OPERATING LEVEL AGREEMENT (OLA)

BETWEEN

BANNER SUPPORT OFFICE

AND

HELP CENTER

Revision: 2.0a

Agreed to on: <Date>

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Revision History

Date	Version	Changes
12/19/05	1.0	Initial Draft
12/19/05	1.1	Revision after first Meeting
3/15/06	2.0a	Update to Base Document for Signing

Purpose

The purpose of this Operating Level Agreement is to document the support and services agreement between Banner Support Office and the Help Center. Each unit's responsibilities are outlined in order that IS&T can meet its Service Level Agreements with its customers.

The main purpose of this document is to:

- Make sure that incident tickets are processed in a timely and accurate manner
- Identify the difference between a problem and an incident so that the Help Center or technician can let the customer know of an estimated time to complete
- Make sure that knowledge is shared between the Help Center and Banner Support Office in order to expedite issue resolution.
- Document the interactions between the Help Center and Banner Support Office.

Term of Agreement

This agreement is in effect from XXXX XX, 2006 to June 30, 2006.

Introduction

The Help Center, a unit within Planning and Strategic Initiatives, provides Level 1 support and services for IS&T customers and Level 2 / Level 3 units within IS&T.

Banner Support Office is a unit within the Registrar's Office. The purpose of Banner Support Office is to provide Level 2 support for Georgia State University's Banner System

Organizational Overview

The Help Center staff consists of a manager, (2) Coordinators and (4) Help Desk Specialists.

Banner Support Office is made up of a manager and one specialist.

Operational Information

Service Hours

The Help Center is staffed from 7:30 am – 5:15 pm Monday through Friday. The Help Center staff can be contacted on their personal phone lines (see IS&T Directory) or via e-mail for non-critical issues.

Banner Support Office is available from 8:30 am – 5:15 pm Monday through Friday. Banner Support Office team members may be contacted directly via bantrain@gsu.edu or at 404-463-3710.

Critical Contact Method

For Critical notifications to the Help Center, Banner Support Office will use the following escalation procedure (Note: The NOC will contact the Help Center for any Critical Incidents that they are notified about following established NOC procedures.)

1. Contact the Help Center Manager, Tim Jones, at 404-651-1834
2. Contact the Help Center Lead, Kenneth Graves, at 404-651-0379
3. Page the Help Center Manager at tim.jones@tmo.blackberry.net.
4. Page the Help Center Lead at kennethgraves@tmo.blackberry.net

For 'critical' priority incidents requiring the services of Banner Support Office, the Help Center will use the following contact method:

1. Contact the Banner Office at 404-463-3710.

Holidays

The Help Center observes the standard university holidays.

Banner Support Office observes the standard university holidays.

In-Scope Services

Banner Support Office provides:

- Banner Faculty / Student Support
- Go Solar
- Extender (Setting up security)
- Banner Student / Faculty How to
- GoSolar Pin reset for students (Web or Help Center is primary contact, but Banner Support will assist if contacted)
- GoSolar Pin reset for faculty (Web or Help Center is primary contact, but Banner Support will assist if contacted)

Out of Scope Services

Banner Support Office DOES NOT SUPPORT OR SERVICE:

- Unavailable to print from Web (Workstation Support)
- Banner Alumni

Help Center

Starting the Help Center Day

See Help Center Standard Operating Procedures Manual

Periodically Throughout the Day

See Help Center Standard Operating Procedures Manual

Ending the Help Center Day

See Help Center Standard Operating Procedures Manual

Daily/Weekly Communications

Notification will be given via Remedy Ticket or e-mail to Banner Support Office containing details of multiple incident occurrences that are out of the ordinary as determined by the Help Center Staff. Items should also be brought up during the Monthly Operations Update Meetings for discussion and root cause analysis to prevent the issue in the future.

Individual Staff Responsibilities

Help Center staff will search published knowledge base articles (Remedy Solutions) to increase First Contact Resolution (FCR) rate, to obtain guidance in problem diagnostics, and to determine required information for particular Category Type and Item's (CTI's). For reported outages, the Help center will use the What's Up application to verify the server or application is running. The current status from the What's Up application should be included in the Remedy trouble ticket.

