



Service Level Management Process

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Table of Contents

1. Introduction	4
1.1. Main definition	4
1.2. Objectives, challenges & benefits	5
1.3. Actors	7
2. Process description	10
2.1. Process trigger, inputs, outputs	10
2.2. Process activities to be validated with the DMs	12
2.3. Link with other ITSM process	13
3. Process Workflow to be validated with the DMs	16
3.1. Understand Business Needs	16
3.2. Assess Current Capabilities	16
3.3. Define and Validate SLA Targets	17
3.4. Formalize Agreements	17
3.5. Monitor Performance	18
3.6. Improve the SLM Process	18
4. Roles & responsibilities to be validated with the DMs	19
5. Metrics & KPIs to be validated with the DMs	20
6. Governance to be validated with the DMs	22
6.1. Governance objectives	22
6.2. SLM Steering Committee (during implementation phase)	23
6.3. SLM Steering Committee (during industrialization phase)	24
7. Tools & deliverables to be validated with the DMs	25
7.1. Tools	25
7.2. Deliverables	26

1. Introduction

1.1. Main definition

Service Level Management (SLM) is the practice of **setting clear, business-based service performance targets**, ensuring that services are **continuously aligned with business objectives**, and that **service performance is actively monitored and improved** over time.

SLM focuses on **establishing, managing, and evolving service expectations** through ongoing collaboration between the service provider and stakeholders. It helps build **mutual understanding and trust** by documenting what services will be delivered, at what level, and under what conditions – and by measuring actual performance against these expectations.

The primary output of SLM is the **Service Level Agreement (SLA)**.

An SLA is a **formalized agreement between the service provider and the service consumer** that defines the **services to be delivered and the expected levels of performance**, such as availability, response times, or support hours. It also captures the **roles and responsibilities** of each party and serves as a foundation for performance monitoring and reporting.

To ensure that SLAs are achievable, SLM also relies on two supporting agreements:

- The **Operational Level Agreement (OLA)**, which is an **internal agreement between different teams within the service provider organization**, detailing how they will collaborate to fulfill the SLA commitments. For example, the infrastructure team and the application support team may have OLAs defining their responsibilities for maintaining service uptime.
- The **Underpinning Contract (UC)**, which is a **contractual agreement with an external supplier** that supports the delivery of a service. UCs define the **supplier's deliverables and service levels**, ensuring that third-party performance contributes effectively to the SLA objectives.

SLM includes the following key activities:

- Engaging with the business to understand **service requirements and priorities**,
- **Defining and negotiating SLAs, OLAs, and UCs** with relevant parties,
- **Monitoring service performance** against the defined targets and identifying any gaps,
- Organizing **regular service reviews** with stakeholders,

- Driving **continuous improvement** to better meet evolving business needs.

Examples of service level targets commonly defined in SLAs include:

- Availability of core business systems (e.g., 99.9% uptime),
- Response and resolution times for incidents and requests,
- System performance such as transaction speed or latency,
- User satisfaction indicators, such as survey results or Net Promoter Score (NPS).

Example of SLA-OLA-UC Alignment

- *SLA (Service Level Agreement): All Priority 1 (P1) incidents must be resolved within 4 hours, with stakeholder updates provided every 30 minutes.*
→ Ensures business continuity by restoring critical services promptly.
- *OLA (Operational Level Agreement): The internal Level 2 support team commits to initiating investigation within 15 minutes of incident handover and providing status updates every 30 minutes.*
→ This internal engagement ensures timely technical intervention to meet the SLA resolution target.
- *UC (Underpinning Contract): The external Level 1 service desk is required to detect, classify, and escalate P1 incidents within 15 minutes, with complete context and documentation.*
→ This external commitment guarantees that incidents are routed to the right team without delay, enabling SLA adherence.

Service Level Management serves as a key enabler of **transparency, accountability, and value co-creation** between IT and the business. It ensures that service delivery is not only technically sound but also aligned with what truly matters to service consumers.

1.2. Objectives, challenges & benefits

The creation of **new services** and the **onboarding of new customers and service providers** will use the **Service Level Management (SLM) process**. Indeed it is a critical enabler for

structuring, formalizing, and continuously improving service delivery across a diverse and evolving ecosystem.

