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1. PURPOSE. The purpose of the Enterprise Information Technology Service Management (ITSM) Service Level Management Process Guide is to establish a documented and clear foundation for process implementation and execution across the Marine Corps Information Environment (MCIE). Process implementation and execution at lower levels (e.g., Regional, Local and Programs of Record) must align and adhere to directives and schema documented within this guide. The use of this guide enables USMC Information Technology (IT) activities through promoting standardization of work instructions and operating procedures across a continuum of document specificity.

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Enterprise IT Service Management
Service Level Management
Process Guide

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Enterprise IT Service Management
Service Level Management Process Guide

1.0 INTRODUCTION

1.1 Purpose

The purpose of this process guide is to establish a documented and clear foundation for process implementation and execution across the Marine Corps Information Environment (MCIE). Process implementation and execution at lower levels (e.g., Regional, Local, and Programs of Record) must align and adhere to directives and schema documented within this guide. The use of this guide enables USMC IT activities through promoting standardization of work instructions and operating procedures across a continuum of document specificity as represented in Figure 1.

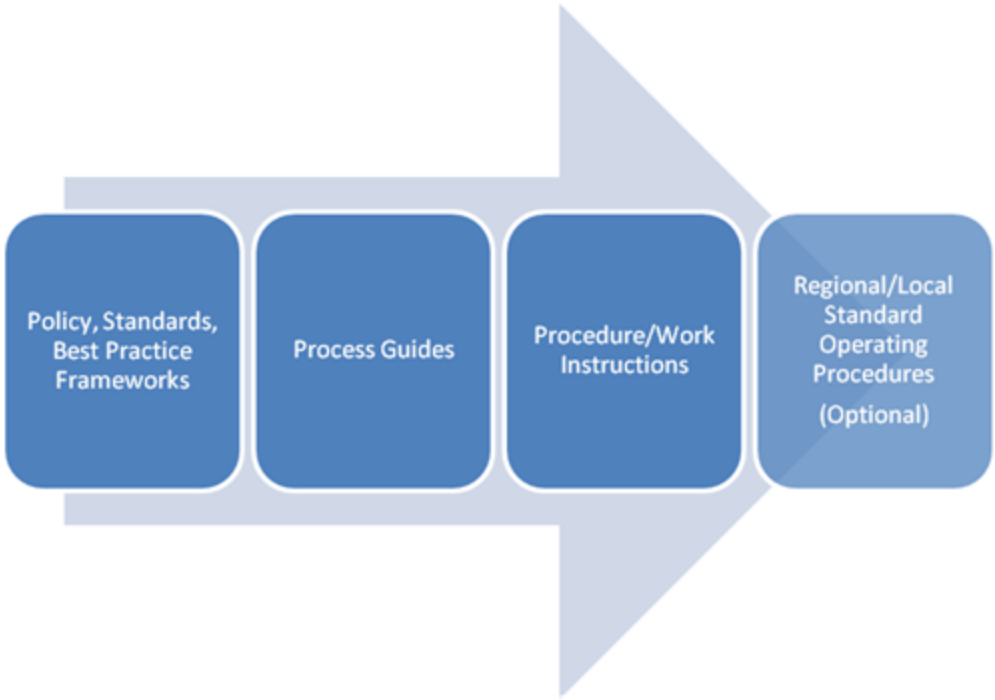

Figure 1. Process Document Continuum

1.2 Scope

The scope of this document covers all services provided in support of the MCIE for both the Secret Internet Protocol Router Network (SIPRNET), and the Non-Secure Internet Protocol Router Network (NIPRNET). Information remains relevant for the global operations and defense of the Marine Corps Enterprise Network (MCEN) as managed by Marine Corps Network Operations and Security Center (MCNOSC) including all Regional Network Operations and Security Centers (RNOSC) and Marine Air Ground Task Force Information Technology

Support Center (MITSC) assets and supported Marine Expeditionary Forces (MEF), Supporting Establishments (SE) organizations, and Marine Corps Installation (MCI) commands.

Table 2 depicts the various layers of document design. Each layer has discrete entities, each with their own specific authority when it comes to promulgating documentation. This enterprise process operates at Level B, sub processes such as procedures and work instructions are not included within the scope of this document.

Table 1. Document Design Layers

	ENTITIES	DOCUMENTS GENERATED
LEVEL A	Federal Govt DoD DoN CMC/HQMC	Statutes/Laws DoD Issuances DoN Policies Marine Corps Orders/IRMS
LEVEL B	HQMC C4 MCNOSC MCSC	MCOs IRMs (Process Guides) Directives MARADMINS
LEVEL C	RNOSC MITSC	Regional Procedures Work Instructions
LEVEL D	MCBs POSTS STATIONS	Locally Generated SOP's

1.3 Process and Document Control

This document will be reviewed semi-annually for accuracy by the Process Owner with designated team members. Questions pertaining to the conduct of the process should be directed to the Process Owner. Suggested Changes to the process should be directed to USMC C4 CP in accordance with MCO 5271.1C Information Resource Management (IRM) Standards and Guidelines Program.

2.0 PROCESS OVERVIEW

2.1 Purpose, Goals, and Objectives

The purpose of Service Level Management (SLM) is to ensure that the Marine Corps can deliver an agreed level of IT support for all IT services. Additionally, SLM promotes the usage of Service Level Agreements (SLAs) and supporting agreements for the operational services that support end user facing services. SLM ensures IT services and supporting operational services are measured for performance in a consistent, professional manner. Further, SLM promotes alignment between IT services delivery and the needs of the mission and customers. SLM provides a consistent interface to IT customers and USMC mission partners for all service-related issues allowing for trusted relationships to be developed and appropriately managed. USMC, like many IT organizations, has contractual SLAs with IT suppliers. USMC's key focus for SLM is supporting *Service* SLAs, which are internal agreements between USMC Users and IT. These are also known as the promised service levels in the USMC service catalog. This requires supporting agreements to be developed to sustain delivery at agreed to levels of service. SLM goals include:

- Providing a framework that facilitates defining service levels to support business processes that are agreed upon; Service Level Agreements and Operational Level Agreements (OLAs) are developed to meet the agreed to levels; costs of services are developed; and service performance can readily be improved, if needed;
- Ensuring that the users and the service providers understand each other's capabilities and requirements relating to service levels;
- Making certain that service providers and users mutually support the success of the service provision.

The objective of the SLM process is to ensure continuation of existing services in a federated environment without performance degradation through the following sub-objectives:

- Ensuring continued access to the Enterprise Performance Management Databases recording Contractor and USMC internal service provider performance.
- Verifying, validating, and auditing the performance management processes and systems used to collect, store, and generate performance data.
- Verifying, validating, and auditing contractor performance in accordance with the contract quality assurance requirements.
- Monitoring performance of Service Level Requirements (SLRs).
- Mitigating all performance related issues with Contracting Officer and their designated contractor(s).
- Ensuring SLM process activities adhere to defined business rules.

In addition to these objectives and goals, key benefits and outcomes of USMC embracing SLM principles include:

- The culture will establish a business-value, service-oriented attitude.
- Savings through improved service quality and better resource usage in resolving outages.
- A mutually beneficial relationship will be developed between provider and users to deliver services that are relevant, thus improving user satisfaction.
- Improved planning by basing commitments on user agreements.
- Improved management through a focus on service delivery.
- IT focus will be on business goals.
- Services will be continually and consistently measured both quantitatively and qualitatively

2.2 Relationships with other Processes

All IT Service Management processes are interrelated. The E-ITSM processes in Figure 2 were selected due to the strength of the relationships and dependencies between them and the degree to which they underpin USMC near-term objectives. While any one of the E-ITSM processes can operate in the presence of an immature process, the efficiency and effectiveness of each is greatly enhanced by the maturity and integration of all E-ITSM processes. Figure 2 depicts key relationships that exist between Service Level Management and the other E-ITSM processes.

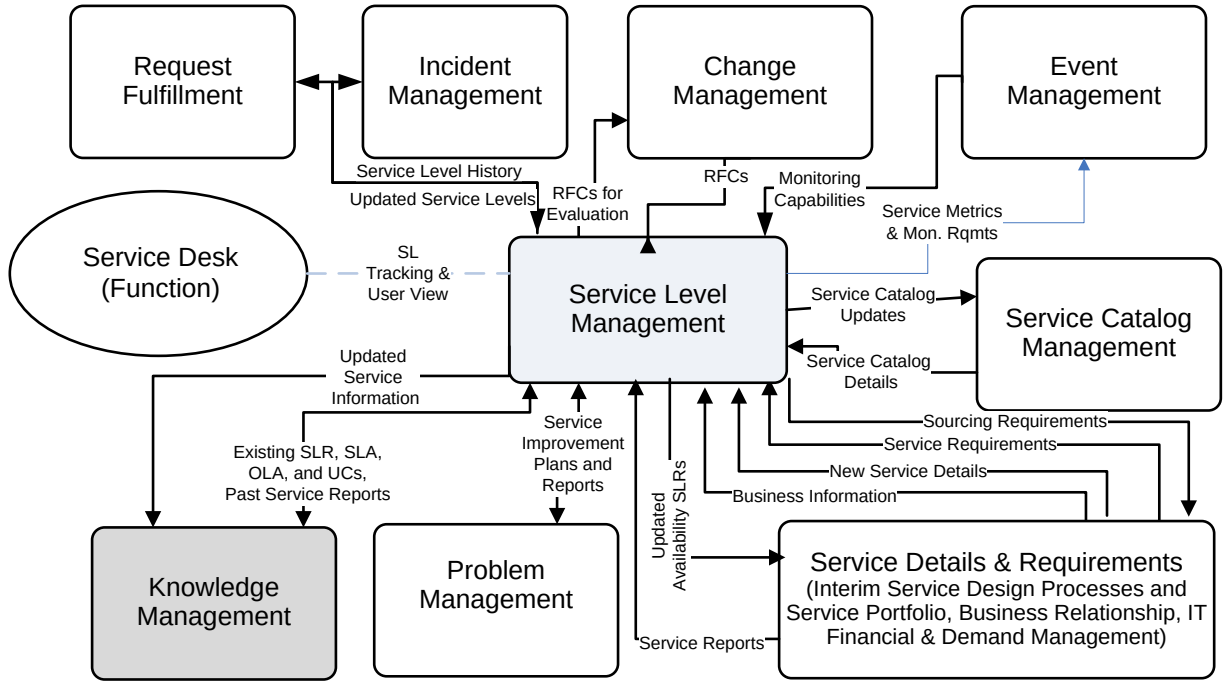

Figure 2. SLM Relationships with other Processes

The following list describes the SLM relationship (input or output) to other Initial Processes, as depicted in Figure 2.

- Request Fulfillment and Incident Management (RFM/IM)
  - Service Level History: Bidirectional information on historical service level achievements for responding to incidents and fulfilling requests
  - Updated Service Level: Bidirectional information on updated targets for Incident Management and Request Fulfillment's services and operations as adjusted by SLM reviews
- Change Management (ChM)
  - Request For Changes (RFC): Notifies SLM of planned service changes that may impact service levels.
  - RFCs for Evaluation: Notifies Change Management of planned service changes to be evaluated through Change Management impact analysis
  - Event Management (EM)
  - Service Metrics and Monitoring Requirements: Used to establish service monitoring metrics, thresholds, escalation models, alerts, and notification requirements for each service.
  - Monitoring Capabilities: The ability Event Management has to monitor a particular service.
- Service Catalog Management (SCM)
  - Service Catalog Details: Existing service information that has been used to communicate service expectations to users.
  - Service Catalog Updates: Notification of pending changes to service requirements or service levels. May be via an RFC if service details being updated are under change control.
- Knowledge Management (KM)
  - Knowledge Information: Updated knowledge data retrieved from knowledge database needed to perform SLM activities. May consist of existing SLAs, SLRs, OLAs, Operating Level Objectives (OLOs), Underpinning Contract (UCs), and past service reports — historical service information used as input for SLM decisions for a service.
  - Updated Service Data: Updates/edits to knowledge database articles/scripts as it relates to Service Level Management. Updated service information and documents changes to make information available to the service stakeholders

- Problem Management (PbM)
  - Service Improvement Plans (SIP) and Reports: Bidirectional notification of plans to change services to improve performance. This could be an update to SLM due to a problem with a service that is changing service levels or notification of an SLM raised SIP so all service plans are coordinated until such time as a regular Continuous Service Improvement function is built.
  - Known Errors: Service related records from the Known Error Database (KEDB) that impact service levels.
- Service Desk (SD)
  - Function that integrates several processes to provide service level tracking and is the first point of contact for service updates for users

2.3 High-Level Process Model

The SLM process consists of nine (9) distinct sub-processes and is highly integrated with several of the service management processes. The following workflow depicts these processes and sub-processes that collectively enable and support SLM. See Section 4.0 for complete descriptions of the sub-process activities.

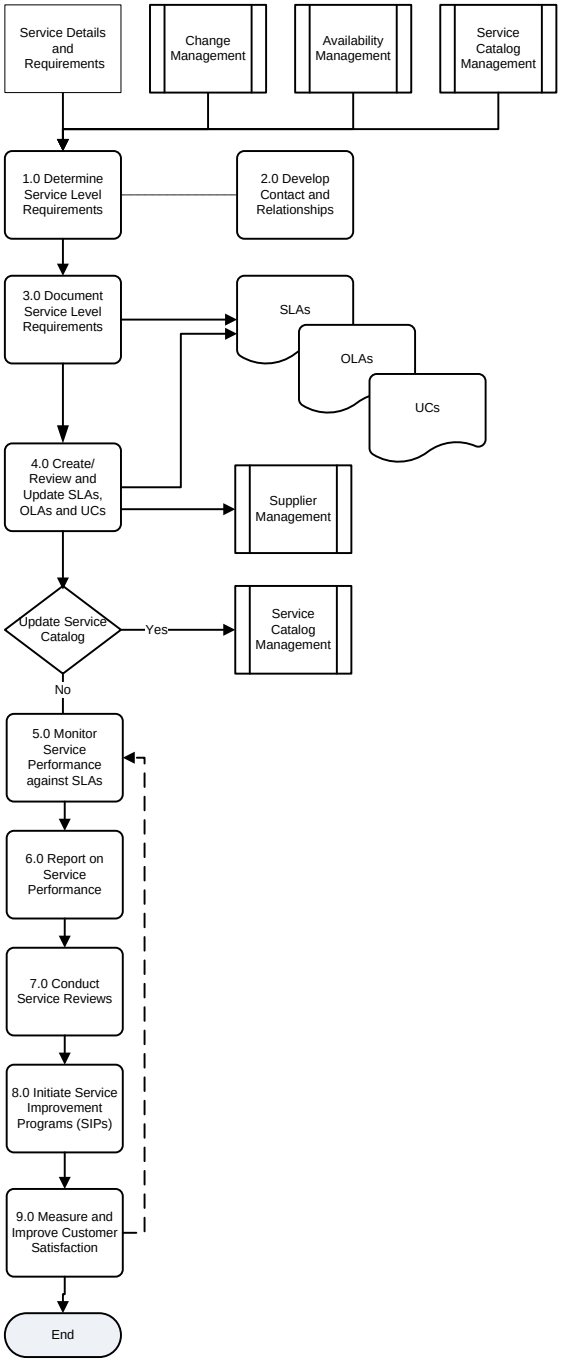

Figure 3. High-Level SLM Process Model

Table 2 contains descriptions of each sub-process. Each sub-process number is hyperlinked to its detailed description in Section 4.0, Sub-Processes.

Table 2. SLM Sub-Process Descriptions

Number	Sub-Process	Description
1.0	Determine Service Level Requirements	In this subprocess the necessary customer requirements from the service provider are identified in order to deliver the service. For example, targets for availability, capacity, security, and disaster recovery are based on requirements from the customer.
2.0	Develop Contacts and Relationships	SLM provides a regular point of contact and communication to the customers and managers of an organization. SLM actively manages the expectations and perceptions of the customers and users and ensures that the quality of the services delivered by the service provider matches the expectations and needs.
3.0	Document Service Level Requirements	The dependencies, such as existing Operational Level Agreements (OLAs) and Underpinning Contracts (UCs) that affect the addition, modification or deletion of an SLA are identified. SLM produces and seeks agreements for all planned or changed services, and documents the resulting SLRs.
4.0	Create/Review and Update SLAs, OLAs and UC	The impact of any other dependencies and identified SLRs to the SLA are reviewed. Any further requirements for OLAs and UCs are also reviewed. A determination is made whether OLAs or UCs will need to be created or modified to support the creation, modification or deletion of an SLA. All new requests for new UCs are sent to the Supplier Management function, via the appropriate Program contractor office (PCO) process or Contracting Officers' procedures.
5.0	Monitor Service Performance against SLAs	The service performance against established SLAs are monitored
6.0	Report on Service Performance	SLM produces service reports to record level of service achievement. These reports contain details of performance against all SLA targets as well as any trends in performance or particular actions to be undertaken.
7.0	Conduct Service Reviews	Periodic review meetings are held on a regular basis with customers (or their representatives) to review the service achievement in the last period and to preview any issues for the coming period. It is normal to hold such meetings monthly or, at a minimum, quarterly. Particular attention is paid to the service level breaches.
8.0	Initiate Service Improvement Plans (SIPs)	Based on service level breaches that are reviewed during Service Review meetings and trends identified based on the analysis of reports, SIPs can be initiated to determine the actions needed to prevent the recurrence of the breach. Reports should be produced on the progress and success of the SIP, such as the number of SIP actions that were completed and the number of actions that delivered their expected benefit.
9.0	Measure and Improve Customer Satisfaction	This is the systematic process for managing customer's expectations and perception of services. This sub-process includes periodic questionnaires and customer surveys, customer feedback from service review meetings and analysis of complaints and compliments. Where possible, targets should be set for the IT service provider.

