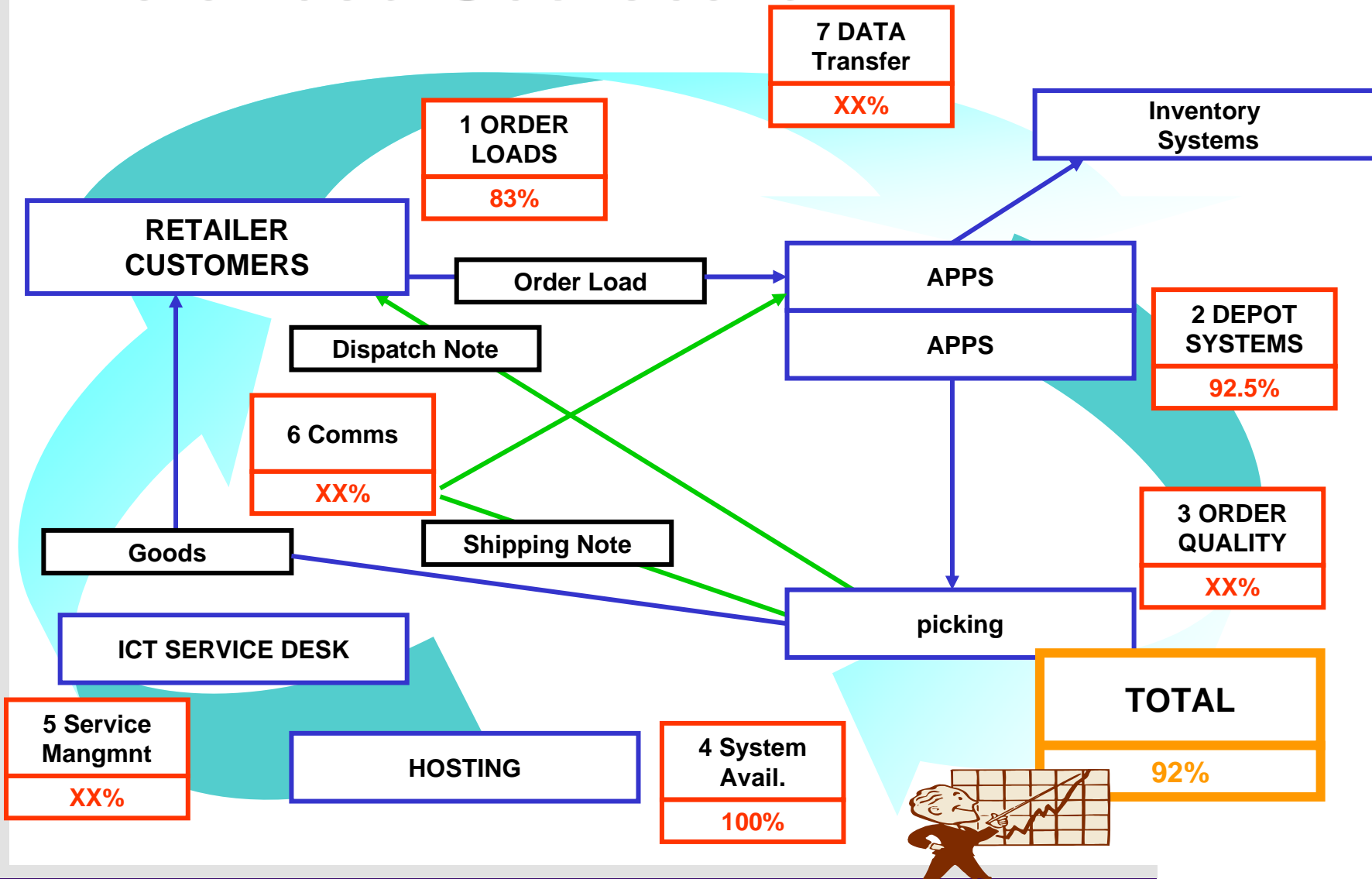
Processing on time to meet deadlines

Reports and data transfer delivered at key times

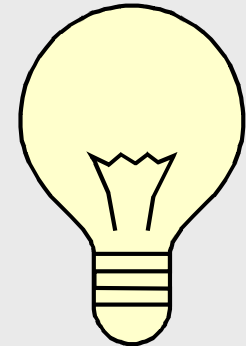
# Balanced Scorecard



# Balanced Scorecard



## SLA Development



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# Service Management

Business Service Management?

Business-focussed IT?

or

IT-aware Business?

or both?



# Questions



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