Key challenges Syensqo faces include:

- Operating as a **new organization** with evolving service responsibilities,
- Addressing the needs of **new business customers** with tailored service offerings,
- Collaborating with **new external providers and partners** to deliver these services effectively (e.g., CELONIS, NOMIOS),
- Ensuring consistency and quality across a **multi-sourced service landscape**.

In response, the main objectives of SLM are to:

- **Manage the business relationship** with internal and external stakeholders, particularly around **service level negotiations**,
- **Define and implement tailored service levels** that reflect the specific needs of Syensqo's business and customers,
- **Monitor and guarantee service levels** through measurable indicators and structured reviews.

It is important to clearly distinguish the scope of responsibilities across ITIL practices.

*The **Service Level Management (SLM)** practice is responsible for **defining, negotiating, and evolving Service Level Agreements (SLAs)** with business stakeholders, as well as **Operational Level Agreements (OLAs)** with internal delivery teams involved in service provision.*

*However, **SLM is not responsible for defining or negotiating contractual commitments with external suppliers** – this responsibility falls under the **Supplier Management** practice.*

*The role of SLM in this context is to **ensure that the commitments defined in Underpinning Contracts (UCs)** are **aligned with the service levels expected by the business** and that they **effectively support the achievement of SLA targets**.*

The benefits of implementing a robust SLM practice at Syensqo include:

- **Clarification of expectations** between IT, business units, and service providers,
- **Improved control** over service performance through formalized commitments (SLAs, OLAs, UCs),

- Enhanced **IT service performance**, thanks to continuous monitoring and aligned accountability,
- Greater **customer satisfaction**, by ensuring services meet agreed standards and are adapted to real business needs,
- Strengthened **supplier relationships**, through clear contracts and shared service targets,
- Reinforced **trust and alignment with the business**, fostering a more collaborative service culture.

SLM thus helps lay the **foundations of reliable service delivery**, enabling Syensqo to scale, adapt, and mature its service ecosystem with confidence and visibility.

1.3. Actors

The successful implementation of the Service Level Management (SLM) practice requires the involvement of multiple stakeholders, each playing a specific role in defining, delivering, monitoring, and improving service levels. In Syensqo, where services are newly structured and providers diversified, clear responsibilities are essential to ensure alignment and execution.

The main actors involved in the SLM process include:

1. Delivery Lead

The Delivery Lead is accountable for the overall design, performance, and continual improvement of the Service Level Management process. He is usually a senior manager with the ability and authority to ensure the process is rolled out and used by all stakeholders.

He is responsible for:

- Defining and maintaining the process framework, roles, and policies
- Ensuring alignment with overall ITSM strategy and governance standards
- Monitoring process performance and ensure it delivers expected value
- Identifying areas of improvement and lead process optimization initiatives
- Validating major process evolutions, KPIs, and governance models

- Supporting the Service Level Process Manager and ensure coordination with other ITSM practices
- Representing the process in audits and executive-level discussions

ITIL role: Service Level Process Owner

2. Service Level Process Manager

The SLM Process Manager, represented by **iQo**, is responsible for the day-to-day facilitation of the global Service Level Management process. He ensures the quality and consistency of the process and lead key governance activities at the global level.

He is responsible for:

- Governing the end-to-end execution of the Service Level Management process
- Leading and facilitating Service Review Meetings
- Managing the overall planning of SLA and OLA lifecycle (definition, negotiation, review)
- Reviewing and validating service performance reports
- Monitoring KPIs and driving continuous improvement
- Escalating or arbitrating in case of SLA disputes or non-compliance
- Maintaining and updating process rules, templates, and documentation
- Ensuring alignment between business expectations and IT service commitments

ITIL role: Service Level Process Manager

3. Service Owner

The Service Owner is accountable for the end-to-end quality and performance of a specific service. He ensures that the service delivers the expected value, meets agreed service levels, and drives continuous improvement actions.

ITIL role: Service Owner

4. Delivery Manager

Delivery Manager acts as the **operational orchestrator** of service delivery. The Delivery Manager ensures that all involved parties (internal and external) **collaborate efficiently** to deliver services in line with the SLA commitments. They oversee delivery execution, manage escalations, monitor risks, and ensure that delivery progresses according to plan. This role is particularly critical in Syensqo's context, where service reliability and end-to-end coordination are key success factors.

