

IT Global Service Level Targets

IT Service Management Office

Course Objectives

This course explains the following:

- Scope of Service Level Targets
- Key Definitions
- Prioritization of Incidents
- The Targets
- Tracking in ServiceNow
- Achieving the Targets

Scope

- Applicable to every IT Service
 - Specific Services may also have different targets applicable to just that Service. These Specific Service Targets take precedence over the Global Service Targets, but must be within the Global targets.
- Incident tickets only
 - Type is Interruption or Event
 - Enterprise IT Assignment Groups (Joe Bengfort's organization)
- Phase I goal is to measure and build baseline
 - Identify improvement opportunities
 - Adjust if necessary

Key Definitions

- **Impact** is the effect on the business that an incident has.
- **Urgency** is the extent to which the incident's resolution can bear delay.
- **Priority** is how quickly IT should address the incident.
- The **Target Incident Response Acknowledgement Time** is the time IT has to respond to the customer to acknowledge receipt of the ticket and that it is being actively worked.
- The **Customer Status Update Time** is the interval that IT has to update the customer on ticket status.
- The **Target Resolution Time** is the total time from ticket creation to resolve the incident and restore service to the user.
- The **Target Percentage of Calls Resolved on Time** is the percentage of calls that meet the priority time frame criteria.

Prioritization of Incidents

- Three metrics are used for determining the order in which incidents are processed. Incident Priority is determined primarily on the basis of urgency and impact:
 - Impact – The effect on business that an incident has.
 - Urgency – The extent to which the incident's resolution can bear delay.
 - Priority – How quickly the IT should address the incident.

Impact

The effect on the business that an incident has...

IMPACT TABLE	
RANK	CRITERIA
1. Extensive/ Widespread:	Entire department, floor, branch, line of business, external customer or multiple patients affected.
2. Significant/ Large:	Greater than 5 business people or 1 patient affected.
3. Moderate/ Limited:	Less than 5 business people affected. No patients involved.
4. Minor/ Localized:	1 business person affected. No patients involved.

Urgency

The extent to which the incident's resolution can bear delay...

URGENCY TABLE	
RANK	CRITERIA
1. High:	Process stopped; customer cannot work. System and/or service unavailable. Generally customers are unable to work and cannot bear any delay.
2. Medium:	Process affected; certain functions are unavailable to customers. System and/or service are degraded. Customer cannot work and require expedited restoration of service, but can bear minimal delays.
3. Low:	Process affected; certain functions are unavailable to customers. System and/or service inconvenienced but still available and the work can be scheduled.

Priority

How quickly IT should address the incident...

PRIORITIZATION MODEL					
		IMPACT			
		1 Extensive /Widespread (10)	2 Significant/ Large (5)	3 Moderate/ Limited (3)	4 Minor/ Localized (0)
U R G E N C Y	1 HIGH (15)	1 (25)	2 (20)	2 (18)	3 (15)
	2 MEDIUM (10)	2 (20)	3 (15)	3 (13)	3 (10)
	3 LOW (0)	3 (10)	4 (5)	4 (3)	4 (0)

The value in parenthesis is used to determine the weight of the priority.

Priority 1 (Critical) – weight of 21-30

Priority 2 (High) – weight of 16-20

Priority 3 (Med) – weight of 6-15

Priority 4 (Low) – weight of 0-5

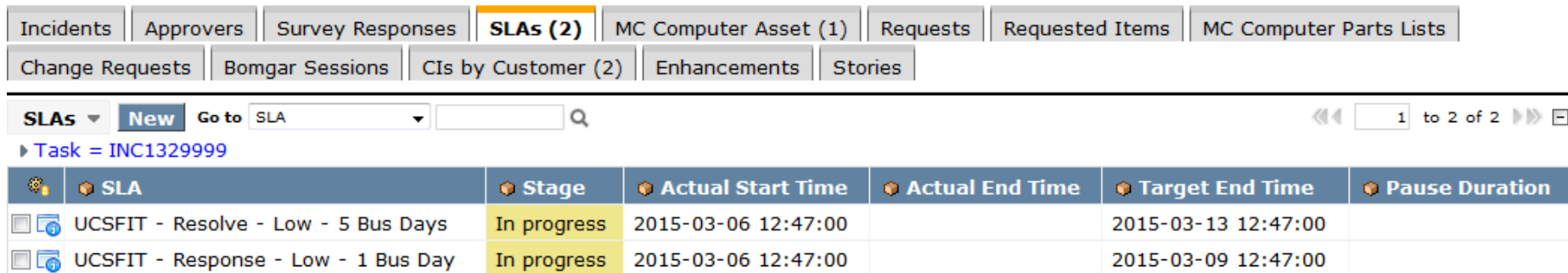
Global Service Level Targets

Priority	Target Incident Response Acknowledgement Time (to Customer from IT)	Customer Status Update Time Goal	Target Incident Resolution Time	Target % of Incidents Resolved on Time
Critical	15 minutes	IT will update every 60 minutes or as agreed upon with the customer	4 hours or less	80%
High	1 hour	IT will update every 2 hours or as agreed with the customer	8 hours or less	80%
Medium	2 business hours	Every 24 hours or as agreed upon with the customer	3 business days	70%
Low	1 business day	Every 24 hours or as agreed upon with the customer	5 business days	70%

The Priority Service Level Targets Chart shows response time after initial Assessment/Assignment and creation of a ticket by the Service Desk. Times are measured in clock hours and/or minutes unless otherwise specified. If an incident is initiated by a telephone call, it will be created within 10 minutes; if initiated by eMail, the ticket will be created within 48 hours. Customers should not use email for high urgency incidents.