2.3.1 Process Description

SLM activities include the negotiating, agreeing and documenting of appropriate IT service targets with representatives of USMC and suppliers, and then monitoring and producing reports on the service provider's ability to deliver the agreed level of service. SLM provides a consistent interface to the customers for all service-related issues allowing for trusted relationships to be developed and appropriately managed.

SLM Business Rules represent specific guidelines for USMC to ensure customer needs and mission partner needs are met. These are identified as part of SLM implementation requirements. In addition, the following core business rules should be adhered to in order to achieve effective, efficient and more standardized SLM activities and operations.

SLM shall provide a point of regular contact and communication to the customers and mission managers.

- SLAs for all live or production services, especially critical services, shall be defined.
- SLM shall facilitate the adoption of SLAs for current live services.
- When SLAs are established, SLM will maintain the agreements and manage the level of service provided to meet the targets.
- SLAs shall be written clearly and concisely in plain language (omitting legal terminology) in order to promote common understanding.
- OLAs and UCs shall be defined/aligned to meet the SLAs.
- SIPs shall be monitored and reported for end-to-end services.
- SLA reporting mechanisms, intervals and report formats shall be defined and coordinated with customers.
- SIPs shall be initiated, implemented and reported upon for services that need to be improved to meet current or changing customer requirements or to correct a chronic breach of SLA targets.
- The scope of the SLM process includes a standard set of activities, sub-processes, procedures, responsibilities, and metrics utilized by all IT Services within the NIPR and SIPR environments supporting both garrison and deployed users.

2.4 Key Concepts

The following key concepts are utilized extensively in this SLM Process Guide:

2.4.1 Service Quality is Improved Over Time

Service Level Management must ensure that service quality is required, maintained and gradually improved. SLM activities need to include the tasks that provide for planning, coordinating, drafting, agreeing, monitoring and reporting of SLAs, to ensure that the required and cost-justifiable service quality is maintained and gradually improved.

2.4.2 SLM Documents and Develops Service Relationships

SLM and SLAs establish relationships between user and service provider. SLAs provide the basis for managing the relationship between the service provider and the customer, with SLM providing the central point of focus for the customer. SLAs are written agreements between an IT service provider and the IT customer(s), defining the key service targets and responsibilities of both parties. The emphasis must be on agreement, and SLAs should not be used as a way of

holding one side or the other for ransom. True partnerships should be developed between the IT service provider and the customer, so that a mutually beneficial agreement is reached and maintained

2.4.3 SLAs are Supported by Underpinning Contracts

SLM is responsible for ensuring that all targets and measures agreed in SLAs with the customer are supported by appropriate underpinning agreements, with internal support units and external partners and suppliers. This formalizes the relationships between the customer's processes, services, and the associated technology, support, resources and suppliers required to meet their needs.

2.4.4 Commander's Critical Information Requirements

Commander's Critical Information Requirements (CCIR) is the commander's "need to know immediately" information and response requirements. From MCWP 3 40.2 Information Management, "CCIR are tools for the commander to reduce information gaps generated by uncertainties that he may have concerning his own force, the threat, and/or the environment. They define the information required by the commander to better understand the battle-space, identify risks, and to make sound, timely decisions in order to retain the initiative. CCIR focus the staff on the type and form of quality information required by the commander, thereby reducing information needs to manageable amounts." In the context of Service Level Management, CCIRs are a basis for setting the minimum Service Level Targets for those services identified as critical.

2.4.5 Alignment of SLA and Supporting Agreements with Mission Assurance Categories

The Marine Corps is required to assign a Mission Assurance Category (MAC) to their information systems in accordance with Department of Defense (DoD) Instruction 8500.2 (reference w) and National Institute of Standards and Technology (NIST) Special Publication 800-34 Rev. 1. The MAC reflects the importance of information relative to the achievement of DoD goals and objectives, particularly the warfighters combat mission. MACs are primarily used to determine the requirements for availability and integrity. The DoD has the following three defined mission assurance categories:

- MAC I: Systems handling information that is determined to be vital to the operational readiness or mission effectiveness of deployed and contingency forces in terms of both content and timeliness. The consequences of loss of integrity or availability of a MAC I system are unacceptable and could include the immediate and sustained loss of mission effectiveness. MAC I systems require the most stringent protection measures.

- MAC II: Systems handling information that is important to the support of deployed and contingency forces. The consequences of loss of integrity are unacceptable. Loss of availability is difficult to deal with and can only be tolerated for a short time. The consequences could include delay or degradation in providing important support services or commodities that may seriously impact mission effectiveness or operational readiness. MAC II systems require additional safeguards beyond best practices to ensure assurance.

- MAC III: Systems handling information that is necessary for the conduct of day-to-day business, but does not materially affect support to deployed or contingency forces in the

short-term. The consequences of loss of integrity or availability can be tolerated or overcome without significant impacts on mission effectiveness or operational readiness. The consequences could include the delay or degradation of services or commodities enabling routine activities. MAC III systems require protective measures, techniques, or procedures generally commensurate with commercial best practices. [DoDI 8500.2].

2.5 Quality Control

2.5.1 Metrics, Measurements and Continual Process Improvement

Continual service improvement depends on accurate and timely process measurements and relies upon obtaining, analyzing, and using information that is practical and meaningful to the process at hand. Measurements of process efficiency and effectiveness enable the USMC to track performance and improve overall end user satisfaction. Process metrics are used as measures of how well the process is working, whether or not the process is continuing to improve, or where improvements should be made. When evaluating process metrics, the direction of change is more important than the magnitude of the metric.

Effective day-to-day operation and long-term management of the process requires the use of metrics and measurements. Reports need to be defined, executed, and distributed to enable the managing of process-related issues and initiatives. Daily management occurs at the process manager level. Long-term trending analysis and management of significant process activities occurs at the process owner level.

The essential components of any measurement system are Critical Success Factors (CSFs) and Key Performance Indicators (KPIs).

2.5.2 Critical Success Factors with Key Performance Indicators

The key objective of establishing any of the measures should be to ensure IT provides the effective service levels agreed to with the customer. The effectiveness and performance of processes are measured using metrics-based KPIs which support high level CSFs. The metrics should be monitored and reported upon in order to judge the efficiency and effectiveness of the process and its operation. To the extent possible, metrics should be broken down by service, customer, priority level, etc. and compared with previous reporting periods

CSFs are defined as process- or service-specific goals that must be achieved if a process (or IT service) is to succeed. KPIs are the metrics used to measure service performance or progress toward stated goals.

The following CSFs and KPIs can be used to judge the efficiency and effectiveness of the process. Results of the analysis provide input to improvement programs (i.e., continual service improvement). The following table includes the initial set of metrics to monitor SLM effectiveness. Throughout the life cycle of SLM, these metrics will take on different meanings depending where NGEN is in its implementation activities. Although all of these metrics should be enabled, 3 or 4 KPIs should be selected focus to manage the process during any particular phase of the SLM activities/process life cycle. The initial set will be selected in implementation planning. Not all CSFs will be focused on at same time.

Table 3 describes the metrics to be monitored, measured, and analyzed.

Table 3. SLM Critical Success Factors with Key Performance Indicators

CSF #	Critical Success Factors	KPI #	Key Performance Indicators	Benefits
1	Deliver IT Services as agreed to with customer	1	Number and/or Percentage of SLA Targets being met **Method:** 100% Inspection **Calculation:** total number of SLA targets that met or exceeded goals/total number of SLA targets X 100	Determines perception of USMC IT service delivery so it can be actively managed.
		2	Overall Customer Satisfaction **Method:** Survey and ticket sampling **Calculation:** total number of customer satisfaction samples (total of all surveys and ticket satisfaction responses) that met or exceeded goals/total number of satisfaction samples X 100	
		3	Number and/or Percentage of Service Business rules identified as Service Level Requirement **Method**: 100% Inspection **Calculation**: Total number of business requirements supported by service level requirements/Total number of service business rule requirements X 100	
		4	Number and/or Percentage of Service Level Requirements without exceptions reported **Method**: 100% Inspection **Calculation**: Total number of business requirements supported by service level requirements — number of business requirements known to have an exception through audit or incident reported/Total number of business requirements supported by service level requirements X 100	
2	Manage Quality of IT Services	5	Percentage of Services Covered by SLAs **Method**: 100% Inspection **Calculation**: total number of service SLAs/total number of services X 100	Provides visibility to ensure IT Services are delivered consistently as agreed to by customers

		6	Percentage of services supported by OLAs **Method**: 100% Inspection **Calculation**: total number of SLAs with associated OLAs/total number of service SLAs X 100	
		7	Percentage of service levels that are measured **Method**: 100% Inspection **Calculation**: number of service SLAs that are measured for reporting period/total number of service SLAs schedule to be measured for reporting period X 100	
		8	Percentage of service levels that are reported **Method**: 100% Inspection **Calculation**: number of service SLAs reporting data for reporting period/total number of service SLAs schedule to report for reporting period X 100	
		9	Number of services with timely reports and formal service reviews **Method:** 100% Inspection **Calculation:** number of services with service reports competed that were scheduled for reporting period + number of services with formal reviews completed that were scheduled for the reporting period/total number of service SLAs schedule to report or have a formal review for reporting period X 100	
3	Establishing and maintaining an accurate and complete CMS	10	Percentage of SLAs without Responsible Service Owners **Method**: 100% Inspection **Calculation**: total number of SLA — total number of SLAs with a permanent owner/total number of SLAs X 100	Establishes managed business relationship and information channels for services between supplier and customer.
		11	Service Level Management Tooling Support Level **Method**: 100% Inspection **Calculation**: total number of SLA — total number of SLAs with ability to collect, measure, and report data for a reporting period/total number of SLAs X 100	

3.0 ROLES AND RESPONSIBILITIES

Each process has roles and responsibilities associated with design, development, execution and management of the process. A role within a process is defined as a set of responsibilities. Process Managers report process deviations and recommended corrective action to the respective process owner. Authoritative process guide control is under the purview of the Process Owner

The Process Ownership for SLM comes from the USMC Enterprise Portfolio Management team within HQMC C4. This aligns current USMC service portfolio management duties with the service value optimization activities found within SLM process ownership and continuous service improvement related tasks.

Management (i.e., responsibility) of a process may be shared; generally, a single manager exists at the Enterprise, MCNOSC, and each FAM/MITSC/G-6. For certain processes, especially those within Service Design and Service Transition, managers also exist within Marine Corps Systems Command (MARCORSYSCOM) and Programs of Record. There will be instances where roles are combined or a person is responsible for multiple roles. Factors such as AOR, size of user base and size of the process support team dictate exactly which roles require a dedicated person(s) and the total number of people performing each role. This process guide defines all *mandatory* roles.

3.1.1 Roles

The following abstract drawing (Figure 4) depicts process roles for the USMC, followed by a description of these roles.

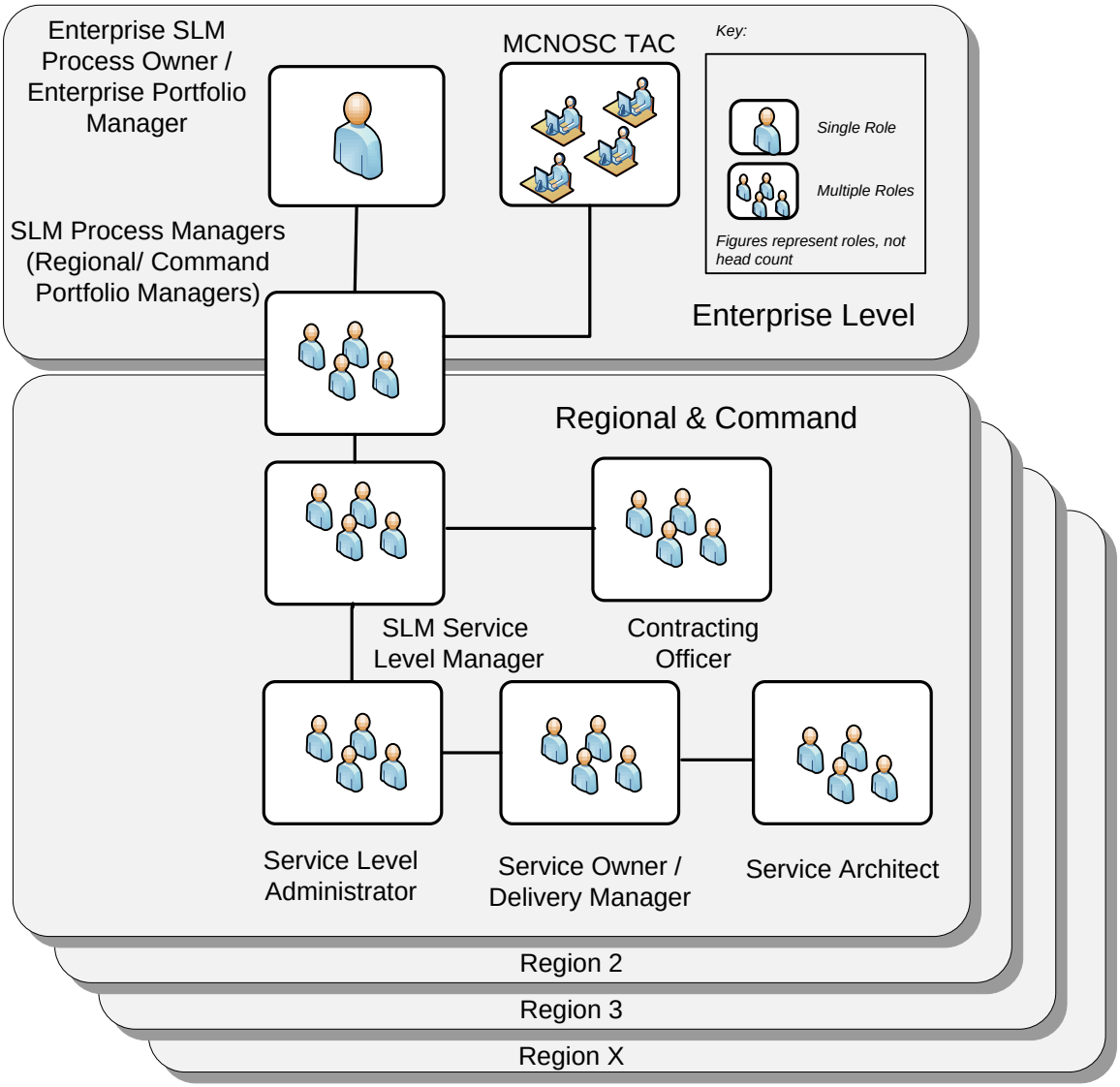

Figure 4. SLM Roles

Enterprise SLM Process Owner is aligned with the Enterprise Portfolio Manager, and this role has responsibility for the SLM process across USMC. The enterprise has its own SLM Process Manager who is responsible for coordination of SLM processes supporting USMC enterprise services as defined by the USMC Service Catalog. Likewise, the SLM Process Managers are aligned with Regional and Marine Corp Installation (MCI) and Command Portfolio Management, and represent each of their areas of operation for the SLM process and coordinate the various local resources within the local area. Not all roles will be replicated at each Region and MCI. Examples include Continuous Service Improvement Manager and Service Architect which may leverage resources at the enterprise or regional level on a case by case basis. Table 4 provides detailed responsibilities for each of the SLM roles

Table 4. SLM Defined Roles and Responsibilities

Description	Overall Responsibility
Role #1 Enterprise SLM Process Owner	
The Process Owner owns the process and the supporting documentation for the process. The primary functions of the Process Owner are oversight and continuous process improvement. To these ends, the Process Owner oversees the process, ensuring that the process is followed by the organization. When the process isn't being followed or isn't working well, the Process Owner is responsible for identifying and ensuring required actions are taken to correct the situation. In addition, the Process Owner is responsible for the approval of all proposed changes to the process, and development of process improvement plans. The Process Owner may delegate specific responsibilities to another individual within their span of control, but remains ultimately accountable for the results of the SLM process. For SLM, the process owner as well as SLM Managers will be aligned with the Service Portfolio functions found within the commands. These roles may be combined depending upon the AOR and volume of services being managed.	• Ensures the Configuration Management process and working practices are effective and efficient • • Reviews effectiveness and efficiency of the SLM Process at all levels of the enterprise. • Establishes procedures for the SLM Process and ensures they are implemented and adhered to at all levels of the enterprise • Defines and develops the SLM Process metric requirements, then works with the metrics team to produce reports. • Ensures SLM Process and tools integrate with other ITSM processes and that requirements for the tools are defined. • Responsible for the success or failure of the process with the authority to make changes and represent management decision. This is imperative for processes that are cross-functional, spanning organizational boundaries. • Ensures the process is defined, documented, maintained, and communicated at an organizational level. • Decision maker on any proposed enhancements to the process. • Ensures organizational adherence to the process. • Responsible for the requirement and guidelines of the SLM Process tool usage. • Establishes and communicates the process roles and responsibilities. • Provides the strategic direction for the SLM Process tool/system. • Establishes and communicates the process, service levels, process metrics, and process performance metrics. • Responsible for service financial modeling and budget analysis. • Monitors and reports on the performance of the process. • Identifies and communicates opportunities for process improvement. • Initiates and sponsors projects to improve or re-engineer the process. • Manages changes to the process, using the Change Management process, including reviewing and approving all proposed changes and communicating changes to all the participants and affected areas. • Benchmarks the process performance. • Responsible for creating and publishing a Service Improvement Policy (SIP) • Responsible for Service Improvement planning • Implementation and control of Service Improvement • Participates in other ITSM process initiatives and process reviews

Description	Overall Responsibility
Role #2 SLM Process Managers (Regional/Command Portfolio Managers)	
The SLM Process Manager ensures effective coordination of activities for service quality. The SLM Process Manager coordinates all activities necessary to manage all service level requirements. The SLM Process Managers will communicate and coordinate with the enterprise Process Owners and other portfolio related managers when required/beneficial. The SLM Process Manager manages the entire Service Level Management process life cycle.	• Prioritizes and plans for service level changes. • Creates and obtains buy-in for the structure of the Service Level Agreements. • Negotiates Service Level Requirement and Service Level Agreements with Customers. • Ensures Service Level Targets/Service Level Objectives within the SLA are met. • Ensures that all templates for the Service Level Management process are up to date. • Ensures all back-end agreements for SLA's are established, including Operational Level Agreements, Underpinning Contracts and also agreements for the IT Service Management processes. • Measures creates and manages Service Level Reporting for IT Services. • In some organizations, the Service Level Manager is responsible for creating and maintaining the Service Catalogue and/or Service Portfolio. • Builds strong relationships with internal and external IT service groups, and other ITIL processes, in particular Supplier Management, Change Management, Incident Management and others. • Plans Service Reviews and facilitates meetings. • Establishes and sets requirements for tools to underpin the process, such as SLA and Service Catalogue/Service Portfolio tools.
Role #3 Tactical Action Center (MCNOSC)	
The TAC oversees service delivery and escalations. The TAC ensures effective coordination of activities to restore service. They are responsible for the execution of their respective portion of the enterprise SLM framework and will communicate and coordinate with their counterparts on Service Levels or the process itself when required/beneficial. The TAC as part of MCNOSC is the government role responsible for directing global network operations and computer network defense of the Marine Corps Enterprise Network (MCEN).	• Monitors performance on a daily basis. • Responsible for the development and execution of the Major Service Level Response Plan and the resolution of all Major Service Levels. • Keeps Service Owners and Service Level Manager advised of unusual situations and potential problem areas and recommends courses of action and/or conclusive actions. • Maintains 24x7x365 operations situational awareness. • Analyzes and correlates incoming real-time Service Levels. • Coordinates planned MCEN outages, and MCEN Service Level response actions. • Manages and uses a trouble ticket reporting system at the appropriate level. • Conducts rapid reaction planning for network operations events. • Coordinates current operations between operating departments within the echelon and with external agencies. • Reviews effectiveness and efficiency of the SLM Process at their level of the enterprise. • The TAC is also is responsible for triggering the activities and notifying resources required to resolve escalated Service Levels. - Performs escalation and prioritization evaluations. - Understands the business impact of the escalated Service Level or Service Call.