5. Business Representatives / Service Consumers

Business Representatives and Service Consumers are internal business stakeholders who consume the services. They are involved in SLA negotiation, provide feedback on service quality, and validate service performance during regular reviews.

ITIL role: Customer/User

6. Technical Teams / Suppliers

External Service Providers (e.g., CELONIS, NOMIOS) responsible for parts of the service delivery. Their obligations are formalized in Underpinning Contracts (UCs) that directly support SLA targets.

ITIL role: Supplier

7. Business Relationship Manager (BRM)

Serves as a bridge between IT and the business, ensuring that services address business priorities and that a continuous feedback loop exists between service consumers and providers.

ITIL role: Business Relationship Manager

2. Process description

2.1. Process trigger, inputs, outputs

1. Triggers – *What initiates the process ?*

The **Service Level Management (SLM)** process operates continuously to monitor and improve service performance. However, a **formal execution cycle of the process** – including stakeholder engagement, SLA definition or revision, and documentation updates – is typically **triggered by specific events** that require the establishment or reassessment of service level commitments.

The main triggers include:

- **Introduction of a new service into the IT service catalog**

A new business or technical service entering the IT landscape requires the definition of service level targets aligned with user expectations, technical capabilities, and supplier commitments. This includes services developed in-house, adopted via SaaS or cloud solutions, or transferred due to organizational changes (e.g., carve-out, outsourcing).

- **Onboarding of a new business entity or function requiring existing services**

When new users, departments, or subsidiaries are onboarded, SLAs may need to be adapted to their specific criticality, working hours, or usage patterns, even if the underlying service remains the same.

- **Deployment of new services by external providers**

When a third-party supplier (e.g., CELONIS, NOMIOS) starts delivering a service, the SLM process ensures that existing Underpinning Contracts (UCs) are reviewed and aligned with internal SLA requirements before services go live.

- **Other operational or contractual events that require SLA revision**

These may include updates to Underpinning Contracts (UCs), changes in delivery models (e.g., insourcing, outsourcing), supplier transitions, service merges, or regulatory/compliance updates. Any of these may impact delivery capabilities and therefore trigger a review or renegotiation of existing SLAs, OLAs, and UCs.

2. Input - *What formally enters the process ?*

The SLM process is initiated or reactivated based on events that require the definition, revision, or monitoring of service level commitments. The formal inputs include both data and deliverables provided by various stakeholders (business, IT, suppliers).

Typical input elements:

- *Business requirements and expectations regarding service availability, performance, support hours, etc.*
- *Technical capabilities and constraints provided by service owners or delivery teams*
- *Existing contractual commitments with third-party providers (Underpinning Contracts – UCs)*
- *Internal service agreements between IT teams (Operational Level Agreements – OLAs)*
- *Service performance data and SLA breach reports*
- *Regulatory or compliance requirements impacting service levels*
- *Feedback from users and business representatives gathered during service reviews*

3. Outputs - *What does the process deliver ?*

The SLM process delivers formalized service level agreements and a structured approach to monitor, report, and improve service performance over time.

Typical outputs:

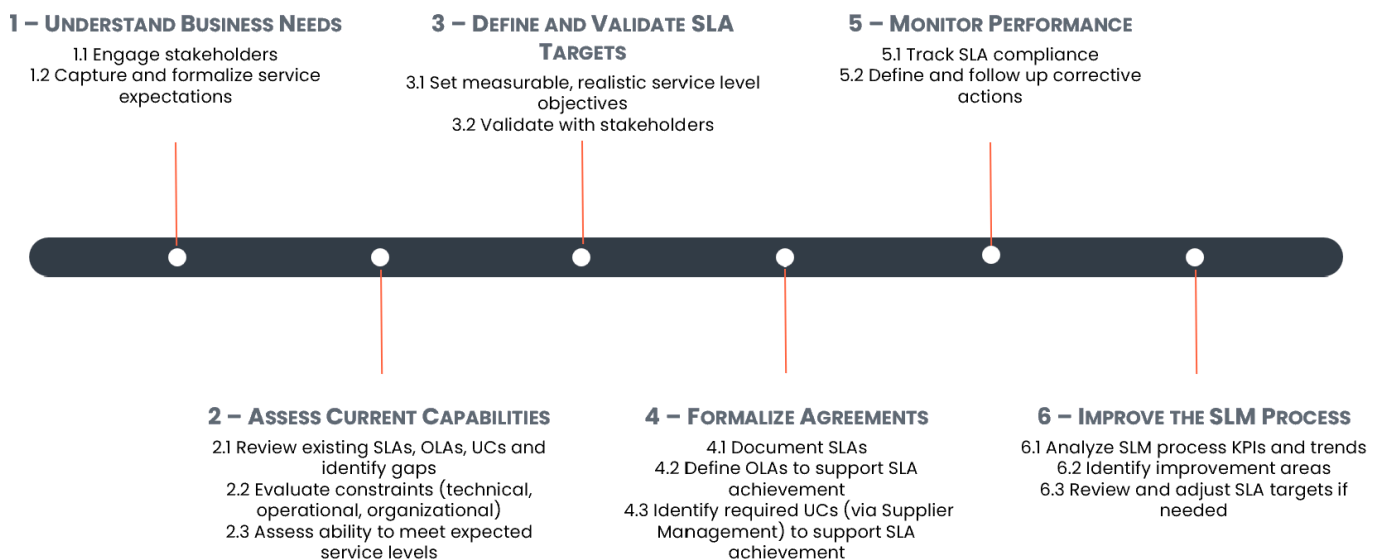
- *Service Level Agreements (SLAs) documented, validated, and signed*
- *Operational Level Agreements (OLAs) and Underpinning Contracts (UCs) aligned with SLA targets*
- *Service performance reports, including SLA compliance metrics and improvement recommendations*

- Action plans to address service performance deviations
- Updated service catalog and documentation (including SLA-related attributes)
- Inputs for continual improvement initiatives or process audits

2.2. Process activities **to be validated with the DMs**

Before detailing the Service Level Management (SLM) process activities, it is important to highlight that at Syensqo, **SLA definitions cannot be made independently of existing contractual commitments**. The service levels proposed to end users must be **based on current capabilities and the obligations already formalized in Underpinning Contracts (UCs) with external providers**. This ensures that service promises are realistic, achievable, and aligned with the true delivery capacity of the IT organization.

The main activities of the SLM process are structured as follows, in 6 main steps:



1. Understand Business Needs : to engage stakeholders and gather a clear understanding of business expectations and priorities, ensuring services are designed in alignment with value creation needs.

2. Assess Current Capabilities : to evaluate existing agreements, constraints, and delivery

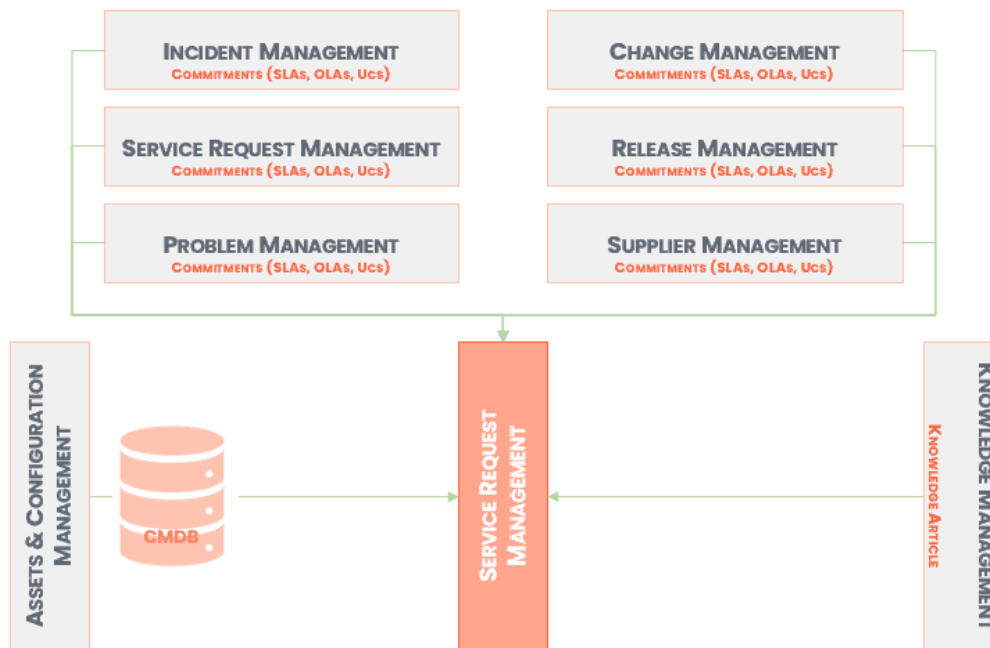
capacity in order to identify gaps and define realistic service level targets based on what can actually be achieved.