Help Center staff will be pro-active in requesting knowledge articles from Banner Support Office.

Banner Support Office

Starting the Banner Support Office Day

Check open tickets in Remedy, check email for new alerts, check voice mail for customer call-backs

Periodically Throughout the Day

Check Remedy every 2 hours, check email at least 4 times a day

Ending the Banner Support Office Day

At the end of the day, each team member will ensure that tickets are reassigned to another team member if an absence the following day might cause a delay or miss OLA commitments.

Individual Staff Responsibilities

- Banner Support Office staff will be pro-active in providing knowledge articles (proposed solutions, CTIs, known errors, etc.) to the Help Center in order to:
    - One of the goals for the Help Center is to increase their First Contact Resolution (FCR) rate for all incidents by at least 10% measured year over year. Banner Support Office can assist the Help Center with this goal by working to assist the Help Center with automated tools and/or knowledge articles to solve customer inquiries while the customer is on the phone during the initial call.
    - Provide guidance in incident diagnostics by sending e-mails alerts to the Help Center and / or HC representative. This includes meeting with the Help Center to discuss new issues that they need to be aware of to better support the customer.
    - Specify required information for particular CTI's in order to increase usage by the Help Center for First Call Resolution or to accurately describe an issue before assignment.
    - Ensure that the CTI reflects the actual root cause of the problem for reporting and tracking issues. If there is no CTI available, then mark the problem default, default, default and note the correct CTI in the comments.

Workflow Procedures

Incident / Service Request Management

Appendix A, "Incident / Service Request Management" shows the basic workflow of an incident.

Elevating Incidents submitted by the Help Center to Problems

- A problem is defined as an unknown root cause to one or more potential incidents. Problems may sometimes be identified because of multiple incidents that exhibit common symptoms. Priority is based upon a coherent and up-to-date understanding of business impact and urgency, and sometimes, technical severity.
- Incidents tied to problems are not subject to the service levels mentioned below due to the nature of the problem; however a workaround should be given to the Help Center when available and notification if no workaround is available.
- An incident can only be escalated to a problem status by Banner Support Office Manager or their designee who will be added to the Problem group in Remedy. Banner Support Office will then take ownership of the problem. Upon changing the status to a problem, the Remedy system will send out a message to the user of the status change.
- Due to the nature of the problem, the Remedy incidents will be promoted to a problem by changing the case type from an incident or request to a problem. Due to the nature of the problem, a project may need to be developed in order to implement the needed solution. Once the project is completed, then the customer will be notified to verify that the project solved the user's problem. If the project did not solve the problem, then the problem should be reopened and another solution identified.
- Banner Support Office will notify the Help Center of problems via e-mail to the Help Center Manager to create a solution in Remedy (if applicable).
- Once an incident is escalated to a problem, the Help Center will open additional incidents and associate the incident to the problem by noting the problem case number in the problems tab. When the problem is closed, Remedy will notify all affected customers that a solution to the problem has been implemented and the customer's incident should be solved.
- If an incident is submitted to Banner Support Office, and the incident is determined to be a part of the problem, then Banner Support Office will link the incident to the problem by noting the case number in the problems tab and place the ticket in a pending status after notifying the customer.
- Once a problem has been resolved, then the Help Center will contact customers to verify that the problem solution has solved the customer's incident. If it was determined that the problem solution did correct the user's incident, then the incident will be closed with the correct closure code. If solution of the problem did not correct the customer's incident, then the ticket will be resubmitted to the appropriate group for resolution as an incident with a new timeline established.

Criteria to promote an Incident to a Problem

An incident can be promoted to Problem status if it meets one or more of the following criteria:

- The incident(s) can not be resolved by a 1^{st} or 2^{nd} level support technician (ie. The technician does not have the knowledge and/or permission to affect the solution).
- The issue must be, or thought to be, conducive to identification of the known error via root cause analysis. (ex. Bug in the software, need of a service pack to be installed, etc.)
- The issue must be, or thought to be, preventable and the implementation of the solution must be taken through Change Management or a project is needed to deploy.
- The issue is occurring frequently and it creates a critical business impact.
- If the incident is happening infrequently or is not a critical business impact, then the case shall remain an incident and it will be closed without resolution.