Description	Overall Responsibility
	- Manages the escalation process. - Ensures communications regarding escalations are planned and orderly. - Ensures escalation communication to the Customer is timely and accurate. - Schedules and facilitates escalation meetings and phone conferences. - Resolves escalation and routing conflicts

Description	Overall Responsibility
Role #4 SLM Service Level Manager	
The Service Level Manager ensures effective coordination of activities to restore service. The Service Level Manager manages and coordinates all activities necessary to respond to, record and resolve Service Levels by communicating preventive actions and best practices that (potentially) affect the service level. Service Level Managers will communicate and coordinate with their counterparts on Service Levels or the process when required/beneficial. For SLM, the SLM Managers as well as the Process Owner, and Continuous Service Improvement Managers will be aligned with the Service Portfolio functions found within the commands. These roles may be combined depending upon the Area of Responsibility (AOR) and volume of services being managed.	• Awareness of USMC and DoD directives. • Interfaces with TAC to include Queue Managers. • Communicates command requirements and directives as it relates to SLM to subordinate Service Level Managers and Dispatchers. • Requests, reviews, and reports on metrics. • Provides management information on IT Service Quality and Customer satisfaction. • Manages support staff performance of the SLM Process, creating and executing action plans when necessary to ensure continuous improvement. • Allocates resources. • Detects possible Problems and assigns them to the Problem management team to establish Problem Records. • Assists the support engineers through the SLM Process within the support engineering domain. • Analyzes and correlates incoming real-time Service Levels. • Identifies opportunities to improve the process. • Performs, as a tactical role, end-to-end implementation of the process. • Designs the appropriate SLA to ensure that all services and customers are covered to suit the organizations needs. • Ensures that the current and future service requirements of customers are identified, understood and documented in SLA and SLR documents; Reviews agreements with service supplier and user representatives on a regular basis (at least annually). • Negotiates and agrees to levels of service to be delivered with the customer (either internal or external). • Formally documents service levels in SLAs. • Assists with the production and maintenance of an accurate Service Portfolio and Service Catalog. • Ensures that targets agreed within supporting contracts are aligned to SLAs and SLRs. • Ensures that service performance reviews are regularly conducted and actions as a result of the review are documented and progressed. • Ensures that improvement initiatives identified in service reviews are acted on and progress reports are provided to customers. • Ensures that changes are assessed for their impact on service levels, including SLAs, OLAs and underpinning contracts; attends Change Advisory Board (CAB) meetings (if appropriate). • Identifies and developments relationships with key stakeholders, customers and key users. • Measures, records, analyzes and improves customer satisfaction. • Contributes to Continual Service Improvement under guidance of Process Owner

Description	Overall Responsibility
Role #5 Service Level Administrator	
The Service Level Administrator is the operational role responsible for implementing approved new, modified, or deleted SLRs and UCs.	• Publishes new, existing or modified SLRs and UCs to the appropriate repositories. • Associates new measurements to the corresponding services. • Evaluates incident impact on a service when notified by TAC or via monitoring • Collects data from various systems and tools. • Ensures that SLR data information from Service Providers, monitoring applications, and Customer feedback is run though reporting mechanisms to determine if SLR targets were met or missed. • Generates and distributing reports
Role #6 Service Delivery Manager (Owner)	
Service Delivery Manager is the Service Owner. This role is responsible for monitoring, analyzing and reporting on Service delivery performance.	• Consults with various departments to identify the service area for improvement. • Takes the overall responsibility for the development of policies, publishing and service reviews. • Coordinates the creation of standing escalation teams. • Conducts checkpoint escalation status review meetings. • Conducts escalation post- mortem reviews and closing escalations with the customer's approval. • Uses escalation post-mortem review results to determine follow up actions. • Develops, documents and follows up on action plans. • Provides data on escalation history managing requests for information regarding escalations. • Ensures Emergency Requests for Change required as part of the escalation are documented. • Plans work to be accomplished by subordinates, setting priorities and scheduling completion. Assigns work to subordinates based on priorities and selective considerations of the difficulty of assignments and capabilities of employees
Role #7 Service Architect	
Service Architect is responsible for evaluating and reviewing the effectiveness and sufficiency of service improvement initiatives.	• Converts the business requirements provided by Portfolio Management into technical requirements that will be used to create SLRs & UCs. • Reviews existing SLRs to determine if there is an existing SLR that meets the technical requirements for the requested service. • Performs IT Feasibility Analysis. • Contributes to Continual Service Improvement under guidance of Process Owner
Role #8 Contracting Officer (KO)	
Contracting Officer is the government role responsible for vendor contracts.	• Negotiates any modifications to existing contract(s). • Represents government when entering into contract with vendor(s). • Addresses performance discrepancies with vendor(s).

3.1.2 Responsibilities

Processes may span departmental boundaries; therefore, procedures and work instructions within the process need to be mapped to roles within the process. These roles are then mapped to job functions, IT staff and departments. The process owner is accountable for ensuring process interaction by implementing systems that allow smooth process flow.

The Responsible, Accountable, Support, Consulted, Informed, Participant (RASCI) model is a method for assigning the type or degree of responsibility that roles (or individuals) have for specific tasks.

- **R**esponsible — Completes the process or activity; responsible for action/implementation. The degree of responsibility is determined by the individual with the 'A'.
- **A**ccountable — Approves or disapproves the process or activity. Individual who is ultimately answerable for the task or a decision regarding the task.
- **S**upport — Resources allocated to responsible, support will assist in completing the task.
- **C**onsulted — Gives needed input about the process or activity. Prior to final decision or action, these subject matter experts or stakeholders are consulted.
- **I**nformed — Needs to be informed after a decision or action is taken. May be required to take action as a result of the outcome. This is a one-way communication.

Table 5 and Table 6 establish process role responsibilities for high-level process activities as they relate to process roles. Process roles transcend organizational boundaries, therefore a role based RASCI chart ensures proper assignment of responsibilities to individuals.

Table 5 establishes responsibilities for high-level process activities by organization and Table establishes process role responsibilities for high level process activities as related to the identified process roles.

Table 5. Organizational Responsibilities for Enterprise SLM

SLM Process Activities	HQMC (C4)	MCNOSC	TAC/ESD	PM-MCES	MCI G6	BASE/ Post/ Station /information System Coordinator (ISC)	Tenant/ Supported CMD
Determine Service Level Requirements	RA	RS		RS	C	C	C
Develop Contacts and Relationships	RA	RS		RS	C	C	C
Document Service Level Requirements	RA	RS		RS	C	C	C
Create/Review and Update SLAs, OLAs and UC	RA	RS		RS	C	C	C
Monitor Service Performance against SLAs	RA	RS	RS		C	I	
Report on Service Performance	RS	RA		RS	C	C	C
Conduct Service Reviews	RS	RS	RC	RA	S	C	C
Initiate Service Improvement Plans (SIPs)	RA	R		CS	C	I	I
Measure and Improve Customer Satisfaction	RS	RS	RA	S	S	S	C

Legend:
Responsible (R) — Completes the process or activity
Accountable (A) — Authority to approve or disapprove the process or activity
Supportive (S) — Resources allocated to responsible for support
Consulted (C) — Experts who provide input
Informed (I) — Notified of activities
Note: *If Support (S)assigned, then Consulted (C) is implied*
Note: *Any department that is designated as Responsible, Accountable, Supportive, Consulted, or Informed is not additionally designated as Informed because being designated as Responsible, Accountable, Consulted, or Participant already implies being in an Informed status. A department is designated as Informed only if that department is not designated as having any of the other four responsibilities.*
Note: *Only one department can be accountable for each process activity.*
Note: *A role can have different assignments (e.g., RS) based different assignment scenarios*

Table 6. Process Responsibilities by Role

SLM Process Activities	Enterprise			Prog./Service Management Team			
	SLM Process Owner	SLM Process Manager	MOC	SLM Service Level Manager (MOC)	Service Level Administrator	Service Delivery Manager (Owner)	Service Architect (MCES Mgmt. Team)
Determine Service Level Requirements	C	C	RS	RS	S	RA	RC
Develop Contacts and Relationships				RS		RA	
Document Service Level Requirements	C	C	C	RS	RS	RA	C
Create/Review and Update SLAs, OLAs and UC	C	C	C	RA	S	RS	C
Monitor Service Performance against SLAs	C	C	RA	RS		RC	C
Report on Service Performance	C	C	I	C	RS	RA	RS
Conduct Service Reviews	I	I	C	RA	RS	RS	C
Initiate Service Improvement Plans (SIPs)	RA	RC	C	RS	S	RS	S
Measure and Improve Customer Satisfaction	C	C	I	RS	RS	RA	RC

Legend:
Responsible (R) — Completes the process or activity
Accountable (A) — Authority to approve or disapprove the process or activity
Supportive (S) — Resources allocated to responsible for support
Consulted (C) — Experts who provide input
Informed (I) — Notified of activities
Note: *If Support (S)assigned, then Consulted (C) is implied*
Note: *Any department that is designated as Responsible, Accountable, Supportive, Consulted, or Informed is not additionally designated as Informed because being designated as Responsible, Accountable, Consulted, or Participant already implies being in an Informed status. A department is designated as Informed only if that department is not designated as having any of the other four responsibilities.*
Note: *Only one department can be accountable for each process activity.*
Note: *A role can have different assignments (e.g., RS) based different assignment scenarios*

4.0 SUB-PROCESSES

The USMC SLM process consists of 9 sub-processes. While every Service Level will follow each sub-process on some level, not every activity within each sub-process is utilized for every USMC organization or type of Service Level/request. For example, a standard change request is pre-approved, low risk, occurs frequently, and is low cost. A standard change request is usually unique to a MITSC and will not utilize every process step of Escalations and Transfer. Because requests and Service Levels vary in the support required in the USMC SLM process, examination at the sub-process is required.

4.1 SLM 1.0 — Determine Service Level Requirements

This activity identifies the necessary requirements to deliver the service, for e.g., targets for availability, capacity, security, and disaster recovery. The focus for these requirements are on the service specific business rules and service level needs required by USMC to create SLRs, Objectives, and the operational requirements to underpin a service.

Why Service Level Requirement Determination (1.0)?

Ensures services are designed to meet USMC need.

The following workflow (Figure 5) depicts the Determine Service Level Requirements sub-process:

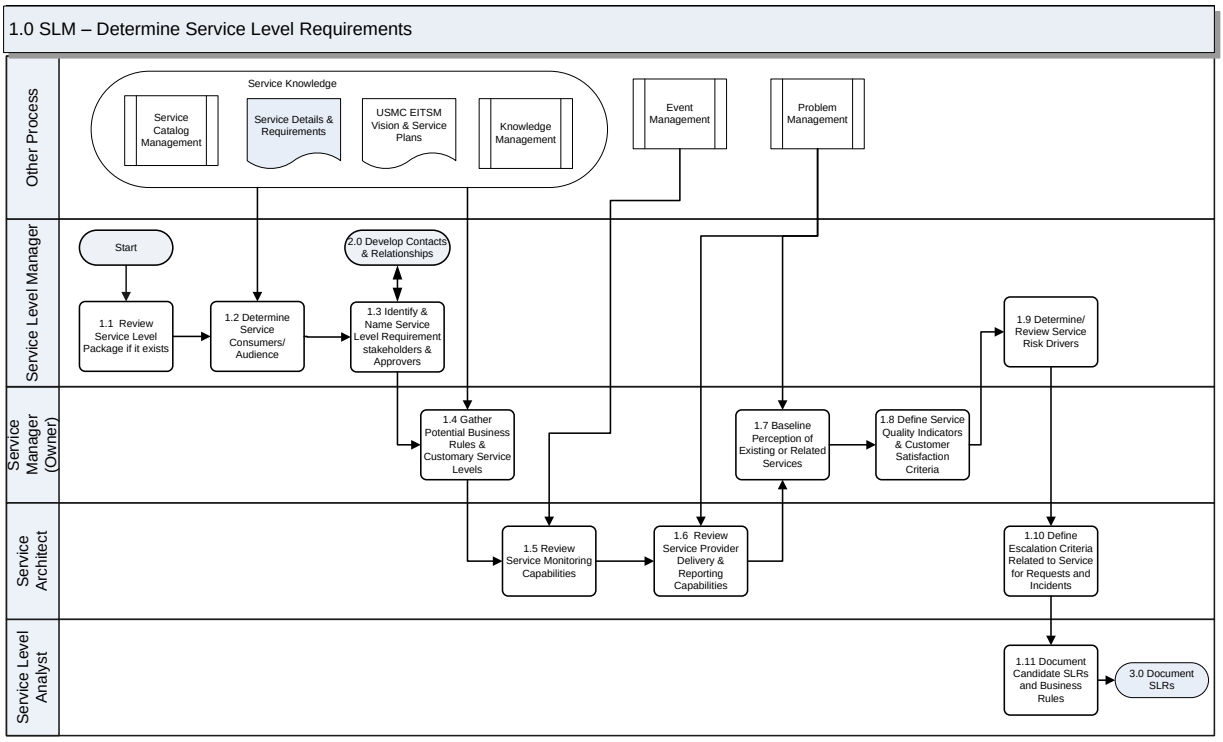

Figure 5. Determine Service Level Requirements Sub-Process

Table 7 describes the Determine Service Level Requirements sub-process steps as depicted in Figure 5.

Table 7. Determine Service Level Requirements Sub-Process Descriptions

SLM 1.0 Determine Service Level Requirements		
Number	**Sub-Process**	**Description**
1.1	Review Service Level Package if it exists	The Service Level Manager has primary responsibility to provide the necessary SLM skills and guidance to assist the service owner(s) in determining the requirements to deliver a service. The Service Level Manager identifies specific business rules and service level needs required by USMC to create Service Level Requirements, Objectives, and the Operational Requirements to support a service. As a first step, the Service Level Manager reviews any existing Service Level Package (SLP). Often this may not exist, or only be partially defined as part of the planning effort for a service catalog service entry. The SLM team uses this and all available trusted Service Knowledge sources to gather the information. This includes Service Design Packages (SDPs) and other trusted service related data that is used throughout the SLM process. Trusted USMC SLM sources include, but are not limited to, service catalog, service details and requirements documents, the USMC ITSM Vision and Service Plan, the Knowledge Management process, and other additional information workarounds and interfaces as identified as part of transition planning.
1.2	Determine Service Consumers/Audience	The Service Level Manager is responsible for determining the Service Consumers/Audience that will use the proposed service. Often this data is available from service subscription data within the service catalog. The Service Level Manager works with the Service Owner to determine the service stakeholders based on the service audience
1.3	Identify & Name Service Level Requirement stakeholders & Approvers	The Service Level Manager uses information gained from the "SLM 2.0 — Develop Contacts and Relationships Sub-Process" to identify and name the Service Level Requirement Stakeholders and Approvers that will be necessary to develop service agreements.
1.4	Gather Potential Business Rules & Customary Service Levels	The Service Manager (Owner) gathers potential business rules and the customary service levels that users are accustomed to receiving for this and similar services. Trusted Service Knowledge sources and information workarounds are used for this information in order to baseline the perceived service utility and requirements. From this knowledge, candidate business rules and service level needs are identified.
1.5	Review Service Monitoring Capabilities	The candidate business rules and service level needs are used to filter service requirements. The Service Architect reviews the service monitoring capabilities for a service and identifies additional requirements for monitoring the service.
1.6	Review Service Provider Delivery & Reporting Capabilities	The Service Architect reviews any service provider delivery and reporting capabilities for a service. Candidate business rules and service level needs are updated to reflect the capabilities the identified service provider can deliver based on initial service transition planning. Planned service capabilities are considered as well as existing capabilities.