- 3. Define and Validate SLA Targets :** to translate business expectations into measurable and feasible service level objectives, and to ensure these targets are validated and accepted by all relevant stakeholders.
- 4. Formalize Agreements :** to document SLAs, define OLAs, and identify required UCs with Supplier Management, ensuring internal and external commitments are aligned to support SLA achievement.
- 5. Monitor Performance:** to track SLA compliance over time, detect deviations, and define corrective actions to restore expected service levels and maintain transparency with stakeholders.
- 6. Improve the SLM Process :** to regularly analyze SLM process KPIs and trends, identify improvement areas, and update service level targets when necessary to reflect evolving business and operational realities.

2.3. Link with other ITSM process

The **Service Level Management (SLM)** process cannot operate in isolation. Its effectiveness depends on **strong alignment and collaboration with other ITSM practices**, which directly contribute to **meeting and maintaining service level targets**. These interconnections ensure that commitments made in SLAs are realistically supported by underlying operations, data quality, and support structures.

The key interdependencies between SLM and other ITSM practices are :



- **Change Management** : Changes must respect SLA constraints for timing and service quality. Changes are framed and planned to be executed within agreed timelines and expected quality levels.
- **Knowledge Management** : Knowledge articles support SLA achievement by enabling efficient resolution of incidents and service requests. Relevant, up-to-date knowledge helps first and second-line teams meet SLA objectives.
- **Release Management** : Releases must align with SLA expectations for availability, performance, and stability. Release schedules are optimized to minimize SLA impacts and ensure quality delivery.
- **Incident Management** : Incident response and resolution must meet SLA-defined timelines and quality standards. Prioritization and escalation rules are based on SLA impact, with real-time monitoring of breaches.
- **Asset & Configuration Management** : Accurate CMDB updates are essential to support SLA compliance. CI data is maintained in line with SLA-driven targets (e.g., update frequency, accuracy).
- **Service Request Management** : Service requests must be fulfilled within SLA-agreed timelines and quality expectations. SLA compliance is tracked per request and reported regularly.

- **Problem Management** : Problem resolution must consider SLA commitments, especially for critical services. Prioritization of problem investigations is based on SLA impact and service criticality.
- **Supplier Management** : Underpinning Contracts (UCs) managed by Supplier Management must support SLA achievement. Supplier commitments are aligned with internal SLA requirements through close coordination.

3. Process Workflow *to be validated with the DMs*

For the month of September, only the monitoring of existing service level commitments will be implemented at Syensqo. The other activities defined within the Service Level Management (SLM) process have been developed theoretically for now, and are intended to serve as a conceptual foundation. These activities will be revisited, refined, and adapted as we progressively address them in practice during the next phases of deployment.

3.1. Understand Business Needs

Engage stakeholders and understand business needs to ensure the service provider fully captures expectations and priorities.

Sub-activities:

- Identify internal service consumers and key business stakeholders
- Conduct workshops or interviews to collect pain points, needs, and value expectations
- Categorize and prioritize business expectations (e.g., availability, responsiveness, user experience)
- Establish ongoing communication channels with business units (e.g., steering committees, regular reviews)
- Document initial service requirements and strategic priorities
-

3.2. Assess Current Capabilities

Establish a realistic baseline by reviewing existing service delivery capabilities, supplier commitments, and internal constraints.

Sub-activities:

- Identify and review existing SLAs, OLAs, and UCs
- Assess commitments already agreed with suppliers (e.g., uptime %, RTO/RPO, support hours)
- Identify internal delivery constraints (resources, tooling, processes) and external

limitations (contractual, financial, organizational)

- Analyze historical service performance data (availability, incident resolution times, customer satisfaction)
- Evaluate gaps between current capabilities and collected business expectations
-

3.3. Define and Validate SLA Targets

Translate business needs into measurable, feasible SLA targets that reflect actual delivery capacity and are validated by all stakeholders.