Communication

Outage Communications

All scheduled and unscheduled outages will be communicated through outage@gsu.edu. The body of the message should include the system. And, if known, include the customers and/or application affected. The Help Center will subscribe the pagers of the manager and lead to this list, along with the Help Center analyst's e-mails to make sure that notification is received.

The Banner Office will notify customers of scheduled Banner Outages, including notifying the Help Center. The Help Center will post known outages on the Help Center Web site.

Broadcast Communication to the User Community

For information that needs to be distributed to all users, the communication will first be sent to the Help Center for approval. The Help Center will work with originator to make sure that the message is acceptable for the designated recipients. This communication will also make sure that the Help Center analysts are aware of the incident and that the information can be added to the Help Center web page as needed. Once the message has been approved, the Help center will follow the established procedure for submitting the message to the proper process owner.

For emergency communications outside of normal business hours, the originator will consult the IS&T Call Roster to get approval via the Emergency Infrastructure Broadcast E-mail Approval contact.

Service Level Commitments

Case Type	Description	Examples
Incidents	**CRITICAL (OUTAGES)** The incident impacts multiple people; or, after impact analysis, it is determined that the incident is preventing a unit from fulfilling its primary function(s) or mission; or the problem has been escalated and must be resolved now	• Can't add a class • Can't post grades
	HIGH Operation of a system, network or application is severely impacted; no access to a critical feature	• Banner Password Reset
	MEDIUM System is up, and usable with minor problems Workarounds do not critically impact overall operation; Issue affecting a single customer	

Requests	IT Requests or non-problem requests.	• Banner ID

Service Level Management

The service level times below will be met 85% of the time, measured monthly. Reporting on each level will be tracked via the Remedy Help Desk application.

In cases where a technician is waiting on a customer, vendor or provider response in order to complete the incident trouble ticket, the incident should be placed in a pending status and this time will not apply toward service levels.

Below are definitions for the levels and checkpoints for incidents. See Appendix B on page 15 for a list of times associated with each.

Incident Assignment Service Level - Defined as the time between the opening of a customer's incident and the Remedy assignment to the appropriate department. For **Critical cases**, the Help Center will create a Remedy ticket AND personally notify someone of the urgency of the request using the critical contact method noted above.

Incident Initial Response Service Level – Defined as the time between opening a new incident and marking of the ticket Work in Progress (WIP). This measurement includes contacting the customer to notify them that work has begun on their issue as well as any dependencies. For Critical incidents, notification will be via a personal call from the technician working on the problem. For all other service levels, notification can be via the Remedy generated e-mail or a phone call from the technician.

Incident Update Service Level – Defined as an interval of time occurring one or more times between opening a new incident and Final Resolution during which the incident and/or the customer is updated with status in a timely manner. Status updates need to be made to the service ticket so that the Help Center can relay information/status as the single point of contact for the customer. Notification for critical events will be handled via a phone call to the customer unless notified by customer of an e-mail preference. Placing a call in a WIP status constitutes as the 1st customer contact.

Incident Escalation Criteria – Escalation is defined as the time from opening a new incident in which the Manager should be notified that an incident is not resolved so additional resources can be added to meet the SLA.

Incident Resolution Criteria - Defined as the time from opening of a new incident to marking the case resolved. Notification of a resolution for critical cases will be via phone call. Notification to the customer for all other service levels will be via a Remedy generated e-mail message which will include the resolution solution.

Staff Performance Criteria

Initial Case Build

Help Center

Help Center Staff will complete the below items with 95% accuracy.

- Help Center staff will assign the correct Category Type and Item (CTI).
- Help Center staff will set the service level correctly according to business impact.
- Help Center staff will document the users severity code to assist Banner Support Office in understanding users need.
- Help Center staff will supply required information for the CTI.
- Accurate and brief description of the issue
- Verify correct customer information

Banner Support Office

Banner Support Office will complete the below items with 95% accuracy

Remedy Ticket Errors

- Banner Support Office staff will notify the help center specialist who built the incident and the Help Center manager via e-mail in the event of receipt of an incident with an incorrect CTI, missing information or was incorrectly routed case. The e-mail will include the Remedy ticket number and the quality issues. The L2/L3 Technician will then document the Activity log and route the incident to the correct technician or group.
- If Banner Support Office receives an incident, they may increase the priority code at their discretion.