SLM 1.0 Determine Service Level Requirements		
Number	**Sub-Process**	**Description**
1.7	Baseline Perception of Existing or Related Services	The Service Manager (Owner) is responsible for baselining the perception of the existing and any related service dependencies that would affect service delivery. This information is used in planning for reasonable service targets and establishing a framework for gradual service improvement over time.
1.8	Define Service Quality Indicators & Customer Satisfaction Criteria	The Service Manager (Owner) defines any needed service quality indicators as well as the customer satisfaction criteria for a service after conducting analysis. This is the opportunity to engineer measurable service performance and promote continued alignment with mission and business needs.
1.9	Determine/Review Service Risk Drivers	Working with the Service Manager (Owner) and Service Architect, the Service Level Manager using standard USMC risk procedures reviews the planned service delivery and identifies any drivers of service risk. Measurement criteria are identified if risk is found. This criterion is engineered as part of the service architecture. Business requirements are identified to mitigate any ongoing service risk that is expected during the service delivery life cycle.
1.10	Define Escalation Criteria Related to Service for Requests and Incidents	The Service Architect works with the Service Owner and Service Level Manager to define the escalation criteria related to a service for all types of requests and incidents. The SDP is reviewed for any existing request or incident models if they exist as well as standard Enterprise Service Desk and MCNOSC Tactical Action Center (TAC) standard procedures for related services.
1.11	Document Candidate SLRs and Business Rules	The Service Level Manager provides oversight to the Service Level Analysts and Service Level Architect who, using the information gathered in the previous tasks, documents the Candidate Service Level Requirements (SLRs) and Business Rules using USMC standard service templates.
3.0	Document Service Level Requirements	Continue to 3.0 Document Service Level Requirements

4.2 SLM 2.0 — Develop Contacts and Relationships

SLM provides a regular point of contact and communication to the customers and managers of an organization. SLM actively manages the expectations and perceptions of the customers and users and ensures that the quality of the services delivered by the service provider matches the expectations and needs.

The following workflow (Figure 6) depicts the Develop Contacts and Relationships sub-process.

Why Contacts and Relationships Development Development (2.0)?

Ensures voice of USMC is heard in service management.

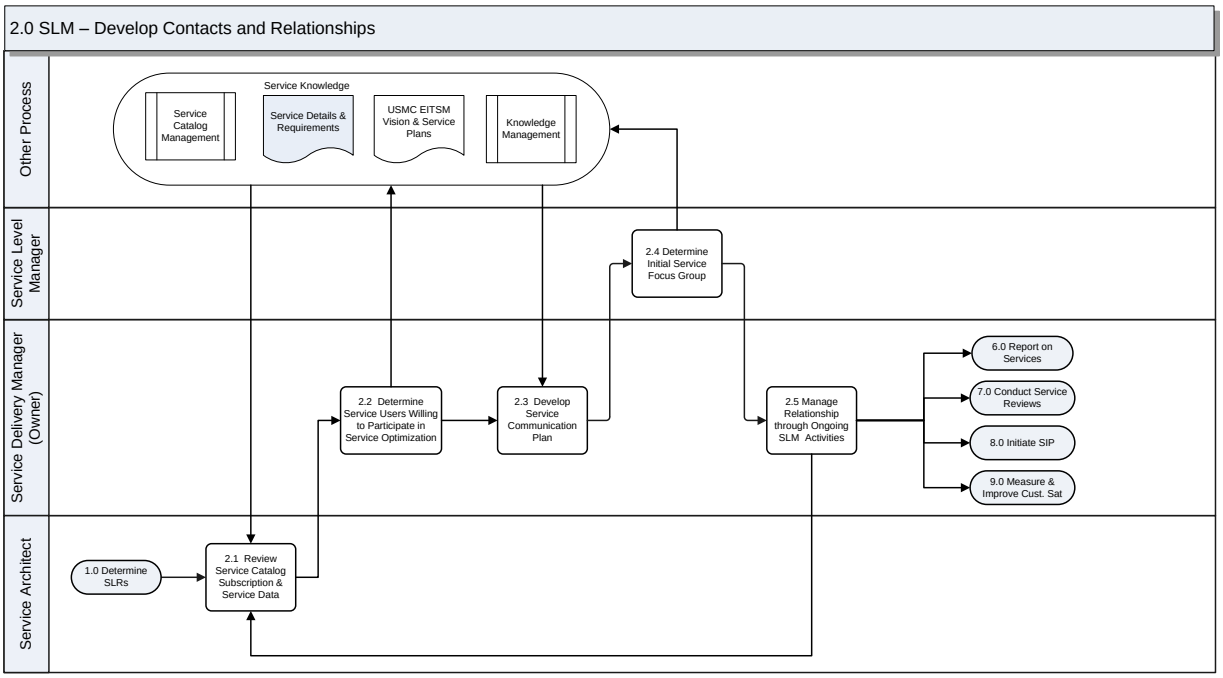

Figure 6. Develop Contacts and Relationships Sub-Process

Table 8 describes the Configuration Identification sub-process steps as depicted in Figure 6.

Table 8. Develop Contacts and Relationships

SLM 2.0 Develop Contacts and Relationships		
Number	**Sub-Process**	**Description**
2.1	Review Service Catalog Subscription & Service Data	As part of maintaining regular point of contacts and communication with the customers and managers of an organization that use a service, the Service Architect reviews the service catalog subscription and service data for each service. This data is then shared with the Service Owner where it is jointly validated.
2.2	Determine Service Users Willing to Participate in Service Optimization	The Service Manager (Owner) reviews the service subscription data and determines service users that may be willing to participate in service optimization activities and tasks. Invitations to participate for planned activities are developed and included as input to a Service Communication Plan.
2.3	Develop Service Communication Plan	The Service Manager (Owner) working with Service Level Manager and Service Level Analysts develop Service Communication Plans for each service as needed using standard USMC Service Communications Plan Templates. The Service Level Manager reviews the Communications plan with the Service Owner and they both jointly approve.
2.4	Determine Initial Service Focus Group	Based on Service Users identified as potentially willing to participate and the Service Communication Plan, messages and contacts are established to identify a focus group that represent USMC needs for a service. The Service Level Manager working with the Service Owner is responsible for determining the initial service focus group for each service.
2.5	Manage Relationship through Ongoing SLM Activities	The Service Level Manager provides oversight to the Service Owner who is responsible for managing service provider and service consumer relationships through ongoing SLM Activities. Periodic checkpoints are established as part of “SLM Sub-Process 7.0 — Conduct Service Reviews” and “SLM Sub-Process 9.0 — Measure and Improve Customer Satisfaction.” This activity also provides input or could trigger activity in “SLM Sub-Process 6.0 — Report on Services” and “SLM Sub-Process 8.0 — Initiate SIP”
2.0	Develop Contacts and Relationships Activity	This is a continuous ongoing activity that occurs throughout the SLM life cycle.

4.3 SLM 3.0 — Document Service Level Requirements

Within this sub-process, the dependencies such as existing Operational Level Agreements (OLAs) and Underpinning Contracts (UCs) that may affect the addition, modification or deletion of SLAs are identified. SLM produces and seeks agreement to SLRs for all planned or changed services, and documents the resulting SLRs.

Why Service Level Requirements Documentation (3.0)?

Ensures service transparency.

The following workflow (Figure 7) depicts the Document Service Level Requirements sub-process:

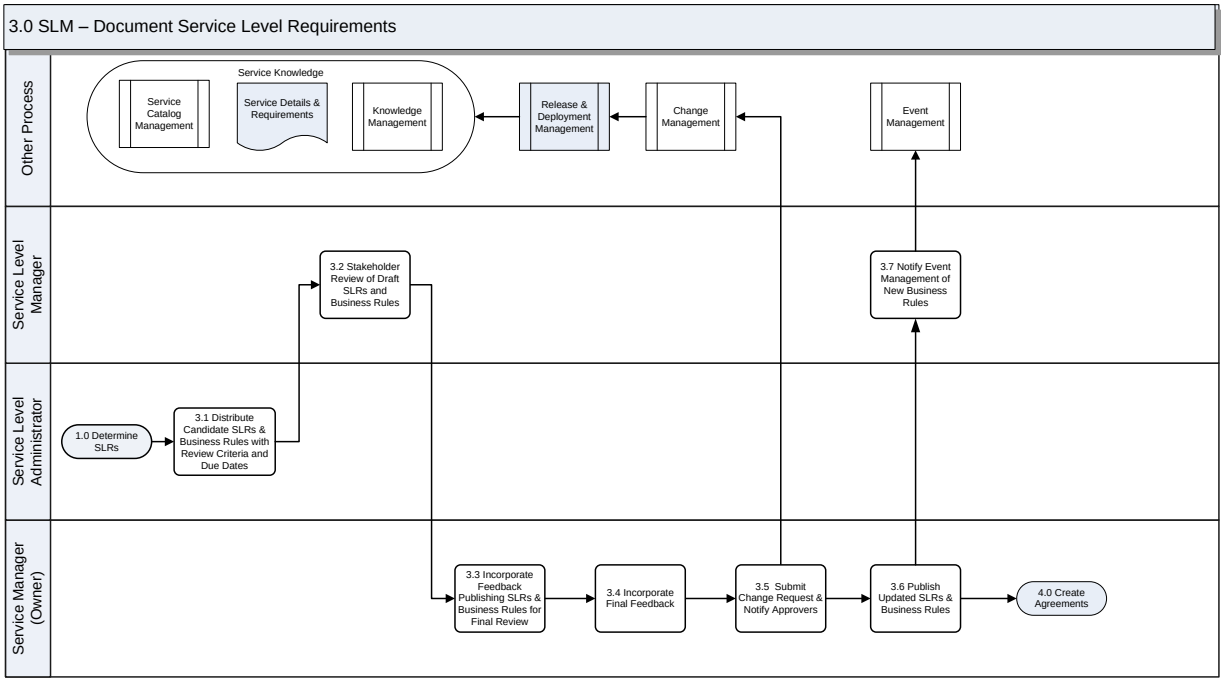

Figure 7. Document Service Level Requirements Sub-Process

Table 9 describes the Document Service Level Requirements sub-process steps as depicted in Figure 7.

Table 9. Document Service Level Requirements Sub-Process Descriptions

SLM 3.0 Document Service Level Requirements		
Number	**Sub-Process**	**Description**
3.1	Distribute Candidate SLRs & Business Rules with Review Criteria and Due Dates	The Service Level Administrator distributes the candidate SLRs and Business Rules with the associated review criteria and due dates according to the Stakeholders and Approvers list identified for the service in Task 1.3. If necessary a formal review meeting is scheduled, meeting room and materials are prepared, and meeting invites are sent.
3.2	Stakeholder Review of Draft SLRs and Business Rules	The Service Level Manager chairs the Stakeholder Review of Draft SLRs and Business Rules if the review is a formal meeting. If the review is conducted virtually via email or other collaborative method, the Service Level Manager is responsible for facilitating and keeping the review progressing until complete as well as arbitrating any differences of opinion between stakeholders by negotiating requirements. This is an iterative step until complete which may initially be virtual, and concludes with a scheduled meeting.
3.3	Incorporate Feedback Publishing SLRs & Business Rules for Final Review	Based on the results of the Service Stakeholder Review, the Service Manager (Owner) incorporates feedback and publishes the SLRs and Business Rules for final review. As in task 3.2, the final review can be virtual or formal.
3.4	Incorporate Final Feedback	Based on feedback, the Service Manager (Owner) incorporates any final feedback that was received and prepares to publish the final Service Level Requirements.
3.5	Submit Change Request & Notify Approvers	Once the Service Level Requirements are finalized, the Service Manager (Owner) submits the necessary change requests and notifies the necessary approvers. Once approved, the Service Level Requirements for the service are placed under change control and require an approved Request for Change to modify.
3.6	Publish Updated SLRs & Business Rules	Once approved, the Service Manager (Owner) publishes the updated SLRs and Business Rules. In parallel, once published the process proceeds to: 4.0 Create/Review and Update SLAs, OLAs and UC 3.7 Notify Event Management of New Business Rules
3.7	Notify Event Management of New Business Rules	The Service Level Manager notifies the appropriate event management team member of any new business rules that impact existing monitoring capabilities for services or require additional monitoring.

4.4 SLM 4.0 — Create/Review and Update SLAs, OLAs and UCs

Sub-process 4.0 explores the impact of dependencies and identified SLRs to the SLA. It is responsible for identifying updated requirements for OLAs and UCS that support live services. Further, sub-process 4.0 determines whether any OLAs or UCs need to be created or modified to support the creation, modification or deletion of an SLA. Sub-process 4.0 forwards on all requests for new UCs to Supplier Management, via the appropriate Program Contractor Office (PCO) Business Process or Contracting Officers procedures. Depending upon the type of supporting agreement the appropriate workflows are used (4.0A–4.0C).

Why SLAs, OLAs and UCs Creation (4.0)?

Ensures USMC services are supported end-to-end.

The following workflow (Figure 8) depicts the Create/Review and Update SLAs, OLAs and UCs sub-process:

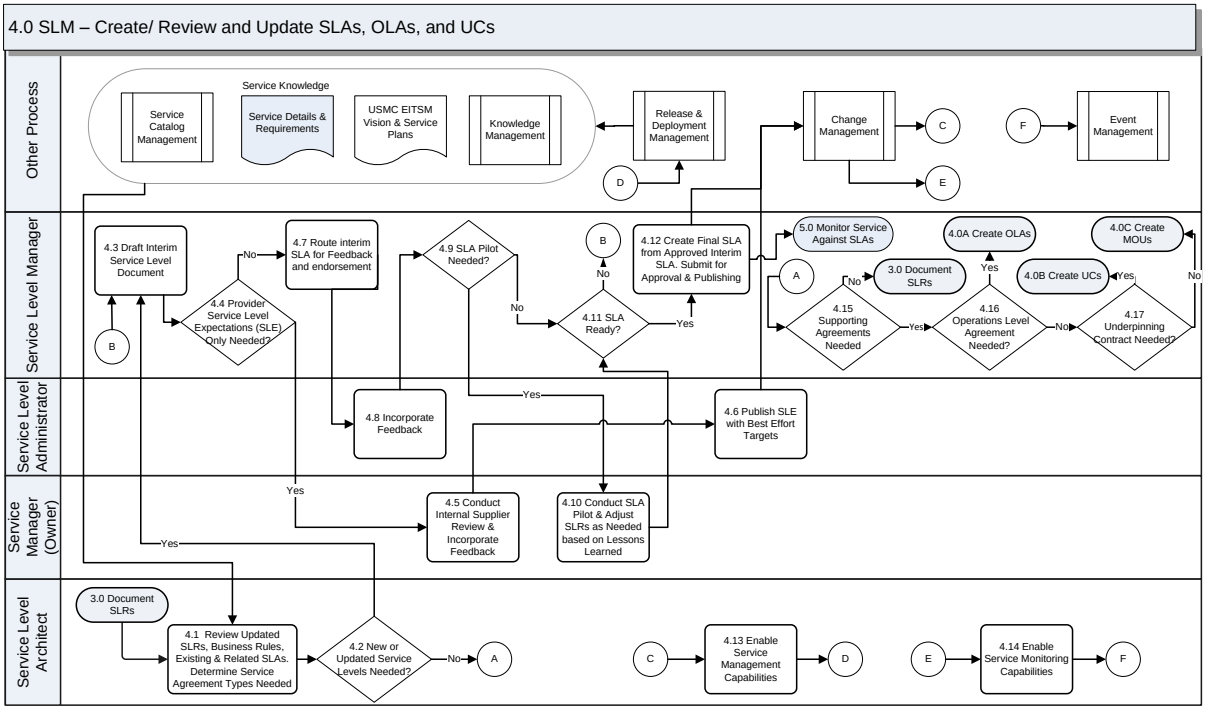

Figure 8. Create/Review and Update SLAs, OLAs and UCs Sub-Process

Table 10 describes the Create/Review and Update SLAs, OLAs and UCs sub-process steps as depicted in Figure 8.

Table 10. Create/Review and Update SLAs, OLAs and UCs Sub-Process Descriptions

SLM 4.0 Create/Review and Update SLAs, OLAs and UCs		
Number	**Sub-Process**	**Description**
4.1	Review Updated SLRs, Business Rules, Existing & Related SLAs. Determine Service Agreement Types Needed	Using the service knowledge from the identified trusted service knowledge sources, the Service Architect reviews the updated SLRs, business rules, and any existing or related SLAs. Given this information, the architect determines the type of Service Agreement that is needed.
4.2	New or Updated Service Levels Needed?	Determine if updates are needed to Service levels. Yes: Go to 4.3 Draft Interim Service Level Document. No: Continue to 4.15 and determine if Supporting Agreements are needed.
4.3	Draft Interim Service Level Document	Once it has been determined a new or revised Service Level document is needed, the Service Level Manager drafts an interim service level document. This is the foundational SLA document. Standard approved SLA templates are used. Based on the determination if the internal supplier for the service is willing to commit to service level, the service level template includes the formal signature and maturation plans for service level objectives and requirements. The template is then labeled a Service Level Expectations document rather than an SLA. This document contains the service targets the service supplier is willing to publish as reasonable targets for service delivery.
4.4	Provider Service Level Expectations (SLE) Only Needed?	Are provider SLEs only needed? Yes: Go to 4.5 Conduct Internal Supplier Review & Incorporate Feedback. No: Continue to 4.7 Route interim SLA for Feedback and endorsement.
4.5	Conduct Internal Supplier Review & Incorporate Feedback	The Service Manager (Owner) conducts a review with the responsible internal suppliers for the service. The SLE is updated by the Service Owner or their designated team member to incorporate the feedback received. This continues in an iterative and collaborative fashion as necessary until agreement is reached. If necessary the Service Level Manager provides arbitration for any unresolved issues between Service Owner and Service Supplier.
4.6	Publish SLE with Best Effort Targets	Once agreement is reached by the service suppliers and owners, the SLE is ready for publication. The SLE is integrated with the appropriate communication campaigns and published as part of USMC service communication plans by the Service Level Administrator. Changes to the services are updated including the service catalog (if it is a live service.) showing the associated best effort targets and the service portfolio showing planned services or retiring services that will be replaced. All changes are made through Change Management according to their associated pre-planned change model. Once the Request for Change is being managed by Change Management, the appropriate change authorizations are handed off to the service architect in 4.13 where the final management (monitoring and reporting) are enabled as part of a release. Likewise, Change Management hands off to 4.14 to enable the needed service management functions and infrastructure for event management.