Sub-activities:

- Draft SLA targets for key dimensions (e.g., availability, incident response/resolution, service hours, performance metrics)
- Ensure targets are based on what is contractually and operationally feasible (as per OLAs/UCs)
- Highlight and document any misalignment between business expectations and what can be realistically achieved
- Facilitate alignment sessions or negotiation workshops with IT, sourcing, and business stakeholders
- Define responsibilities, escalation paths, and ownership for each SLA metric
- Obtain formal validation from both IT and business representatives
-

3.4. Formalize Agreements

Document all SLA-related agreements and ensure consistency across the SLA-OLA-UC chain to support reliable service delivery.

Sub-activities:

- Finalize and validate SLA documents with internal and external stakeholders
- Define or update Operational Level Agreements (OLAs) to support SLA commitments (e.g., support team response times)
- Identify required Underpinning Contracts (UCs) in collaboration with Supplier

Management

- Ensure all agreements are version-controlled, centrally stored, and accessible
- Maintain alignment and traceability across the different agreement levels
- Establish governance rules for agreement updates and reviews
-

3.5. Monitor Performance

Monitor SLA compliance, analyze trends, define corrective actions, and ensure transparency with stakeholders.

Sub-activities:

- Track actual service performance against SLA targets using defined KPIs
- Set up reporting dashboards and automate data collection when possible
- Detect SLA breaches or risk zones and alert relevant stakeholders
- Define and follow up on corrective actions to close gaps or avoid recurrences
- Organize regular operational reviews with internal teams (delivery, operations)
- Maintain a historical view of SLA trends and anomalies

3.6. Improve the SLM Process

Continuously improve the SLM process and adjust SLA targets based on evolving business needs or improved capabilities.

Sub-activities:

- Analyze SLM process KPIs
- Identify recurring service issues, constraints, or improvement opportunities
- Facilitate post-review actions and continuous improvement plans (CIP)
- Propose SLA target adjustments based on improved service maturity or changing business constraints
- Collect structured business feedback on service satisfaction and relevance of SLAs
- Align with strategic objectives to evolve service expectations and performance thresholds over time

4. Roles & responsibilities to be validated with the DMs

	Activities	SLM Process Owner / Coordinator	Business representative	Delivery Manager	Service Owner	Business Relationship Manager	External Service Provider
1.1	Engage stakeholders	A	C	C	C	R	I
1.2	Capture and formalize service expectations	A	R	C	C	C	I
2.1	Review existing SLAs, OLAs, UCs and identify gaps	A	I	I	R	I	C
2.2	Evaluate constraints	A	C	I	R	C	C
2.3	Assess ability to meet expected service levels	A	I	C	R	C	C
3.1	Set measurable, realistic service level objectives	A	C	C	R	C	I
3.2	Validate with stakeholders	A	C	I	R	R	I
4.1	Document SLAs	A	I	I	R	C	
4.2	Define OLAs to support SLA achievement	A	I	C	R	C	
4.3	Identify required UCs (via Supplier Mgmt)	C	I	I	I	C	R
5.1	Track SLA compliance	A	I	C	R	C	
5.2	5.2 Define and follow up corrective actions	A	I	R	R	C	C
6.1	Analyze SLM process KPIs and trends	A	I	C	R	C	
6.2	Identify improvement areas	A	C	C	R	C	C
6.3	Review and adjust SLA targets if needed	A	I	C	R	C	I

5. Metrics & KPIs *to be validated with the DMs*

The governance of the Service Level Management (SLM) process at Syensqo is structured in two distinct phases, each corresponding to a key Practice Success Factor (PSF) that supports the maturity and sustainability of the process over time.

- **During the implementation phase**, the SLM Steering Committee focuses on establishing a solid foundation by formalizing key service agreements (SLR, SLA, OLA, UC). The objective is to ensure alignment between business expectations, internal delivery capabilities, and external supplier commitments.
 - **PSF - Alignment of Service Agreements:** *ensure the formal definition and alignment of service level agreements with business expectations, internal capabilities, and external commitments.*
- **Once the process enters its industrialization phase**, the same committee evolves into a recurring performance and improvement forum. Its role is to monitor SLA effectiveness, analyze deviations, and steer continual service improvement initiatives.
 - **PSF - Performance Monitoring & Improvement:** *monitor and improve service performance through structured governance, SLA tracking, and continual service improvement initiatives.*

This two-phase governance model ensures both the structured launch and the long-term effectiveness of the SLM process within Syensqo.