- If Banner Support Office receives an incident and wants to downgrade the priority code for any status except critical, this may be done at their discretion after notifying the customer of the status change.
- Downgrading of a critical incident requires the concurrence of the Help Center manager during normal business hours or the NOC supervisor after Help Center hours.
- In the event of incidents where customer information is missing or a reroute is unknown, it will be routed back to the Help Center Group in Remedy for further information. Where contact information is available but the case information is incomplete, the technician will contact the customer for further information and an e-mail be sent to the Help Center manager so that follow up and training, if needed, can be performed.

CTI

- In cases where the CTI captured was correct based on the initial report by the customer, but further review and diagnostics leads to a different CTI, the incident CTI must be corrected to reflect the true nature of the problem. This will be done to correctly identify customer cases reported to the help center.
- Banner Support Office will provide Knowledge Articles to assist Help Center staff in building complete and accurate cases.
- The Banner Support Office will communicate needed changes to CTIs via a Remedy Ticket with the CTI of Systems Software / Remedy / Add Remove a CTI. The requesting manager should be sure to note those items relevant to the CTI Change.

First Call Resolution Troubleshooting Steps

- Help Center staff will collect any error message, if available, from the customer and include in the incident.
- Help Center staff will attempt to replicate the customer's incident including trying to determine the system returning the error.
- Help Center staff will follow troubleshooting steps for a CTI based on the presence of Knowledge Articles.

Case Assignment Service Level

Help Center staff will meet this service level 85% of the time, measured monthly.

Case and Customer Update Service Level

Banner Support Office staff will review the Remedy queue with a sufficient frequency to enable meeting this service level 85% of the time, measured monthly.

Handling Procedures

1. Incidents are to be placed in WIP status as soon as it is added to the day's task list by the Banner Support Office staff.
2. Incidents are to be updated with status information as it becomes available from technician investigation and diagnosis.
3. Incidents placed in a pending status will include the reason why the ticket was placed in that status.
4. Incidents are to be placed promptly in resolved status and must include a description of the corrective actions. Standard service requests do not require a resolution description other than "completed".

Case Escalation Criteria

When a case is in danger of not meeting the defined service level time frames, the Remedy system will send a message to the assignee of Banner Support Office.

The Banner Support Office manager will bring resources to bear on escalated cases in order to meet Service Level Agreements 85% of the time, measured monthly.

Customer Satisfaction Rating

Banner Support Office staff should not receive less than 3 on a scale of 1 to 4, with 4 being the best, on ticket closure surveys sent to customers from Remedy, averaged per month. Any surveys that do not receive a response will be factored at a rating of 3 into the monthly rating.

Document Change Procedure

Other than contact information, when either the Help Center or the Functional manager needs to change any part of the OLA document, he/she will contact the other entity managers in writing with the proposed change at least three (3) business days prior to the meeting. The other entity managers will review the proposed change and be prepared to act during the next regular group meeting, or during a special meeting for urgent changes. If the managers cannot agree on the change, the requesting manager will escalate to the next higher manager common to the entities. It is the responsibility of the requesting manager to make the change to the OLA document and obtain signoff. The objective of the change process is the maintainability of the OLA in support of IS&T's SLA with the University.

Operations Update Meetings

The entity managers should meet once each month to review the Key Performance Indicators (KPIs) between the groups and agree on changes, if any, needed. General customer requests and specific interactions can also be discussed to ensure that all entities are focused on Customer Relationship Management. This meeting will also serve as a calibration point between the entities in determining appropriate severity levels and the appropriate escalation of issues.

Scheduling a time and location for the meeting and preparing an agenda is the responsibility of one of the entity managers, which can be periodically rotated. This meeting may be held more frequently as needs dictate.

Reports

The Help Desk accumulates data on a daily, weekly and monthly basis from a variety of sources, primarily the ACD, Remedy, and closed ticket satisfaction surveys. The Help Desk is responsible to compile the data into various reports and supply those reports on a timely basis to each entity manager.