SLM 4.0 Create/Review and Update SLAs, OLAs and UCs		
Number	**Sub-Process**	**Description**
4.7	Route interim SLA for Feedback and endorsement	If it was determined in 4.4 that a formal SLA is needed, the Service Level Manager routes the interim SLA for feedback and endorsement.
4.8	Incorporate Feedback	The Service Level Administrator monitors and incorporates the feedback received by the due date from the endorsers and approvers. The SLA is updated by the Service Level Administrator and the Service Owner to incorporate the feedback received. This continues in an iterative and collaborative fashion as necessary until agreement is reached. If necessary the Service Level Manager provides arbitration for any unresolved issues between Service Owner and Service Supplier.
4.9	SLA Pilot Needed?	The Service Level Manager reviews the feedback received and determines if the complexity of the SLA modification warrants an SLA pilot. Yes: Go to 4.10 Conduct SLA Pilot & Adjust SLRs as Needed based on Lessons Learned. No: Return to 4.11 SLA Ready?
4.10	Conduct SLA Pilot & Adjust SLRs as Needed based on Lessons Learned	The Service Level Manager is responsible for providing oversight and monitoring of SLA pilot projects conducted by Service Owners and working together with the service Supplier, they adjust SLRs as needed based on lessons learned from the pilot and feedback.
4.11	SLA Ready?	The Service Level Manager is responsible for determining if the SLA is ready to be finalized based on the pilot and feedback from suppliers, owners and service stakeholders in 4.7, 4.8, and 4.10. Yes: Go to 4.12 Create Final SLA from Approved Interim SLA. Submit for Approval & Publishing. No: Return to 4.3 Draft Interim Service Level Document for corrections.
4.12	Create Final SLA from Approved Interim SLA. Submit for Approval & Publishing	The Service Level Manager creates the final SLA based on the approved Interim SLA. The manager then submits the draft SLA for endorsement/approval and publishing. Continue to 5.0 Monitor Services Against SLAs
4.13	Enable Service Management Capabilities	The Service Architect enables any of the Service Management Capabilities required to support the service. These are the technical service management capabilities that support the service. This could include reporting or other service automation such as workflow. Regardless, it is enabled via a Change Management request and enabled through release management.
4.14	Enable Service Monitoring Capabilities	The Service Architect enables service monitoring capabilities necessary to support watching the service performance as defined by the SLA service level objectives and requirements. Regardless, these functions are also enabled via a Change Management request and coordinated through release management in accordance with any service monitoring model and event management procedures.
4.15	Supporting Agreements Needed?	The Service Level Manager determines if supporting agreements are needed such as OLA, MOUs, or UCs. Yes: Proceed to 4.16 Operations Level Agreement Needed to determine the type of service agreement(s) required. No: Continue to 3.0 Document SLRs.

SLM 4.0 Create/Review and Update SLAs, OLAs and UCs		
Number	**Sub-Process**	**Description**
4.16	Operations Level Agreement Needed?	The Service Level Manager determines if Operations Level Agreement Needed. Yes: Proceed to 4.0A Create OLAs. No: Continue to 4.17 Underpinning Contract Needed.
4.17	Underpinning Contract Needed?	The Service Level Manager working with Contracting Officer, Service Owner, and any assigned Program Managers determine if Underpinning Contracts are needed. The Service Level Manager arbitrates as necessary to make a determination. Yes: Proceed to 4.0B Create UCs. No: Continue to 4.0C Create MOUs.

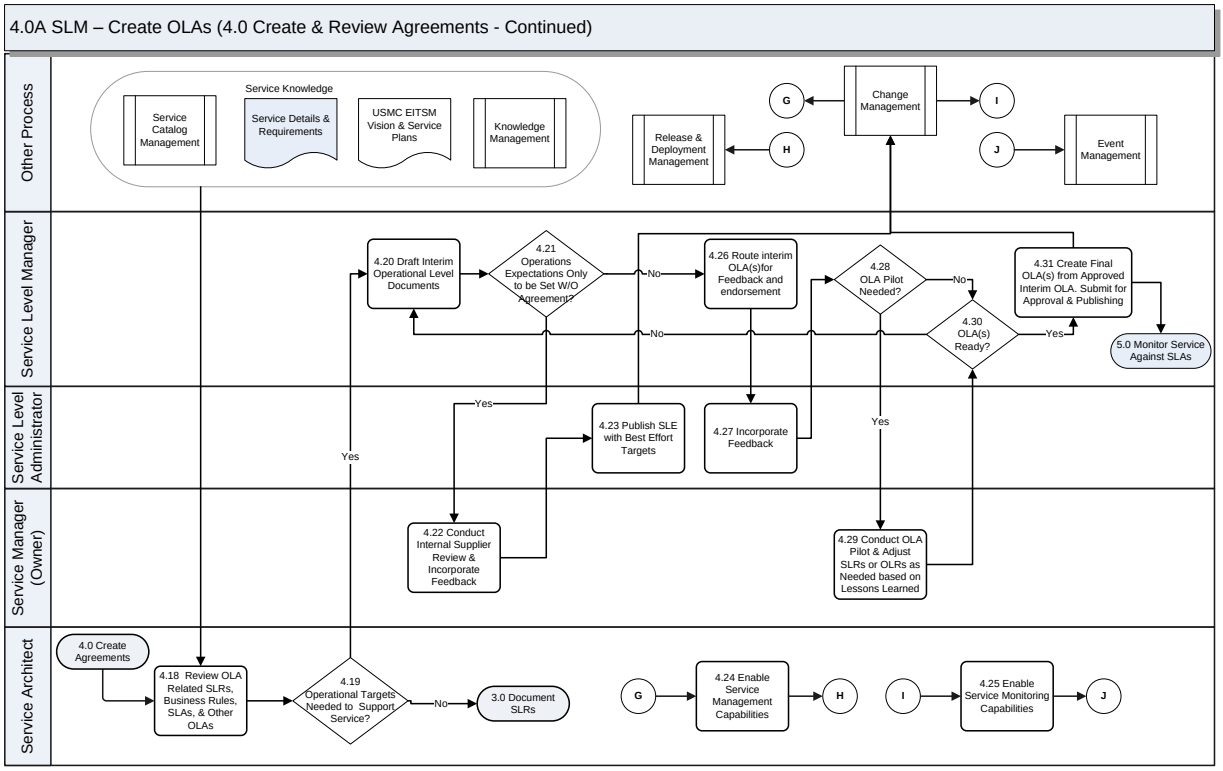

Figure 9. 4.0A — Create OLAs (SLM 4.0: Create & Review Agreement – Continued)

Table 11. 4.0A — Create OLAs (SLM 4.0: Create & Review Agreement – Continued)

4.0A — Create OLAs (4.0 Create & Review Agreements Continued		
Number	**Sub-Process**	**Description**
4.18	Review OLA Related SLRs, Business Rules, SLAs, & Other OLAs	Using the service knowledge from the identified trusted service knowledge sources, the Service Architect reviews the updated SLRs, business rules, and any existing or related SLAs. Given this information, the architect determines the type of Service Agreement that is needed.

4.0A — Create OLAs (4.0 Create & Review Agreements Continued		
Number	**Sub-Process**	**Description**
4.19	Operational Targets Needed to Support Service?	Determine if Operational targets are needed to support service. Yes: Go to 4.20 Draft Interim Operational Level Documents. No: Continue to 3.0 Document SLRs.
4.20	Draft Interim Operational Level Documents	Once it has been determined a new or revised Service Level document is needed, the Service Level Manager drafts an interim operational level document. This is the foundational OLA document. Standard approved OLA templates are used. Based on the determination if the internal supplier for the service is willing to commit to operational levels, the service level template includes the formal signature and maturation plans for operational level objectives and requirements. The template is then labeled an Operational Level Expectations document rather than an OLA. This document contains the service targets the service supplier is willing to publish as reasonable targets for their operational component that makes up a portion of a service delivery.
4.21	Operations Expectations Only to be Set W/O Agreement?	Determine if Operational expectations only to be set without agreement. Yes: Go to 4.22 Conducts Internal Supplier Review & Incorporate Feedback. No: Continue to 4.26 Route interim OLA for Feedback and endorsement.
4.22	Conduct Internal Supplier Review & Incorporate Feedback	The Service Manager (Owner) conducts a review with the responsible internal suppliers for the service. The OLE is updated by the Service Owner or their designated team member to incorporate the feedback received. This continues in an iterative and collaborative fashion as necessary until agreement is reached. If necessary the Service Level Manager provides arbitration for any unresolved issues between Service Owner and operations component supplier(s).
4.23	Publish OLE with Best Effort Targets	Once agreement is reached by the service suppliers and owners, the OLE is ready for publication. The OLE is integrated with the appropriate communication campaigns and published as part of USMC service communication plans by the Service Level Administrator. Changes to the services are updated within the trusted service data sources including the service catalog (if it is a live service) to reflect the associated best effort targets and to the service portfolio to reflect planned services that are retiring services, and that will be replaced. All changes are made through Change Management according to their associated pre-planned change model. Once the Request for Change is being managed by Change Management the appropriate change authorizations are handed off to the service architect in 4.25 where the final management (monitoring and reporting) are enabled as part of a release. Likewise, Change Management hands off to 4.24 to enable the needed service management functions and infrastructure for event management.

4.0A — Create OLAs (4.0 Create & Review Agreements Continued		
Number	**Sub-Process**	**Description**
4.24	Enable Service Management Capabilities	The Service Architect enables any of the Service Management Capabilities required to support the service that have been impacted by the Operations Agreements. These are the technical service management capabilities that support the service. This could include reporting or other service automation such as workflow. Regardless, it is enabled via a Change Management request and enabled through release management.
4.25	Enable Service Monitoring Capabilities	The Service Architect enables service monitoring capabilities necessary to support watching the service performance as defined by the operations level objectives and requirements. Regardless, these functions are also enabled via a Change Management request and coordinated through release management in accordance with any service monitoring model and event management procedures.
4.26	Route interim OLA(s)for Feedback and endorsement	If it was determined in 4.21 that a formal OLA is needed, the Service Level Manager routes the interim OLA for feedback and endorsement.
4.27	Incorporate Feedback	The Service Level Administrator monitors and incorporates the feedback received by the due date from the endorsers and approvers. The OLA is updated by the Service Level Administrator and the Service Owner to incorporate the feedback received. This continues in an iterative and collaborative fashion as necessary until agreement is reached. If necessary the Service Level Manager provides arbitration for any unresolved issues between Service Owner and supplier of the service operational components.
4.28	OLA Pilot Needed?	The Service Level Manager reviews the feedback received and determines if the complexity of the OLA modification warrants an OLA pilot. Note that this pilot may be run in parallel with other related service agreement pilots and service agreement types (OLAs, MOUs, UCs) that support the same parent SLA. Yes: Go to 4.29 Conduct OLA Pilot & Adjust SLRs or OLRs as Needed based on Lessons Learned. No: Return to 4.30 OLA Ready?
4.29	Conduct OLA Pilot & Adjust SLRs or OLRs as Needed based on Lessons Learned	The Service Level Manager is responsible for providing oversight and monitoring of OLA pilot projects conducted by Service Owners and working together with the service Supplier, they adjust Operations Level Requirements on an as needed based on lessons learned from the pilot and feedback.
4.30	OLA(s) Ready?	The Service Level Manager is responsible for determining if the OLA is ready to be finalized based on the pilot and feedback from suppliers, owners and service stakeholders in 4.26, 4.27, and 4.29. Yes: Go to 4.31 Create Final OLA(s) from Approved Interim OLA. Submit for Approval & Publishing. No: Return to 4.20 Draft Interim Operational Level Documents for corrections.
4.31	Create Final OLA(s) from Approved Interim OLA. Submit for Approval & Publishing	The Service Level Manager creates the final OLA based on the approved Interim OLA. The manager then submits the draft OLA for endorsement/approval and publishing. Continue to 5.0 Monitor Services Against SLAs

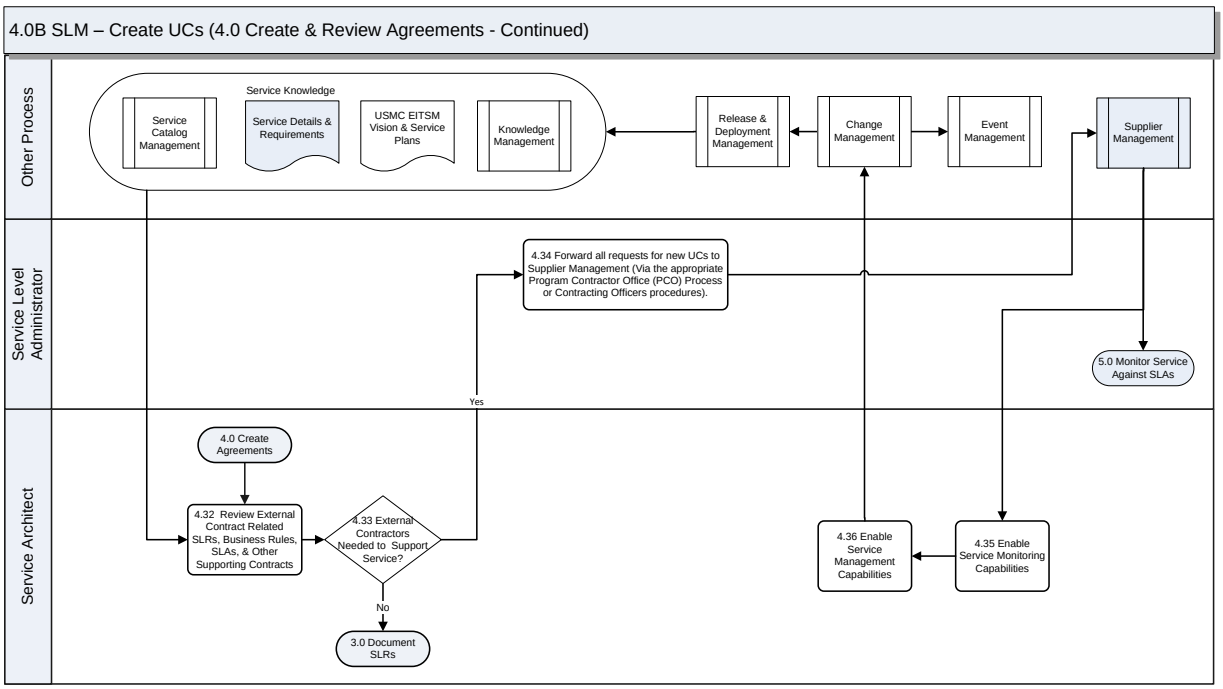

Figure 10. 4.0B — Create UCs (SLM 4.0: Create & Review Agreement – Continued)

Table 12. 4.0B — Create UCs (SLM 4.0: Create & Review Agreement – Continued)

4.0B — Create UCs (4.0 Create & Review Agreements Continued		
Number	**Sub-Process**	**Description**
4.32	Review External Contract Related SLRs, Business Rules, SLAs, & Other Supporting Contracts	Using the service knowledge from the identified trusted service knowledge sources, the Service Architect reviews the updated SLRs, business rules, and any existing or related SLAs. Given this information, the architect determines the type of Service Agreement that is needed and if external contractors are needed to support the service.
4.33	External Contractors Needed to Support Service?	Determine if external contractors are needed to support service. Yes: Go to 4.34 Forward all requests for new UCs to Supplier Management (Via the appropriate Program Contractor Office (PCO) Process or Contracting Officers procedures). No: Continue to 3.0 Document SLRs.
4.34	Forward all requests for new UCs to Supplier Management (Via the appropriate Program Contractor Office (PCO) Process or Contracting Officers procedures).	The Service Level Administrator is responsible for forwarding all requests for new contracts to the appropriate USMC Supplier Management function (via the associated Program Contractor Office (PCO) Process or Contracting Officers procedures).
4.35	Enable Service Monitoring Capabilities	Supplier Management notifies the Service Architect to enable the necessary service monitoring capabilities needed to manage a service's performance as defined in service level objectives and requirements. These are the technical service management capabilities that support the service.
4.36	Enable Service Management Capabilities	Supplier Management notifies the Service Architect to enable any needed service management capabilities required to manage a service's performance as defined in service level objectives and requirements.