Tracking in ServiceNow

- Response and Resolution Targets are tracked for every Interruption Type Incident within ServiceNow.
- Once a priority is set for an incident, targets are attached and can be found in the SLAs tab of the Related Lists section of the Incident form



The screenshot shows the ServiceNow interface for tracking SLAs. At the top, there are navigation tabs: Incidents, Approvers, Survey Responses, SLAs (2), MC Computer Asset (1), Requests, Requested Items, and MC Computer Parts Lists. Below these are more tabs: Change Requests, Bomgar Sessions, CIs by Customer (2), Enhancements, and Stories. The main content area shows a search bar with 'SLAs' selected, a 'New' button, and a 'Go to' dropdown menu. Below the search bar, there is a link for 'Task = INC1329999'. The main table displays the following data:

SLA	Stage	Actual Start Time	Actual End Time	Target End Time	Pause Duration
UCSFIT - Resolve - Low - 5 Bus Days	In progress	2015-03-06 12:47:00		2015-03-13 12:47:00	
UCSFIT - Response - Low - 1 Bus Day	In progress	2015-03-06 12:47:00		2015-03-09 12:47:00	

Note: In phase 1, ServiceNow will only monitor target results. No warning or breach notifications will be sent out at this time.

Achieving the Response Target

- A Best Practice for meeting the Response target is to contact your customer and acknowledge receipt of their ticket.
- You can then set the ticket to WIP.Acknowledged to stop the Response clock.
- While acknowledging the ticket with the customer, you may also choose to set the customer's expectation of when this incident will be resolved.

Incidents	Approvers	Survey Responses	SLAs (2)	MC Computer Asset (1)	Requests	Requested Items	MC Computer Parts Lists
Change Requests	Bomgar Sessions	CIs by Customer (2)	Enhancements	Stories			
SLAs ▾		New	Go to	SLA			1 to 2 of 2
▶ Task = INC1329999							
	SLA	Stage	Actual Start Time	Actual End Time	Target End Time	Pause Duration	
	UCSFIT - Resolve - Low - 5 Bus Days	In progress	2015-03-06 12:47:00		2015-03-13 12:47:00		
	UCSFIT - Response - Low - 1 Bus Day	Achieved	2015-03-06 12:47:00	2015-03-06 12:59:22	2015-03-09 12:47:00		

Achieving the Resolution Target

- Always follow the reassignment guidelines to ensure incidents are efficiently assigned and can be resolved as quickly as possible.
- A Best Practice for knowing that an incident can be resolved is to ask the question: *Is my customer able to work?*
- Another Best Practice – Never lower the Impact/Priority after a workaround is implemented. If your customer can work, the Incident can be resolved and a Problem ticket should be opened to determine the root cause and implement a permanent fix.

SLAs	Stage	Actual Start Time	Actual End Time	Target End Time	Pause Duration
UCSFIT - Resolve - Low - 5 Bus Days	Achieved	2015-03-06 12:47:00	2015-03-06 13:56:22	2015-03-13 12:47:00	
UCSFIT - Response - Low - 1 Bus Day	Achieved	2015-03-06 12:47:00	2015-03-06 12:59:22	2015-03-09 12:47:00	

Note: Only the Pending.Customer state can pause the Resolution Target.

Quiz Scenarios

- 1) **A printer goes down and parts to repair it are on backorder. Customers are redirected to another nearby printer. The Incident:**
 - a. cannot be resolved until the initial printer can be brought up.
 - b. can be resolved.
 - c. can be resolved and a Problem should be opened to track the initial printer.

- 2) **A major incident occurs and a High Priority incident is opened. A workaround is implemented and service is restored but a permanent fix is pending the Change process. The Incident Priority should:**
 - a. be lowered as the crisis is over but more work still needs to be done.
 - b. remain High while the Change process is followed.
 - c. remain High but the Incident should be resolved and the permanent fix tracked in the related Problem ticket.

Quiz Scenarios

- 3) You are assigned an incident but there is not enough information in it for you to begin a resolution process. You call the customer to gather the missing information but can only leave a message, on multiple attempts, because your customer works an evening shift. You should:**
- a. resolve the incident as non-responsive customer.
 - b. set the incident state to pending customer and try different methods to contact the customer i.e. email and cell phone.
 - c. Set the incident state to pending customer and wait for the customer to contact you.
- 4) Your customer opened a ticket reporting a failed functionality. In troubleshooting you discover the functionality works as designed and the issue is in training, not a system failure. You should:**
- a. train the customer and resolve the ticket
 - b. reassign the ticket to the Service Desk to train the customer
 - c. train the customer and re-categorize the ticket as a how-to, which would reset the type from Interruption to Request

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