Report	Daily	Weekly	Monthly	YTD
Report on previous time period showing count of incidents; Resolved incidents; and Outstanding incidents	X	X	X	
Current cumulative percent of time that area has met OLA / SLA objectives for month including ticket number of cases that have missed OLA	X	X	X	
Number of incidents by CTI			X	X

Staff Sign-off Form

It is each departments manager's responsibility to ensure that each of their employees understand the requirements set forth in this OLA.

Signatures

I acknowledge that the Help Center will operate with Banner Support Office under the policies and procedures set forth in this document.

____

Tim Jones

Manager, Help Center

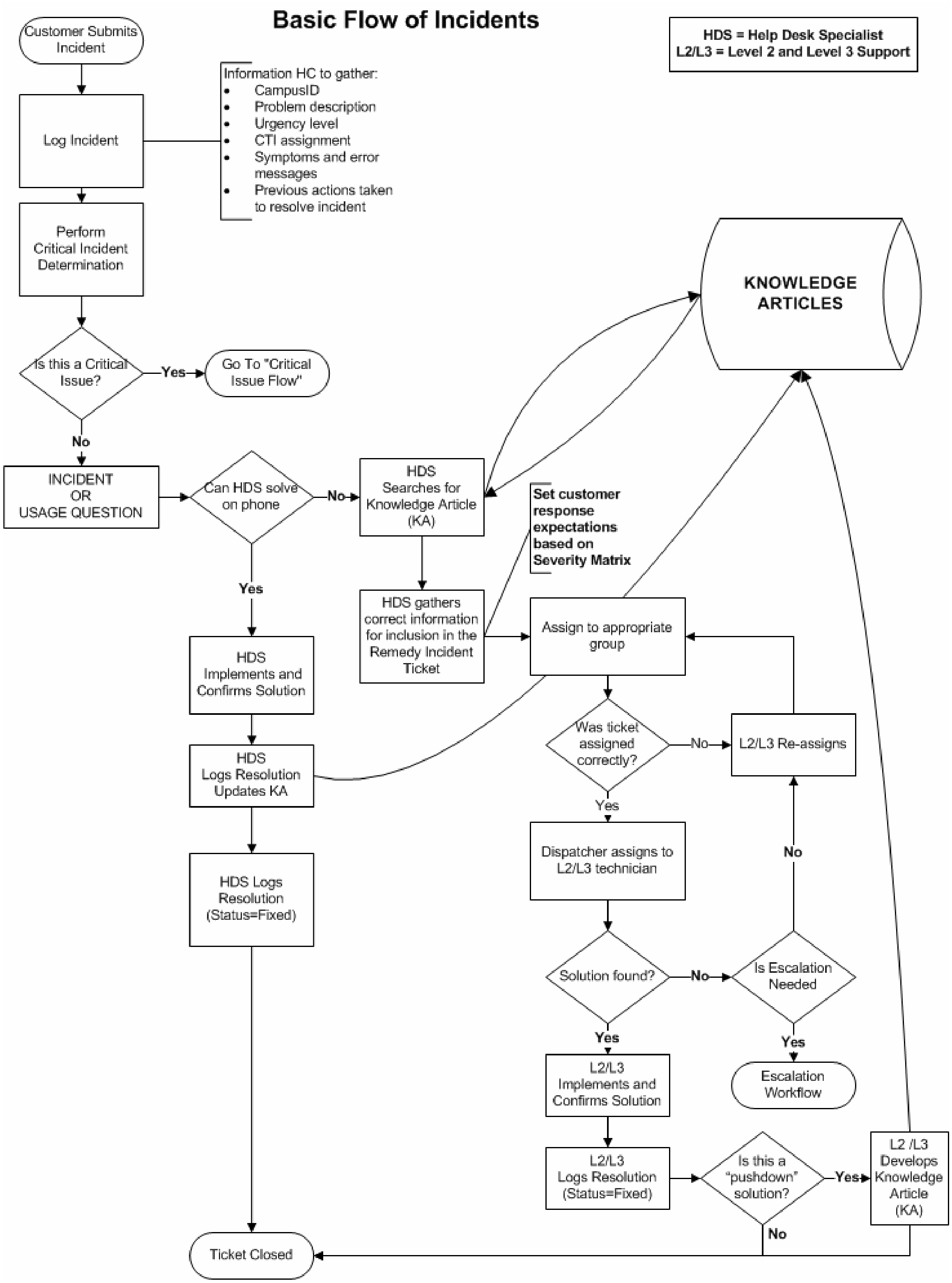
I acknowledge that Banner Support Office will operate with Help Center under the policies and procedures set forth in this document.