4.0B — Create UCs (4.0 Create & Review Agreements Continued		
Number	**Sub-Process**	**Description**
5.0	Monitor Services Against SLAs	• Continue to 5.0 Monitor Services Against SLAs

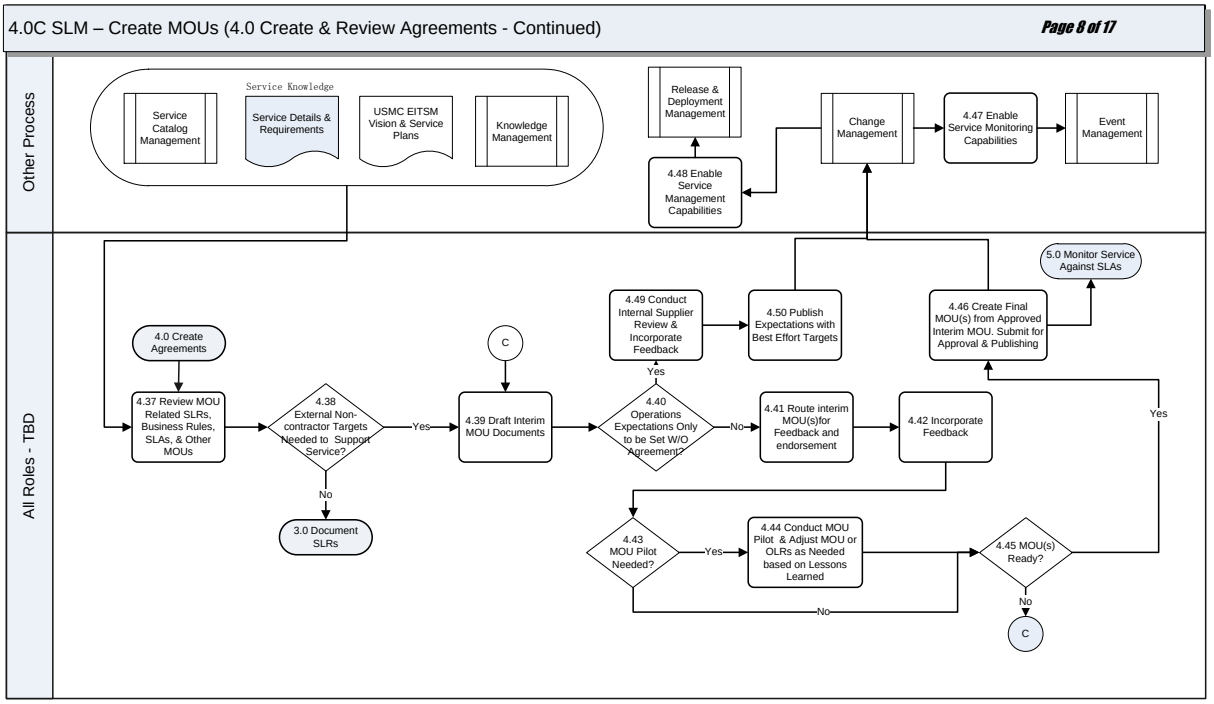

Figure 11. 4.0C — Create MOUs (SLM 4.0: Create & Review Agreement – Continued)

Table 13. 4.0C — Create MOUs (SLM 4.0: Create & Review Agreement – Continued)

4.0C — Create MOUs (4.0 Create & Review Agreements Continued		
Number	**Sub-Process**	**Description**
4.37	Review MOU Related SLRs, Business Rules, SLAs, & Other MOUs	Using the service knowledge from the identified trusted service knowledge sources, the Service Architect reviews the updated SLRs, business rules, and any existing or related SLAs. Given this information, the architect determines the type of Service Agreement that is needed.
4.38	External Non-contractor Targets Needed to Support Service?	Yes: Go to 4.39 Draft Interim MOU Document. No: Continue to 3.0 Document SLRs.

4.0C — Create MOUs (4.0 Create & Review Agreements Continued		
Number	**Sub-Process**	**Description**
4.39	Draft Interim MOU Documents	Once it has been determined a new or revised Service Level document is needed, the Service Level Manager drafts an interim MOU document. This is the foundational MOU document. Standard approved MOU templates are used. Based on the determination if the internal supplier for the service is willing to commit to operational levels, the service level template includes the formal signature and maturation plans for operational level objectives and requirements. The template is then labeled an Operational Support Expectations document rather than an MOU. This document contains the service targets the governmental service supplier (agency or external command) is willing to publish as reasonable targets for their operational component that makes up a portion of a service delivery.
4.40	Operations Expectations Only to be Set W/O Agreement?	Yes: Go to 4.49 Conducts Internal Supplier Review & Incorporate Feedback. No: Continue to 4.41 Route interim MOU(s) for Feedback and endorsement.
4.41	Route interim MOU(s)for Feedback and endorsement	If it was determined in 4.36 that a formal MOU is needed, the Service Level Manager routes the interim MOU for feedback and endorsement.
4.42	Incorporate Feedback	The Service Level Administrator monitors and incorporates the feedback received by the due date from the endorsers and approvers. The MOU is updated by the Service Level Administrator and the Service Owner to incorporate the feedback received. This continues in an iterative and collaborative fashion as necessary until agreement is reached. If necessary the Service Level Manager provides arbitration for any unresolved issues between Service Owner and supplier(s).
4.43	MOU Pilot Needed?	The Service Level Manager reviews the feedback received and determines if the complexity of the MOU modification warrants an MOU pilot. Note that this pilot may be run in parallel with other related service agreement pilots and service agreement types (OLAs, MOUs, UCs) that support the same parent SLA. Yes: Go to 4.44 Conduct MOU Pilot & Adjust MOU or OLRs as Needed based on Lessons Learned No: Continue to 4.45 MOU(s) Ready?
4.44	Conduct MOU Pilot & Adjust MOU or OLRs as Needed based on Lessons Learned	The Service Level Manager is responsible for providing oversight and monitoring of MOU pilot projects conducted by Service Owners and working together with the service Supplier, they adjust MOU related Service and Operational Level Requirements on an as needed based on lessons learned from the pilot and feedback.
4.45	MOU(s) Ready?	The Service Level Manager is responsible for determining if the MOU is ready to be finalized based on the pilot and feedback from suppliers, owners and service stakeholders in 4.41, 4.42, and 4.44. Yes: Go to 4.49 Conducts Internal Supplier Review & Incorporate Feedback. No: Continue to 4.41 Route interim MOU(s) for Feedback and endorsement.

4.0C — Create MOUs (4.0 Create & Review Agreements Continued		
Number	**Sub-Process**	**Description**
4.46	Create Final MOU(s) from Approved Interim MOU. Submit for Approval & Publishing	The Service Level Manager creates the final MOU based on the approved Interim MOU. The Service Level Manager then submits the draft MOU for endorsement/approval and publishing. Continue to 5.0 Monitor Services Against SLAs
4.47	Enable Service Monitoring Capabilities	The Service Architect enables service monitoring capabilities necessary to support watching the service performance as defined by the operations level objectives and requirements. Regardless, these functions are also enabled via a Change Management request and coordinated through release management in accordance with any service monitoring model and event management procedures.
4.48	Enable Service Management Capabilities	The Service Architect enables any of the Service Management Capabilities required to support the service that have been impacted by the MOUs. These are the technical service management capabilities that support the service. This could include reporting or other service automation such as workflow. Regardless, it is enabled via a Change Management request and enabled through release management.
4.49	Conduct Internal Supplier Review & Incorporate Feedback	The Service Manager (Owner) conducts a review with the responsible internal suppliers for the service. The MOU is updated by the Service Owner or their designated team member to incorporate the feedback received. This continues in an iterative and collaborative fashion as necessary until agreement is reached. If necessary, the Service Level Manager provided arbitration for any unresolved issues between Service Owner and operations component supplier(s).
4.50	Publish Expectations with Best Effort Targets	Once agreement is reached by the service suppliers and owners, the MOU is ready for publication. The MOU is integrated with the appropriate communication campaigns and published as part of USMC service communication plans by the Service Level Administrator. Changes to the services are updated including the service catalog (if it is a live service.) showing the associated best effort targets and the service portfolio showing planned services or retiring services that will be replaced. All changes are made through Change Management according to their associated pre-planned change model. Once the Request for Change is being managed by Change Management the appropriate change authorizations are handed off to the service architect in 4.47 where the final management (monitoring and reporting) are enabled as part of a release. Likewise, Change Management hands off to 4.48 to enable the needed service management functions and infrastructure for event management.

4.5 SLM 5.0 — Monitor Service Performance against SLAs

Why Service Performance against SLAs monitoring? (5.0)?

Ensures proactive USMC service management.

Sub-Process 5.0 is responsible for monitoring each service's performance against established SLAs. This includes all supporting metrics and requirements found in OLAs, MOUs, and contracts associated with the SLA. The SLM Monitoring in Sub-Process 5.0 begins a continuous process loop that progresses through the remaining processes and returns to Sub-Process 5.0. Although drawn at the high-level as serial activities they are in fact serial on a service by service basis. Each live service, as part of its ongoing life cycle of activities, steps through these sub-processes in a continuous manner. Each service runs parallel to other services that may or may not be in the same sub-process activity at a given time. The velocity of the progress is determined by the review frequency established during the definition of a service.

The following workflow (Figure 12) depicts the Monitor Service Performance against SLAs sub-process:

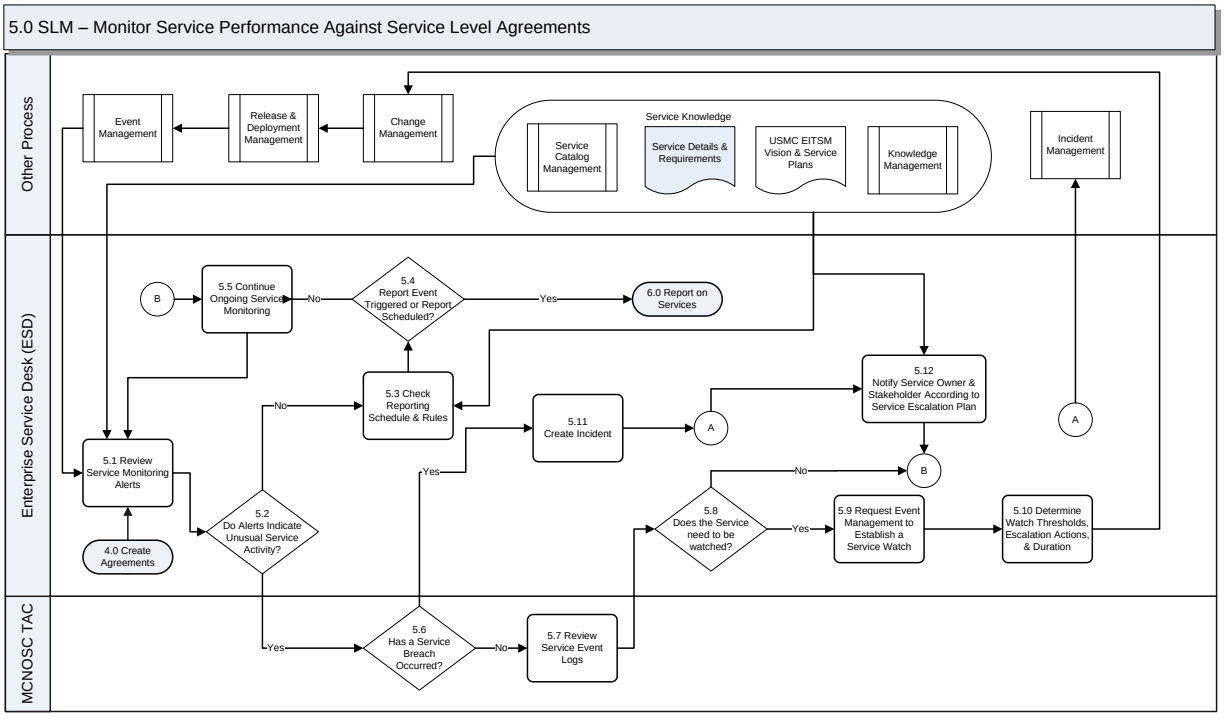

Figure 12. Monitor Service Performance against SLAs Sub-Process

Table 14 describes the Monitor Service Performance against SLAs steps as depicted in Figure 12.

Table 14. Monitor Service Performance against SLAs Sub-Process Descriptions

5.0 Monitor Service Performance against SLAs		
Number	**Sub-Process**	**Description**
5.1	Review Service Monitoring Alerts	The Service Desk (SD) is responsible for reviewing service monitoring alerts and incidents received and determining the related service(s) associated with the alert. Service alert naming convention and trusted data sources are used to map the alert to the originating configuration item or asset. The appropriate service monitoring model is then reviewed according to event management procedures.
5.2	Do Alerts Indicate Unusual Service Activity?	The SD determines via the event management process if the alerts indicate unusual service activity based on service definitions and any defined service incident model if it exists and the guideline and procedure as established by event management process. An Incident will be created if event identifies loss or degradation of service. Yes: Go to 5.6 Has a Service Breach Occurred? No: Continue to 5.3 Check Reporting Schedule & Rules.
5.3	Check Reporting Schedule & Rules	Once alert activity is noted, the SD according to the event management procedures checks the reporting schedule and established reporting and monitoring rules. This is done to see if the alert and/or level of alert activity warrant an action such as running a report, notifying stakeholders, or triggering a defined response. The monitoring rules are part of the service knowledge defined for each service and built out as part of each service's Service Design Package. Monitoring rules are developed in coordination with the event management process from the following trusted knowledge sources: Business Rules, Service Configuration Elements, related supporting service agreements, Service Level Targets, Service Management System integration requirements, Technology Designs, and Service Architectures. Alternative and work-around information sources may need to be determined. Regardless of trusted information source the service rules including both monitoring and service escalation rules are distilled into a finite set of rules for ready reference by monitoring staff or scripted as part of monitoring tool scripts.
5.4	Report Event Triggered or Report Scheduled?	The SD is responsible for determining if a reporting, notification event, or scheduled report has been triggered as defined by the service monitoring rules. Yes: Go to 6.0 Report on Services. No: Continue to 5.4 Continue Ongoing Service Monitoring.
5.5	Continue Ongoing Service Monitoring	The SD continues ongoing service monitoring assuring the alert has been logged for future reference or correlation against other alerts by event management. The sub-process proceeds back to 5.1 Review Service Monitoring Alerts as part of the ongoing monitoring activity.

5.0 Monitor Service Performance against SLAs		
Number	**Sub-Process**	**Description**
5.6	Has a Service Breach Occurred?	Once it is determine that alerts are indicating unusual activity for a service, the SD is responsible for determining if a service breach has yet occurred. Yes: Go to 5.11 (Create Incident) to raise an incident in response to the breach in services. No: Continue to 5.7 Review Service Event Logs to determine the appropriate next action based on the alert.
5.7	Review Service Event Logs	In compliance with event management procedures and service monitoring rules and requirements, the SD reviews the appropriate service event logs to determine if a service is performing outside of service expectations. Alerts may be a normal part of a service design and may signify an event that needs to be triggered as part of the services normal life cycle. An alert may indicate a trend in service degradation and may require additional monitoring so that a breach may be proactively avoided. In the absence of a service breach, and in order to determine if some action must occur, the SD proceeds to 5.8 to determine the need for the service to be monitored more closely via a service watch.
5.8	Does the Service need to be watched?	The SD determines if the service needs to be put on a watched service or event list according to standard event management procedures and the service monitoring rules. Monitoring rules often have predefined thresholds prior to an actual breach. Often these include assigned escalation or trigger actions designed to resolve service degradation trends or escalate the event to more senior resources for appropriate management actions. If an event is not covered by the service rules the service level manager is consulted, and if necessary, the service owner for the appropriate response. Yes: Go to 5.9 Request Event Management to Establish a Service Watch. No: Continue to 5.5 Continue Ongoing Service Monitoring.
5.9	Request Event Management to Establish a Service Watch	If the SD, Service Level Manager, Problem Manager, or Service Owner determines a service needs to be watched, event management is notified to establish a service watch. Often alert thresholds are established for proactive management to ensure action can be taken prior to a real breach or as part of forensic action in determining the root cause of a problem.
5.10	Determine Watch Thresholds, Escalation Actions, & Duration	The SD determines watch thresholds, escalation actions, and the duration of the watch in conjunction with the service level manager and owner. Event management is notified through Change Management of any requests. Often these types of changes are handled as a standard change request that is logged and dispatched to the appropriate event management resources with minimum Change Management overhead. In all cases, the appropriate Change Management and release management procedures are followed.

5.0 Monitor Service Performance against SLAs		
Number	**Sub-Process**	**Description**
5.11	Create Incident	If it was determined in 5.6 that a service breach had occurred, the SD raises an incident according to event and incident management procedures. These procedures often include specific actions that are part of the incident model or other service rules that are part of the service definition on the Service Design Package (SDP). The intent of the model is to promote rapid service restoration while maintaining available forensic information associated with the breach. Once the incident is created monitoring proceeds to task 5.12 where notification occurs.
5.12	Notify Service Manager (Owner) & Stakeholder According to Service Escalation Plan	Upon successful raising of an incident, the SD notifies the Service Manager (Owner) and any service stakeholders as defined in the associated service escalation plan. Monitoring then continues ongoing support by returning to task 5.5.

4.6 SLM 6.0 — Report on Service Performance

Sub-Process 6.0 is responsible for reporting each service's performance. This includes all supporting metrics and requirements found in OLAs, MOUs, and contracts associated with the SLA. To achieve this, SLM produces service reports to record level of service achievement. These reports contain details of performance against all SLA targets as well as any trends in performance or particular actions to be undertaken.

Why Service Performance against SLAs monitoring? (5.0)?

Ensures USMC has the right service management information.