5.1. Alignment of Service Agreements

KPI	Description	Calculation mode
Critical Services Coverage Rate	Tracks the progress in identifying and prioritizing services essential to business operations (Target: TBD)	Number of identified critical services / Total services
Critical Services with Defined SLR Rate	Measures the progress in formalizing service level requirements (SLRs) for each identified critical service (Target: 100%)	Number of critical services with formalized SLR / Total critical services
Critical Services with Defined SLA Rate	Assesses the implementation of formalized SLAs for critical services (Target: 100%)	Number of critical services with SLA / Total critical services
Reassured SLA Rate (with Defined OLA and UC)	Evaluates whether each SLA is supported by a clearly defined OLA (internal) and UC (external), ensuring feasibility and traceability (Target: 100%)	Number of SLAs with both OLA and UC / Total SLAs

5.2. Performance Monitoring & Improvement

KPI	Description	Calculation mode
Number of New SLA Formalized	Tracks the expansion of SLA coverage to include new services or domains (Target: N/A)	Count of newly formalized SLAs within the period
Follow-up Rate for SLA, OLA, and UC	Ensures that all agreements are actively monitored and reviewed on a regular basis (Target: 100%)	(Number of SLA/OLA/UC reviewed in the period) / (Total SLA/OLA/UC)
Effective Action Plan Rate	Measures how effectively corrective or preventive actions are implemented to address SLA deviations (Target: 100%)	Number of action plans completed within deadlines / Total action plans
Customer Satisfaction Rate	Reflects how well IT services meet user expectations and contribute to business success (Target: TBD)	Satisfaction score based on user feedback (e.g., survey results)

6. Governance *to be validated with the DMs*

6.1. Governance objectives

To ensure that the Service Level Management (SLM) process is implemented, maintained, and improved in a coherent and sustainable way, a dedicated governance framework has been established.

This governance aims to provide visibility, alignment, and control across all activities related to the definition, monitoring, and continuous improvement of service level agreements.

The main objectives of this governance are to:

- Provide a **structured and collaborative framework** to manage service level commitments across all stakeholders
- Ensure **consistency and traceability** in the definition, validation, and monitoring of SLAs, OLAs, and UCs
- Support both the **initial formalization phase** (SLR/SLA/OLA/UC) and the **continuous monitoring phase** of the process
- Align **service quality commitments with real delivery capabilities** and **business expectations**
- Facilitate **data-driven decision-making** through regular performance analysis and SLA reviews
- Enable the **identification and follow-up of corrective and preventive actions** for underperforming services
- Promote **transparent communication** and alignment between IT, business, and external providers
- Manage the **progressive integration of new services or areas** within the SLA perimeter
- Foster a culture of **continuous improvement** in service delivery and customer satisfaction

This governance setup outlines two distinct SLM Steering Committees, reflecting the maturity phase of the process at Syensqo.

During the implementation phase, the committee focuses on formalizing the SLR, SLA, OLA, and UC foundations to enable reliable service delivery.

As the process enters its industrialization phase, the committee evolves into a recurring forum dedicated to performance monitoring, SLA tracking, and continuous improvement.

6.2. SLM Steering Committee (during implementation phase)

The following governance setup defines the **SLM Steering Committee during the implementation phase**, focused on formalizing the SLR, SLA, OLA, and UC foundations to enable reliable service delivery

Committee	Objective	Frequency	Animator	Participants	Agenda	Input (←) /Output (→)
SLM Steering Committee (Implementation Phase)	<ul style="list-style-type: none"> • Monitor progress in identifying priority services • Monitor progress of SLRs formalization • Monitor progress of SLAs formalization • Monitor the translation of SLAs into OLAs and UCs • Identify obstacles to the formalization of SLR, SLA, OLA, and UC and propose solutions • Coordinate efforts to ensure complete SLA coverage and effective collaboration between IT and the business 	Monthly (1h30)	SLM Process Manager	<ul style="list-style-type: none"> • Service Level Manager, • Delivery Manager, • Service Owner, • Business Owner 	<ol style="list-style-type: none"> 1. Progress report on SLR formalization 2. Progress report on SLA formalization 3. Progress report on reinsurance (SLAs translated into OLAs and UCs) 4. Updating the list of priority services / extending the target coverage perimeter 	<ul style="list-style-type: none"> ← List of IT services, ← List of collected SLRs, ← List of SLAs, OLAs and UCs being formalized, ← Obstacles identified during previous processes → List of priority services updated, → SLM KPIs update, → Action plan to finalize formalization and/or contractualization of SLR, SLA, OLA and UC

6.3. SLM Steering Committee (during industrialization phase)

Once the foundations are in place, the **SLM Steering Committee evolves** into a recurring forum focused on **monitoring SLA performance**, evaluating OLA/UC efficiency, and managing continuous service improvements.