____

Winnie Tsang-Kosma

Banner Support Office

Appendix A – Incident Management



Appendix B – Service Level Commitment Chart

	Critical	***High***	***Medium***	***Standard Requests***
Incident Assignment	5 minutes	12 Minutes	12 Minutes	12 Minutes
Incident Initial Response	20 minutes / 1 hour*	4 business hours	8 business hours	12 business hours
Incident and Customer Update	Every Hour	Every 4 business hours	Every 8 business hours	Every 24 business hours
Incident Escalation Criteria	2 hours	8 business hours	12 business hours	20 business hours
Incident Resolution Criteria	4 hours	12 business hours	16 business hours	24 business hours

* Initial Case response will be 20 minutes during normal business hours. For critical incidents outside of normal University Hours, the OLA time will be one hour to allow for paging of technicians.

In cases where a technician is waiting on a customer, vendor or provider response in order to complete the incident trouble ticket, the incident should be placed in a pending status and this time will not apply toward service levels.

Appendix C – Glossary of Terms

Term	Definition
ACD	Automatic Call Distributor – A specialized phone system that is used to route incoming calls to all available personnel so that calls are evenly distributed. The ACD will hold the call in queue and send it to an agent as soon as they have completed their previous call and/or the caller has heard the canned message.
Agreement	In ITSM (IT Service Management) terms, the use of the word 'agreement' rather than contract signifies less the legal differences between the two and more a difference in approach and style. 'Agreement' is used exclusively for an understanding, normally written, between internal parties (though it may be appended to and therefore form part of an external contract). An agreement is likely to register an aspiration for a particular service level whereas a contract will usually record the minimum service level permissible. The wording in a contract must represent its legally binding nature but the wording of an ITSM agreement reflects much more the nature of the (aimed for) relationship between the parties involved.
Case Type	Calls to the Help Center may be a number of types including incidents, questions, problems and requests. For each call received by the Help Center a new record will be opened in remedy and the correct case type assigned. The case type will differentiate the response time and the time to completion.
Case	The record of the incident as recorded in the Remedy Help Desk System. A case is synonymous with a Remedy Case, Remedy Ticket, and Incident Number.
Closure	When a Customer or User is satisfied that an Incident or Problem has been resolved.
Closure Code	The classification of an Incident or Problem after it has been resolved and the true impact, cause or resolution is understood.
Customer	The people who use the service on a day-to-day basis.
Customer Relationship Management	All of the activities necessary to ensure that IT Service Managers have a true understanding of their customers' needs and that the customers also understand their responsibilities. Use of the term in an IT Service Management sense should not be confused with the specific CRM term which is generally focused on helping a business 'sell' more to its customers rather than deliver better services.
Dependency	The direct or indirect reliance of one process or activity upon another.
Diagnostics	The third stage, after Detection, in an Incident life-cycle during which the service provider seeks to understand the root cause of the failure.
Escalation	Passing information and/or requesting action on an Incident, Problem or Change to more senior staff (hierarchical escalation) or other specialists (functional escalation). The circumstances in which either vertical escalation for information/authority to apply further resources or horizontal escalation for greater functional involvement need to be precisely described, so that the purpose of the escalation and the nature of the required response is absolutely clear to all parties as the escalation occurs. Escalation rules will be geared to priority targets. Functional Escalation is sometimes called Referral.
Function	The actions or intended purpose of a person, team or thing in a specific role. Service Management functions may be considered as high-level business activities, often with a broad scope and associated with a particular job, consisting of a collection of lower level activities. The characteristics of a function are that it is continuous and represents a defining aspect of the business enterprise. It is usually associated with more than one process and contributes to the execution of those processes. Rarely do (or should) functions mirror the organizational structure.