The following workflow (Figure 13) depicts the Report on Service Performance sub-process:

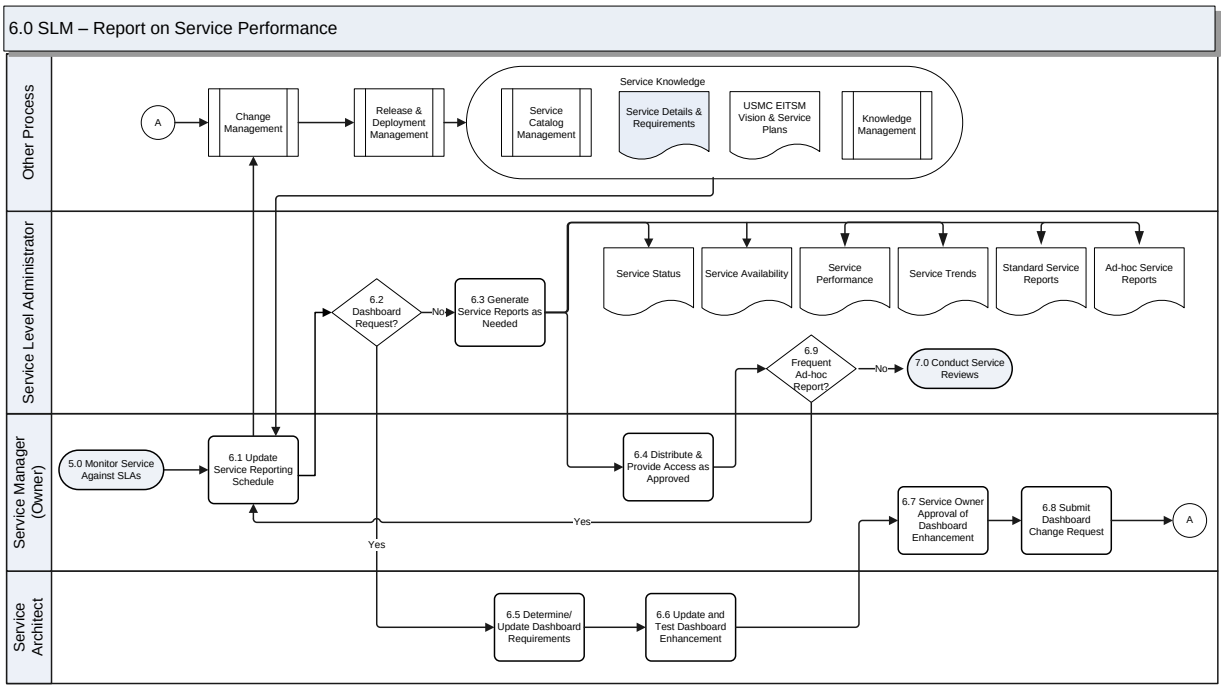

Figure 13. Report on Service Performance Sub-Process

Table 15 describes the Report on Service Performance steps as depicted in Figure 13.

Table 15. Report on Service Performance Sub-Process Descriptions

6.0 Report on Service Performance		
Number	**Sub-Process**	**Description**
6.1	Update Service Reporting Schedule	The Service Manager (Owner) maintains the service reporting schedule and is responsible for updating the report schedule, maintaining service reporting access control lists, assuring proper report and information distribution, and the standardization of ad hoc reporting. If a report is requested often, it is added to the schedule and infrequently requested reports are retired.
6.2	Dashboard Request?	The Service Level Administrator determines if the report request is a dashboard request, and if so, hands the request off to the appropriate application development team assigned by the service owner. Requirements are then identified by the development team. Yes: Go to 6.5 Determine/Update Dashboard Requirements. No: Continue to 6.3 Generate Service Reports as Needed.
6.3	Generate Service Reports as Needed	The Service Level Administrator is responsible for generating service reports as needed by the SLM and Service Stakeholders. Depending upon the request and frequency, this may be by automated report scheduling, or may be provided as oversight only to a self-request system. Additionally, a report may be trigger by other pre-arranged triggers such as email or a phone call. Report types may vary, but in general, status, availability, performance, trends, or some other standard service reports would be requested.
6.4	Distribute & Provide Access as Approved	The Service Manager (Owner) is responsible for overseeing distribution of service reporting and providing service reporting access as approved by the appropriate access control agents. Although the owner is responsible for the service they may or may not own the mission or business data inside a service or application.
6.5	Determine/Update Dashboard Requirements	The Service Architect is responsible for determining and updating dashboard requirements based on approved requests. Requests should be in the form of a change request or a requirements document with an authorizing change request according to the service requirements and Change Management procedures.
6.6	Update and Test Dashboard Enhancement	The Service Architect provides oversight and delegation or completes updating and testing of the dashboard enhancements themselves. All tasks are done in accordance to the service requirements and Change Management procedures.
6.7	Service Manager (Owner) Approval of Dashboard Enhancement	The Service Manager (Owner) approves requests for any dashboard enhancements in accordance to the service requirements and Change Management procedures.
6.8	Submit Dashboard Change Request	The Service Manager (Owner) submits the requested dashboard changes as a formal request for change (RFC) and follows all associated change and release management procedures including standard and mandatory testing that is coordinated as part of release management.

6.0 Report on Service Performance		
Number	**Sub-Process**	**Description**
6.9	Frequent Ad hoc Report?	Handing off from earlier step 6.4, the Service Level Administrator determines if a report is a frequent ad hoc report. If determined to be so, it is promoted to the regular reporting schedule as needed. Once reports are produced, the process continues to sub-process 7.0 to use the service information to conduct service reviews.
7.0	Conduct Service Reviews	Continue to 7.0 Conduct Service Reviews

4.7 SLM 7.0 — Conduct Service Reviews

Sub-process 7.0 is responsible for conducting reviews of IT services. Periodic review meetings are held on a regular basis with customers (or their representatives) to review the service achievement in the last period and to preview any issues for the coming period. It is normal to hold such meetings monthly or, as a minimum quarterly. Particular attention is paid to the service level breaches.

Why Service Reviews are Conducted? (7.0)?

Ensures USMC service delivery is maintained with needs.

The following workflow (Figure 14) depicts the Conduct Service Reviews sub-process:

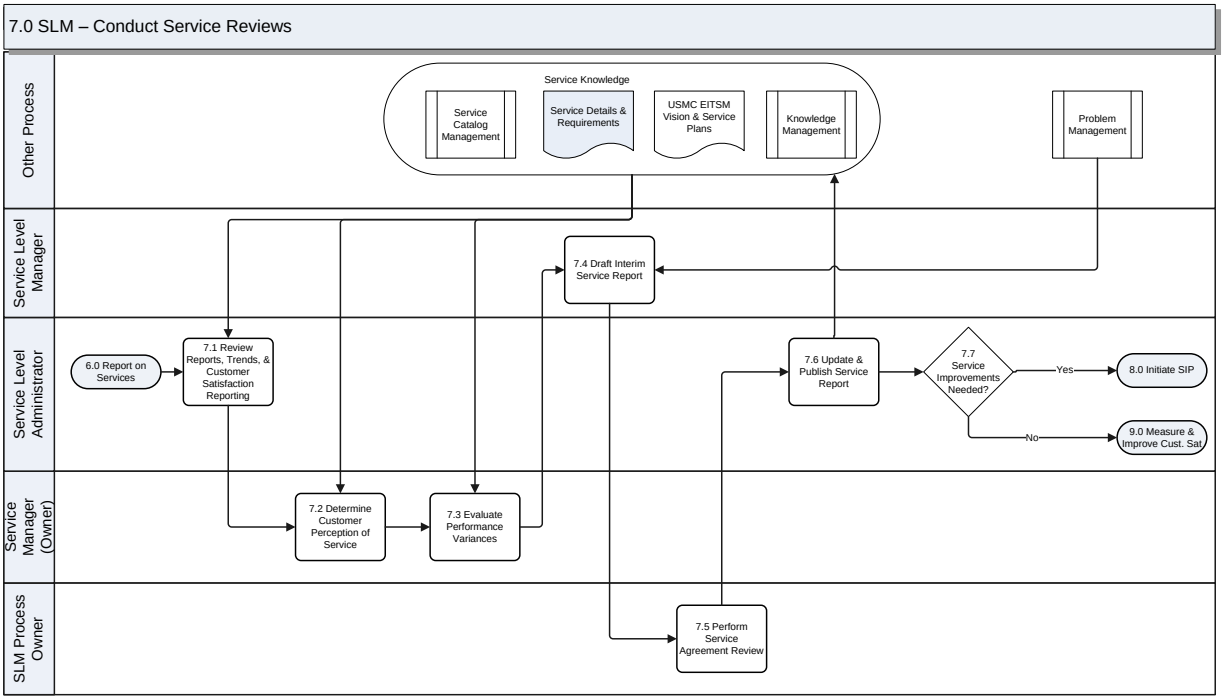

Figure 14. Conduct Service Reviews Sub-Process

Table 16 describes the Conduct Service Reviews steps as depicted in Figure 14.

Table 16. Conduct Service Reviews Sub-Process Descriptions

7.0 Conduct Service Reviews		
Number	**Sub-Process**	**Description**
7.1	Review Reports, Trends, & Customer Satisfaction Reporting	The Service Level Administrator provides the first line of review of service reports and determines trends for regular reports and customer satisfaction reporting. The Service Level Administrator identifies those reports and escalates anomalies to the Service Level Manager and Service Owner. Additionally, as any requests for information reporting assistance or report clarification occur, the Service Level Manager provides the first tier of resolution and escalates as needed to the Service Level Manager and Service Owner.
7.2	Determine Customer Perception of Service	The Service Manager (Owner) determines the customer perception of a service through various reports available in sub-process 6.0 and basic user sampling and service observation. The evaluation should address users' current understanding of the service, its usage, the process to obtain support, and include areas of improvement. This documentation should include how the Service Recipient uses the service, how they view support and their level of satisfaction with provided metrics.
7.3	Evaluate Performance Variances	Based on service perception, the Service Manager (Owner) evaluates any service performance variances and captures that variance and maps the variances to SLAs, OLAs, MOUs, and UCs that support their service. The evaluation of performance variances compares the Perception of Service Delivery Baseline, to the current perception of Service Delivery. This will highlight any improvements in service, and will bring to the surface any deviations in expected service levels. Further: • Specific instances of service level breaches should be identified and root cause analysis performed to determine ways to prevent future negative results. • Documented SLAs are reviewed to ensure that the services covered and the performance targets are still valid. If it is determined that the original service level has become unobtainable, modifications may be required and the need should be documented.
7.4	Draft Interim Service Report	Using the performance variances identified for a service, the Service Level Manager drafts an Interim Service Report with details noting service issues and performance against expectations. If an underlying problem is identified which is negatively impacting service quality, following root cause analysis, appropriate actions to correct the problem will be identified in order to bring service quality to the expected levels. If it is determined that the original service level has become unobtainable, it may require modifications to the agreement.

7.0 Conduct Service Reviews		
Number	**Sub-Process**	**Description**
7.5	Perform Service Agreement Review	The SLM Process Owner is responsible for conducting scheduled Service Agreement Reviews. Based on the Draft Interim Service Report, a Service Agreement Review is schedule and chaired by the SLM Process Owner Manager. The Service Owner determines if a formal or virtual review is warranted and the appropriate review actions are performed with the service's stakeholders including key service consumers, service provider, and service owner representatives are their designates. The Service Level Manager provides arbitration when necessary between Service Owners and Service Suppliers.
7.6	Update & Publish Service Report	Based on the outcome of the Service Agreement Review, the Service Level Administrator is responsible for updating and publishing the Service Review Report. This should include the recommendation for a Service Improvement Plan (SIP) if necessary.
7.7	Service Improvements Needed?	Yes: Go to 8.0 Initiate SIP. No: Proceed to 9.0 Measure and Improve Customer Satisfaction.

4.8 SLM 8.0 — Initiate Service Improvement Plans (SIPs)

Why Service Improvement Plans Initiation? (8.0)?

Ensures proactive USMC service management.

Sub-Process 8.0 is responsible for assuring a service's performance is actively managed. This sub-process is responsible for establishing service improvement plans for corrective action and for proactive improvement opportunities. Based on service level breaches that are reviewed during Service Review meetings and trends identified based on the analysis of reports, SIPs can be initiated to determine the actions needed to prevent the recurrence of the breach. SIPS are monitored as part of the reporting function in sub-process 6.0. Reports are produced on the progress and success of the SIP, such as the number of SIP actions that were completed and the number of actions that delivered their expected benefit.

The following workflow (Figure 15) depicts the Initiate Service Improvement Plans sub-process:

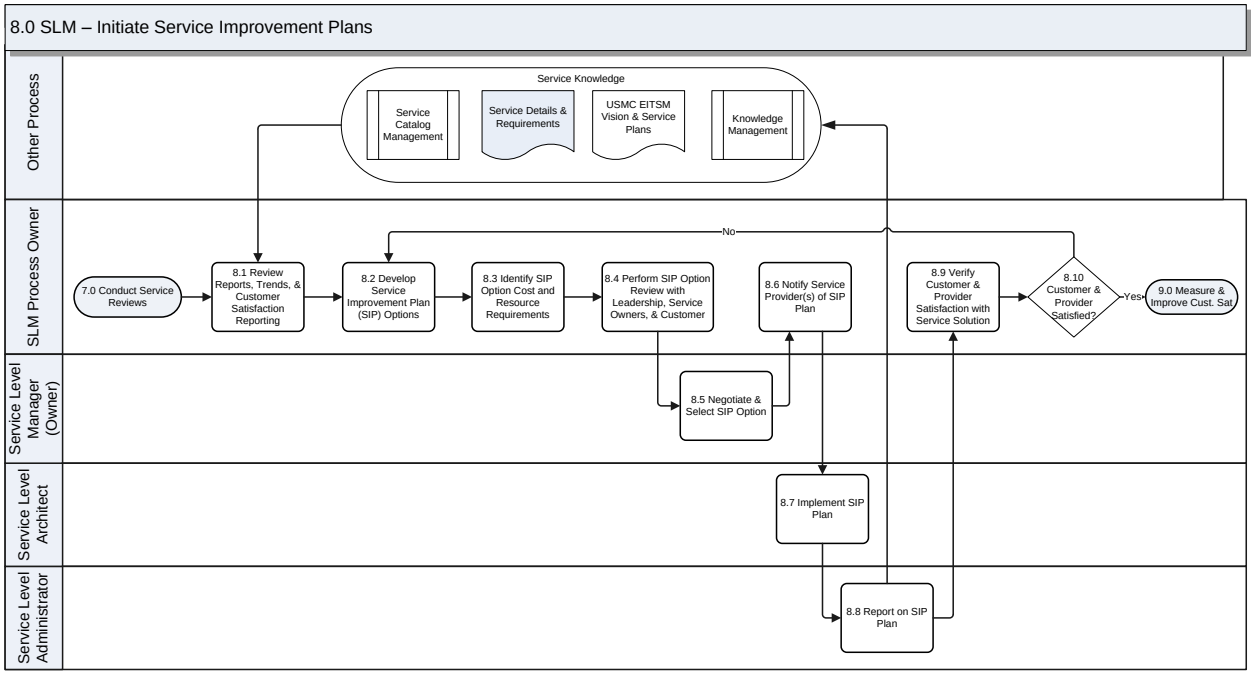

Figure 15. Initiate Service Improvement Plans Sub-Process

Table 17 describes the Initiate Service Improvement Plans steps as depicted in Figure 15.

Table 17. Initiate Service Improvement Plans Sub-Process Descriptions

8.0 Initiate Service Improvement Plans		
Number	**Sub-Process**	**Description**
5.1	Review Service Monitoring Alerts	The Enterprise Service Desk (SD) is responsible for reviewing service monitoring alerts and incidents received and determining the related service(s) associated with the alert. Service alert naming convention and trusted data sources are used to map the alert to the originating configuration item or asset. The appropriate service monitoring model is then reviewed according to event management procedures.
8.1	Review Reports, Trends, & Customer Satisfaction Reporting	The SLM Process Owner reviews the recommendations from the Service Review Report with the Service Level Manager, Service Providers, and the Service Owner. The report is annotated for any new developments or changes in trends since the report was drafted.

8.0 Initiate Service Improvement Plans		
Number	**Sub-Process**	**Description**
8.2	Develop Service Improvement Plan (SIP) Options	The SLM Process Owner is responsible for developing Service Improvement Plan (SIP) Options in conjunction with the service owner and suppliers. If a Service Level Agreement is no longer valid, or needs modification, a review of the existing requirements gathered in sub-process 3.0 may indicate areas of needed focus. Current vs. past organizational requirements need to be reviewed. A revised set of people, process, technology and tool requirements need to be documented in order to meet any revised Organizational Service Level Requirements. Revised requirements need to be defined and documented to understand performance expectations and requirements (metric) as well as potential financial impacts of service loss/downtime for critical applications and critical components, Vital Organization Functions. The original specifications for Monthly and Quarterly cycles, scheduled change calendar events, weekly and daily critical periods will need to be reviewed.
8.3	Identify SIP Option Cost and Resource Requirements	The Service Manager (Owner) identifies SIP option cost and resource requirements working with Service Suppliers, the Service Architects, and other SLM resources as needed. As requirements change, so will the cost of providing the newly identified levels of service. Several scenarios should be identified that offer different approaches to providing the required performance. Three example scenarios might include increased levels of technology or expanded toolsets, increasing personnel to meet new demands, or outsourcing the functions required to provide this service may also be developed.
8.4	Perform SIP Option Review with Leadership, Service Manager (Owner)s, & Customer	The SLM Process Owner conducts the SIP option review with Leadership, Service Owner, and the Customers. Service scenarios including costs which were developed in 8.3 should be reviewed with the appropriate stakeholders.
8.5	Negotiate & Select SIP Option	The Service Manager (Owner) is responsible for negotiating and selecting a SIP Option. A formal document that details the new service requirements, outlines the scenarios evaluated, including the pros and cons of each scenario, and identifies the chosen solution should be presented to all stakeholders so that mutual agreement can be reached. The owner will need one-on-one meetings scheduled to review the new service requirement and the support scenario agreed to by the Senior Leadership and Customer. In some cases, formal RFPs may be required to solicit input from multiple vendors. If this is the case the Owner coordinates with the Contracting Officer according to supplier management or applicable program of record defined procedures. If support is being provided by an internal organization, the approach may be somewhat less formal. Based on the cost-benefit analysis of the scenarios, the support from Senior Leadership and the Customer, and the results of the negotiations with service providers, one of the scenarios is selected to be presented to all stakeholders.