Committee	Objective	Frequency	Animator	Participants	Agenda	Input (←) /Output (→)
SLM Steering Committee (Industrialization Phase)	<ul style="list-style-type: none"> • Monitor and analyze service performance against defined SLAs • Identify and monitor actions needed to improve under-performing services • Evaluate the effectiveness of OLAs and UCs in contributing to SLA achievement • Plan the integration of new services or areas within the SLA perimeter 	Monthly (1h30)	SLM Process Manager	<ul style="list-style-type: none"> • Service Level Manager • Delivery Manager • Service Owner • Business Owner 	<ol style="list-style-type: none"> 1. SLA performance monitoring 2. OLA and UC performance monitoring 3. Identification of improvement action plan to correct discrepancies 4. Identification of new services to be covered by agreements 	<ul style="list-style-type: none"> ← SLAs, OLAs and UCs performance reports ← List of ongoing corrective or preventive actions ← List of new services or areas to be included in the SLA scope → List of corrective and preventive action → List of new services to be covered

7. Tools & deliverables *to be validated with the DMs*

7.1. Tools

To ensure consistency, traceability, and collaborative governance, the **Service Level Management (SLM)** process relies on two main tool ecosystems: the **ITSM platform (BMC Helix)** and the **Google Workspace suite**. These tools support activities such as SLA definition, performance monitoring, steering committee governance, and communication with stakeholders.

The table below outlines the tools and modules used, grouped by typology, along with their respective functions in the end-to-end process.

Typology	Tool/Module	Description of use in the process
ITSM Tool	BMC Helix – SLA Module	Definition, versioning, validation, and storage of SLAs, OLAs, and UCs. Central repository for all formal agreements.
	BMC Helix – Service Catalog	Centralized list of services linked to their associated SLAs and performance targets.
	BMC Helix – Reporting & Dashboards	Tracking SLA compliance, generating performance reports, and identifying deviations for follow-up.
Google Suite	BMC Helix – Knowledge Module	Storage of documentation, governance materials, and lessons learned to support SLA reviews and continuous improvement.
	Google Calendar	Scheduling SLM Steering Committees and service review meetings.
	Gmail	Distribution of meeting invitations, SLA reports, and review minutes.
	Google Space “FO SLM Governance”	Shared collaboration space for accessing agendas, SLA KPIs, and improvement action tracking.
	Google Chat	Real-time coordination between SLM stakeholders, especially around SLA deviation escalations.
	Google Sheets / Slides	Preparation of dashboards, SLA tracking reports, KPIs, and SLM committee decks.

7.2. Deliverables

The following deliverables support the effective implementation, monitoring, and continual improvement of the Service Level Management process.

They ensure clarity of roles, alignment of commitments, traceability of performance, and proper onboarding of stakeholders across the service lifecycle.

- **Service Level Agreements (SLAs) documentation:** define the agreed service levels between Service Owner and the customer/business. It includes especially:
 - scope
 - performance targets (availability, response time, etc.)
 - responsibilities
 - reviews scheduled needed
- **Operational Level Agreements (OLAs) documentation** which is an internal agreement between IT teams or departments that support SLA fulfillment. It defines how internal groups will support front-line services. It is reviewed each time the relative SLAs are changed.
- **Underpinning Contracts (UCs) documentation:** agreements with third-party suppliers that support service delivery and SLA targets. It ensures that vendor commitments align with internal service levels. It is reviewed each time the relative SLAs are changed.
- **KPIs and continuous Improvement Plan:** identified KPIs and improvement actions, based on metrics analysis and user feedback, to enhance SLAs monitoring and the global process efficiency.
- **SLA breach reports:** document that report the analysis of the major and recurrent SLAs breaches, the root cause and the dedicated action plan
- **Training and Onboarding Materials:** Guides and materials for onboarding new support staff or training existing teams on service level handling procedures and tools. Example: the user guide (available from end of June)