Term	Definition
Help Center	An interface often referred to as a 'SPOC' (Single Point of Contact), between IT and its Users. Its core processes are Incident Management and the management of User requests, ensuring that no call or Incident is lost, forgotten or ignored and that service is returned as quickly as possible.
Impact	A measure of the effect that an Incident, Problem or Change is having or might have on the business being provided with IT services. Often equal to the extent to which agreed or expected levels of service may be distorted. Together with urgency, and perhaps technical security, it is the major means of assigning priority for dealing with Incidents, Problems or Changes.
Impact Analysis	The identification of critical business processes and the potential damage or loss that may be caused to the organization resulting from a disruption to those processes, or perhaps from a proposed change. Business impact analysis identifies the form the loss or damage will take; how that degree of damage or loss is likely to escalate with time following an Incident; the minimum staffing, facilities and services needed to enable business processes to continue to operate at a minimum acceptable level; and the time within which they should be recovered. The time within which full recovery of the business processes is to be achieved is also identified.
Incident	An event which is not part of the standard operation of a service and which causes or may cause disruption to, or a reduction in, the quality of services and Customer productivity. An Incident might give rise to the identification and investigation of a Problem. In the Remedy Help Center application a incident can be promoted to a problem and have additional cases tied to it. Problem Management might, however, manage the resolution of the Incident and Problem in tandem, for instance if the Incident can only be closed by resolution of the Problem.
Job Description	Agreed written statement of tasks to be undertaken for a given post, often including responsibilities, knowledge/skill requirements and measures of success.
Key Performance Indicator (KPI)	A measure (quantitative or qualitative) that enables the overall delivery of a service to be assessed by both business and IT representatives. KPIs should be few in number and focus on the service's potential contribution to business success. To be effective in improving business performance, they must be linked to a strategic plan which details how the business intends to accomplish its vision and mission. The metrics selected must address all aspects of performance results, describe the targeted performance in measurable terms and be deployed to the organizational level that has the authority, resources and knowledge to take the necessary action.
Knowledge	Knowledge is part of the hierarchy made up of data, information and knowledge. Data are raw facts. Information is data with context and perspective. Knowledge is information with guidance for action based upon insight and experience.
Knowledge Base	Data repository holding information on Incidents, Problems and Known Errors, enabling an organization to match new Incidents against previous ones and thus to reuse established solutions and approaches.

Term	Definition
Known Error	A fault in a Configuration Item identified by the successful diagnosis of a Problem and for which a temporary work-around or permanent solution has been identified. The link between the Known Error and the CI may arise from local diagnosis of a Problem but may equally be derived from an external source of Known Errors. It is important that all relevant Known Errors are recorded in the Configuration Management Database although, clearly, the CMDB will not be the only source of Known Error data. Since many problems will have multiple causes, the links between individual Problems and individual Known Errors might be complex.
Level 1 Support	The technical and managerial resources within the Help Center available at the initial point of contact with the Customer/User.
Maintainability	The ability of a component or an IT service, under stated conditions of use, to be retained in, or restored to, a state in which it can perform its required functions. Maintainability also describes maintenance being performed under stated conditions and using prescribed procedures and resources.
Objective	A future measurable achievement; usually in support of a more general aim or goal.
Occurrence	The first stage in an Incident life-cycle when the loss of service quality occurs. Occurrence precedes Detection.
Operating Level Agreement	(OLA) An internal document, owned by both parties, that defines the working relationship between different functional areas within IS&T. The OLA sets out the responsibilities for the support and delivery of IT services to Customers. Between the Help Center and other support/software maintenance/network management it may be mainly concerned with the activities that must take place should a service fail. In other circumstances, for example in support of Change Management, it is likely to describe various executive responsibilities and activities of the parties involved. The terms of any OLA must support the qualitative and quantitative statements contained in the SLAs. There is a strong relationship between OLAs and procedures.
Ownership	A general term, signifying principal responsibility, which can apply to any activity or event. Incident Management will be 'owned' by the Process Owner. The Incident itself will be 'owned' by the Service Desk and the failed Configuration Item may be 'owned' by the Customer.
People	All of the individuals employed by the organization including full time, part time, temporary and contract employees. The term may also include Customers, Users and contractors.
Priority	The value given to an Incident, Problem or Change to indicate its relative importance in order to ensure the appropriate allocation of resources and to determine the timeframe within which the action is required. Priority is based upon a coherent and up-to-date understanding of business impact and urgency and, sometimes, technical severity. It is set by Level 1 support and can be updated by technicians working on the case.