8.0 Initiate Service Improvement Plans		
Number	**Sub-Process**	**Description**
8.6	Notify Service Provider(s) of SIP Plan	When all parties reach consensus, the document is then presented to the supplier by the CSI Manager and the Contracting Officer (if necessary) for conversion to become an addendum to an existing agreement or to be written as a newly offered service. The new agreement is announced and distributed to all stakeholders.
8.7	Implement SIP Plan and Monitoring	The Service Architect is responsible for Implementing SIP Plan via RFC and establishing the monitoring or measurement criteria identified in the SIP plan.
8.8	Report on SIP Plan	Following accepted performance measurement practices, the Service Level Administrator generates reports that detail all required metric elements for the SIP. The report should include details of performance against all service-level agreements together with trends or specific actions being undertaken to improve service quality.
8.9	Verify Customer & Provider Satisfaction with Service Solution	The Service Manager (Owner) conducts a standard review session, allowing all parties adequate time to prepare. The Service Owner is responsible for verifying customer and provider satisfaction with the service solution.
8.10	Customer & Provider Satisfied?	Yes: Go to 9.0 Measure and Improve Customer Satisfaction. No: Return to 8.2 Develop Service Improvement Plan (SIP) Options for development of an alternative approach.

4.9 SLM 9.0 — Measure and Improve Customer Satisfaction

Sub-Process 9.0 is responsible measuring and assuring customer satisfaction for each service. This sub-process provides the systematic process for managing customer's expectations and perception of services. This sub-process includes periodic questionnaires and customer surveys, customer feedback from service review meetings and analysis of complaints and compliments. Where possible, targets should be set for the IT service provider. Leading industry practices provide guidance that from the outset, it is wise to try and manage the Customers' expectations for Services and Costs. This means setting proper expectations in the first place, and putting a systematic process in place to manage expectations going forward, as satisfaction = expectation — perception. Before embarking on the introduction of any Service, it is worthwhile to attempt to evaluate the Customers' current perception of service levels, so that later the effectiveness of the SLA might be judged. This may also assist in determining the pace at which to proceed and the prioritization of services to be addressed.

Why Customer Satisfaction Measurements and Improvements? (5.0)?

Ensures measurable results for service improvement efforts.

The following workflow (Figure 16) depicts the Measure and Improve Customer Satisfaction sub-process:

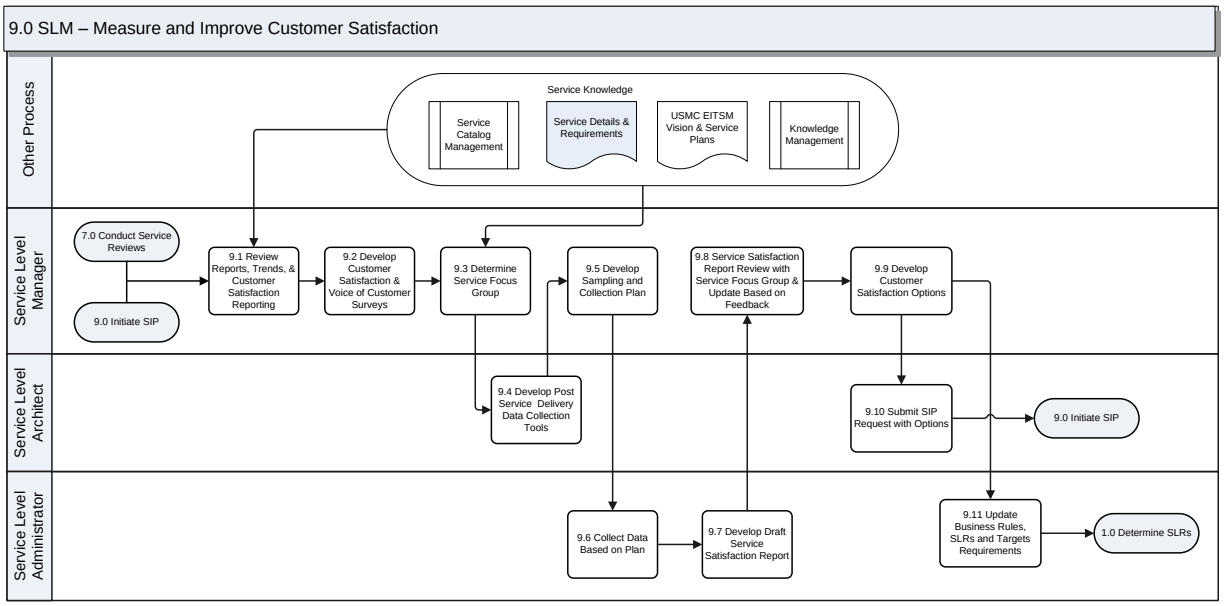

Figure 16. Measure and Improve Customer Satisfaction Sub-Process

Table 18 describes the Measure and Improve Customer Satisfaction steps as depicted in Figure 16.

Table 18. Measure and Improve Customer Satisfaction Sub-Process Descriptions

9.0 Measure and Improve Customer Satisfaction		
Number	**Sub-Process**	**Description**
9.1	Review Reports, Trends, & Customer Satisfaction Reporting	The Service Level Manager is responsible for reviewing service reports, trends, and customer satisfaction reporting. The Service Level Administrator identifies those reports and escalates anomalies to the Service Level Manager and Service Owner.
9.2	Develop Customer Satisfaction & Voice of Customer Surveys	User satisfaction should highlight their satisfaction with the levels and should not be restricted to only look at recent Incidents that have occurred. Following implementation of the new service level, a customer satisfaction survey and phone calls should be conducted to assess the pulse of the organization. The Service Manager (Owner) is responsible for developing the customer satisfaction and voice of the customer surveys with the assistance of the Service Analysts.
9.3	Determine Service Focus Group	The Service Manager (Owner) determines Service focus groups as needed throughout the customer satisfaction improvement tasks. To be successful, the owner must leverage sub-process 2.0 Develop Contacts and Relationships. Based on the Service Users identified as potentially willing to participate and the Service Communication Plan, messages and contacts are established to identify a focus group that represent USMC needs for the service. The Service Level Manager assists the Service Owner to determine candidate service focus group members.
9.4	Develop Post Service Delivery Data Collection Tools	The Service Architect develops post service delivery data collection tools. These tools should highlight a user's satisfaction with the service levels being delivered and should not focus only on recent Incidents that have occurred. Most often these tools are in the form of surveys, service closeout scripts, or even leave behind fold-over tent cards. These are left at the point of service and indicate what service was delivered and provide a way to document feedback
9.5	Develop Sampling and Collection Plan	The Service Manager (Owner) or their designee must develop a sampling and collection criteria as part of a Sampling and Collection Plan for a service. The plan must ensure statistically sound data collection while avoiding over-sampling and the potential to skew results or "burn-out" of friendly service consumers.
9.6	Collect Data Based on Plan	The Service Level Administrator collects the satisfaction data based on the plan as it is approved by the Service Owner and Service Level Manager.
9.7	Develop Draft Service Satisfaction Report	The Service Level Administrator using the collected data develops a draft service satisfaction report to be validated during a service review.

9.0 Measure and Improve Customer Satisfaction		
Number	**Sub-Process**	**Description**
9.8	Service Satisfaction Report Review with Service Focus Group & Update Based on Feedback	The Service Level Manager conducts a service satisfaction report review with the identified service focus group and updates the report based on the feedback received. The feedback is reviewed and determined to be statistically sound and not skewed in one direction or another. If necessary additional review is conducted to ensure quality of the feedback.
9.9	Develop Customer Satisfaction Options	Once valid feedback for a service is available, the Service Manager (Owner) working with the Service Level Manager, Analysts, and Service Architect develop options for cost, resource, and identify expected benefits to each option to improve customer satisfaction. As requirements change, so will the cost of providing the newly identified levels of service. Several scenarios should be identified that offer different approaches to providing the required performance.
9.10	Submit SIP Request with Options	The Service Level Manager submits a SIP Request with the identified cost and resource options leveraging Sub-Process 9.0 Initiate SIP. The Service Level Manager, working with the Service Manager (Owner), identifies any additional SIP option cost and resource requirements. Service Suppliers, Services Architects, and other SLM resources are consulted as needed
9.11	Update Business Rules, SLRs and Targets Requirements	Based on enhancements to service as provisioned by the selected SIP options as well as any clarification to service expectations needed according to satisfaction feedback/reviews, updates must occur to maintain alignment with business/mission needs and to maintain transparency of services. The Service Architect updates any business rules, SLRs and target requirements based on the final selected SIP options for customer satisfaction improvement. Implementation requires a change request and coordination through release management as the SIP plan is implemented and progresses.

Appendix A — Acronym List

The official list of E-ITSM acronyms can be found on the Enterprise Information Technology Service Management site (https://eis.usmc.mil/sites/irm/ITSM/default.aspx). The link to the document is referenced below:

https://eis.usmc.mil/sites/irm/ITSM/Documents/Forms/AllItems.aspx?RootFolder=%2Fsites%2Firm%2FITSM%2FDocuments%2FE%2DITSM%20Acronym%20List&FolderCTID=0x0120001918760B7D35A5478C0474985E3ACBCD&View={9CD820B3-EF85-4D2C-BD0C-A255AEE9E40D}

Appendix B — Glossary

Term	Definition
Asset Management	Asset Management is the process responsible for tracking and reporting the financial value and ownership of assets throughout their life cycle.
Back-out Plan	A Back-out Plan is developed in the Release planning phase. This plan provides a recovery plan to return to the original configuration or process if the release fails to achieve the planned outcome.
Backup	Backup is copying data to protect against loss of integrity or availability of the original data.
Change Schedule	A Change Schedule is a document that lists all approved changes and their planned implementation dates.
Configuration Control	Configuration Control is a sub-process of Configuration Management. Configuration Control is a set of processes and approval stages required to change a CI attribute. Configuration Control encompasses the oversight to ensure that a CI is changed through the Change Management process.
Configuration Identification	A sub-process of Configuration Management, Configuration Identification is the selection, identification, and labeling of the configuration structures and CIs including their respective technical owner and the relationships between them. CIs become the manageable unit that is planned for release into a configuration controlled environment. The CIs consist of hardware, software, services, and documentation.
Configuration Item	A Configuration Item (CI) is any component that needs to be managed in order to deliver an IT Service. Information about each CI is recorded in a Configuration Record within the Configuration Management System (CMS) and is maintained throughout its life cycle by Configuration Management. CIs are under the control of Change Management. CIs typically include IT services, hardware, software, buildings, people, and formal documentation such as process documentation and SLAs.
CI Type	CI Type is a category used to Classify CIs. The CI Type identifies the required attributes and relationships for a configuration record. Common CI Types include: server, document, user, etc.
Configuration Management Database	A Configuration Management Database (CMDB) is a database used to store configuration records throughout their life cycle. The Configuration Management System (CMS) maintains one or more CMDBs and each CMDB stores attributes of CIs and relationships with other CIs.
Configuration Management Plan	Document defining how configuration management will be implemented (including policies and procedures) for a particular acquisition or program. (Source: MIL HDBK-61A)
Configuration Management System	A Configuration Management System (CMS) is a set of tools and databases used to manage an IT service provider's configuration data. The CMS also includes information about incidents, problems, known errors, changes, and releases and may contain data about employees, suppliers, locations, units, customers and users. The CMS includes tools for collecting, storing, managing, updating, and presenting data about all CIs and their relationships. The CMS is maintained by Configuration Management and is used by all IT Service Management processes.
Deployment	Deployment is the activity responsible for movement of new or changed hardware, software, documentation, process, etc. to the live environment. Deployment is part of the Release and Deployment Management Process.
Deployment Readiness Test	A Deployment Readiness Test is conducted to ensure that the deployment processes, procedures, and systems can deploy, install, commission, and decommission the release package and resultant new or changed service in the production/deployment environment.
Deployment Verification Test	A Deployment Verification Test is conducted to ensure the service capability has been correctly deployed for each target deployment group or environment.

Term	Definition
Early Life Support	Early Life Support (ELS) involves Technical Management or IT Operations providing support for a new or changed IT service for a period of time after it is released. During ELS, the IT service provider may review the KPIs, service levels, and monitoring thresholds and provide additional resources for incident management and problem management (when implemented).
EM System	The EM System (EMS) is composed of tools which monitor CIs and provide event notifications. It is a combination of software and hardware which provides a means of delivering a message to a set of recipients. The EMS often requires real-time interaction, escalation, and scheduling.
Environment	Environment is a subset of the IT infrastructure used for a particular purpose (e.g., live environment, test environment or build environment). It is possible for multiple environments to share a CI (e.g., test and live environments may use different partitions on a single mainframe computer). In the term physical environment, environment can be defined as the accommodation, air conditioning, power system, etc. Environment can be used as a generic term defined as the external conditions that influence or affect something.
Error	An Error is a design flaw or malfunction that causes a failure of one or more CI or IT services. A mistake made by a person or a faulty process that affects a CI or IT service is also an error.
Escalation	Escalation is an activity that obtains additional resources when needed to meet service-level targets or customer expectations.
Event	An Event is a piece of data that provides information about one or more system resources. Most events are benign. Some events show a change of state which has significance for the management of a CI or IT service. The term 'event' is also used to define an alert or notification created by any IT service, CI, or monitoring tool. Events typically require IT operations personnel to take actions and often lead to incidents being logged.
Event Correlation	Event correlation involves associating multiple related events. Often, multiple events are generated as a result of the same infrastructure fault. Events need correlation to prevent duplication of effort in resolving the original fault.
Exit and Entry Criteria (Pass/Fail)	These are criteria (defined well in advance and accepted by the stakeholders) defined at authorized points in the Release and Deployment Process to set expectations of acceptable/unacceptable results.
Fault	Fault is the deviation from *normal* operation of a CI or a series of CIs. A fault is a design flaw or malfunction that causes a failure of one or more CIs or IT services. Fault is also referred to as an error.
Governance	Governance is the process of ensuring policies and strategy are actually implemented and that required processes are correctly followed. Governance includes defining roles and responsibilities, measuring, and reporting and taking actions to resolve any issues identified.
Key Performance Indicator	A Key Performance Indicator (KPI) is a metric used to help manage a process, IT service, or activity. Many metrics may be measured, but only the most important of these are defined as KPIs and used to actively manage and report on the process, IT service, or activity. KPIs are selected to ensure that efficiency, effectiveness, and cost-effectiveness are all managed.
Known Error	A Known Error is a problem that has a documented root cause and a work-around. Known errors are created and managed throughout their life cycle by Problem Management. Known errors may also be identified by SIE or suppliers.
Monitoring	Monitoring is the process of repeated observation of a CI, IT service, or process to detect events and to ensure that the current status is known.
Notification	Notification is a communication that provides information.
Pilot	A Pilot is a limited deployment of an IT service, a release, or a process to the live environment. A pilot is used to reduce risk and to gain user feedback and acceptance.

Term	Definition
Process	A Process is a structured set of activities designed to accomplish a specific objective. A process takes one or more defined inputs and turns them into defined outputs. A process may include any of the roles, responsibilities, tools, and management controls required to reliably deliver the outputs. A process may define policies, standards, guidelines, activities, and work instructions, if needed.
Quality Assurance	Quality Assurance (QA) is the process responsible for ensuring the quality of a product and also ensuring it will provide its intended value.
Role	A Role refers to a set of connected behaviors or actions that are performed by a person, team, or group in a specific context.
Severity	Severity refers to the level or degree of intensity.
Service Design Package	A Service Design Package (SDP) is composed of document(s) defining all aspects of an IT service and its requirements through each stage of its life cycle. An SDP is produced for each new IT service, major change, or IT service retirement.
Service Improvement Plan	A Service Improvement Plan (SIP) is a formal plan to implement improvements to a process or IT service.
Service Knowledge Management System	A Service Knowledge Management System (SKMS) is a set of tools and databases used to manage knowledge and information. The SKMS includes the Configuration Management System (CMS) as well as other tools and databases. The SKMS stores, manages, updates, and presents all information that an IT service provider needs to manage the full life cycle of IT services.
Service Level Agreement	A Service-Level Agreement (SLA) is an agreement between an IT service provider and a customer. The SLA describes the IT service; documents service-level targets, and specify the responsibilities of the IT service provider and the customer. A single SLA may cover multiple IT services or multiple customers.
Service Validation and Testing	Service Validation and Testing is the process responsible for validation and testing of a new or changed IT service. Service Validation and Testing ensures an IT service matches the design specification and will meet the needs of the business. Service Validation and Testing during release conducts testing in the pre-production System Integration Environment (SIE) and during deployment in the pilot production environment.
Single Point of Contact	A Single Point of Contact (SPOC) is an agreement used to assign a single, consistent way to communicate within an organization or unit. For example, the Service Desk will be the SPOC for a service provider.
Snapshot	A Snapshot is the baseline as captured by a discovery tool. A snapshot can also be called a benchmark.
Test	A Test is an activity that verifies that a CI, IT service, or process meets its specification or agreed requirements.
Test Environment	A Test Environment is a controlled environment used to test CIs, builds, IT services, and processes.
Throttling	Some events do not need to be acted on until they have occurred a number of times within a given time period. This is called Throttling. Once a repeated event has reached its limit for repetition, forward that event to be acted upon.
User Acceptance Testing	User Acceptance Testing is a testing activity conducted by the user intended to verify a CI, IT service, or process meets a specification. It is also used to validate whether agreed requirements have been met.
Work-around	Work-arounds for problems are documented in known error records and are intended to reduce or eliminate the impact of an incident or problem for which a full resolution is not yet available. Work-arounds for incidents that do not have associated problem records are documented in the incident record.
Work Instruction	The Work Instruction is a document containing detailed instructions that specify exactly what steps are followed to carry out an activity. A work instruction contains much more detail than a procedure and is only created if very detailed instructions are needed.