Term	Definition
Problem	The root cause of one or more existing or potential Incidents. Problems may sometimes be identified because of multiple incidents that exhibit common symptoms. Problems can also be identified from a single significant Incident, indicative of a single error, for which the cause is unknown and all standard troubleshooting and diagnostics have failed to produce a verifiable solution or the case is unable to define a bounded time for a solution. A problem may also have a known solution, but implementing the solution is not possible due to resource limitations or application version. Occasionally Problems will be identified well before any related Incidents occur.
Procedure	A set of specific steps that describe how an activity should be carried out, and by whom. For example, the procedure dealing with carrying out a post-implementation review of a Change would be likely to describe the scope of the procedure (to what Changes does this procedure apply), its purpose and how the success of the Change will be measured, the individual procedural steps and the responsibilities for carrying out or being involved in each of those steps. Procedures may be supported by more detailed Work Instructions.
Process Owner	A Process Owner is a senior manager with overall responsibility for ensuring the sustainability of a process. The Process Owner's responsibilities include those of sponsorship, design (including relevant metrics for process) and operation, mainly quality assurance of continuing process suitability.
Project	A temporary endeavor undertaken to create a unique product, service or result.
Provider	A party who provides a service. May be an internal service department (e.g. engineering, computer department, building services), or an external outsourcing company or third party supplier.
Quality	The totality of features and characteristics of a product or service which bear on its ability to satisfy stated and implied needs.
Request	A request for a change, usually both common and straightforward, to be made to a service. A Service Request is characterized by the fact that the Change can be made under strict, well-defined procedural control and is therefore (virtually) risk free. Providing access to services for a new member of staff and relocating PCs are two typical examples.
Root Cause Analysis	Finding the real cause of the problem and dealing with it rather than simply continuing to deal with the symptoms.
Service	An integrated composite that consists of a number of components, such as management process, hardware, software, facilities and people, that provides a capability to satisfy a stated management need or objective.
Service Hours	The agreed hours when the service is to be available.
Severity Code	A simple code assigned to Problems and Known Errors, indicating the seriousness of their effect on the quality of IT service. It is a common name given to the means of recording priority for resolution.
Single Point of Contact	Where all day-to-day communications are channeled through one place. Typically for IT Services this will be the Service Desk. This ensures that Users are able to contact trained staff, all contacts can be recorded consistently, specialist staffs are able to concentrate on their work without interruption and work can be coordinated and matters dealt with once.

Term	Definition
Service Level Agreement	(SLA) A formal negotiated document that defines (or attempts to define) in quantitative (and perhaps qualitative) terms the service being offered to a Customer. Confusion must be avoided over whether the quantitative definitions constitute thresholds for an acceptable service, targets to which the supplier should aspire or expectations that the supplier would strive to exceed. Any metrics included in a SLA should be capable of being measured on a regular basis and the SLA should record by whom. Typically it will cover: service hours, service availability, Customer support levels, throughputs and responsiveness, restrictions, functionality and the service levels to be provided in a contingency. It may also include information on security, charges and terminology. Apart from regular periodic reviews, SLAs should be renegotiated whenever a business service is subject to a change of requirement, or there is an inability to deliver to requirement.
Support Hours	The hours or times when support, e.g. the Help Center, is available.
System	An integrated composite that consists of one or more of the processes, hardware, software, facilities and people, that provides a capability to satisfy a stated need or objective.
Trouble Ticket	A term used in a number of Service Support tools, analogous but not normally directly equivalent to the more precise ITIL terms Incident and Problem.
Urgency	A measure of business criticality of an Incident, Problem or Change where there is an effect upon business deadlines. The urgency reflects the time available for repair or avoidance before the impact is felt by the business. Together with impact, and perhaps technical severity, it is the major means of assigning priority for dealing with Incidents, Problems or Changes. It is set by the customer based on the assessment of the business impact.
Work in Progress	Tasks formally identified but not yet completed. WIP reports will normally comment on the extent to which the WIP is complete and on any aspect of the WIP that changes previous assumptions about time, cost or quality.