OWNER:	ISSUE DATE:	VERSION:
DG TAXUD	**22/03/2010**	**1.04**

TAXATION AND CUSTOMS UNION DG
ITSM

SUBJECT:

FQP - Annex 17: Service Level Management

FRAMEWORK CONTRACT # TAXUD/2007/CC/088

DOCUMENT HISTORY

Edi.	Rev.	Date	Description	Action (*)	Pages
0	01	06/07/2007	First Draft	I	All
0	02	05/10/2007	Further implementation	I/R	As req.
0	03	08/10/2007	Further implementation	I/R	As req.
0	04	15/10/2007	Draft delivered for information to DG TAXUD	I/R	As req.
0	05	31/10/2007	Draft delivered for information to DG TAXUD	I/R	As req.
0	06	30/11/2007	Further implementation + Implementation of comments received from DG TAXUD. Delivered for information to DG TAXUD	I/R	As req.
0	07	10/12/2007	Further updates	I/R	As req.
0	08	01/04/2008	Further updates	I/R	As req.
0	09	07/07/2008	Consolidation after intermediate deliveries of processes outside of the scope of the FQP document	I/R	As req.
0	10	15/07/2008	Delivered for review to DG TAXUD after internal QC	I/R	As req.
1	00	07/11/2008	Delivered for acceptance to DG TAXUD after implementation of review comments	I/R	As req.
1	01	28/11/2008	Re-delivered for acceptance to DG TAXUD after implementation of remaining comments	I/R	As req.
1	01-1	10/12/2009	Delivered for information to DG TAXUD	I/R	As req.
1	02	01/02/2010	Sent for review to DG TAXUD after internal QC	I	All
1	03	05/02/2010	Re-delivered for review to DG TAXUD	I/R	As req.
1	04	22/03/2010	Delivered for acceptance to DG TAXUD	I/R	As req.

(*) Action: I = Insert R = Replace

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# 1.	Introduction

This document is an annex to the Framework Quality Plan, deliverable DLV 0.1.1 requested in Specific Contract 04 [A2] under Framework Contract (IT Service Management for DG TAXUD) [A1], Work Package WP.0.1.

This document presents the Level 1, 2 and 3 of the ITSM process FQP - Annex 17: Service Level Management.

2. Reference and Applicable Documents

This chapter presents two lists of relevant programme related documents. They are divided into reference and applicable documents.

2.1 Reference Documents

Id	Reference	Title	Date	Version
R1	ITS-IFQP-SC04-Framework Quality Plan	Framework Quality Plan	22/03/2010	1.04
R2	ITS-IFQP-SC04-Annex 9	ITSM Glossary	22/03/2010	1.13

Table 1 – Reference documents

2.2 Applicable Documents

An applicable document is a document which content is binding for a contractor no matter what is mentioned in this FQP.

Id	Reference	Title	Date	Version
A1	TAXUD/2007/CC/088	Framework Contract	04/05/2007	N/A
A2	TAXUD/2008/DE/114	Specific Contract 04	30/06/2008	N/A
A3	QAC-SC01-FQP_TEM	Framework Quality Plan Template	N/A	1.01

Table 2 – Applicable documents

3.   Terminology

3.1   Abbreviations and Acronyms

A list of the abbreviations and acronyms used in the context of the ITSM Programme, and more specifically for this document is provided in Annex 9 ITSM Glossary [R2].

3.2   Interface with DG TAXUD

Where there is a non-specific reference to DG TAXUD, Directorate General Taxation and Customs Union DG or other similar descriptions, it means that the interface can be with any one of the following business threads of DG TAXUD:

- DG TAXUD A4/CPT;

- DG TAXUD A4/ISD;

- DG TAXUD A4/APM;

- DG TAXUD A3/Tax;

- DG TAXUD A3/Exc;

- DG TAXUD A3/Cust;

- DG TAXUD A3/LISO.

Where it is intended that a reference is to a specific business thread, one of the business threads above shall be stated.

4. ITSM Process model

4.1 Level 0: Process flows

ITSM Service Support processes

Service Desk (WP.8.1.1)

Incident Management (WP.8.1.2)

Problem Management (WP.8.1.3)

Configuration Management (WP.8.1.4)

Change Management (WP.8.1.5)

Release Management (WP.8.1.6)

ITSM Service Delivery processes

Service Level Management (WP.8.2.1)

Capacity Management (WP.8.2.2)

Service Continuity Management (WP.8.2.3)

Availability Management (WP.8.2.4)

ITSM Working processes

Application Development (WP.7)

Security Management (WP.8.5)

ICT Infrastructure Management (WP.8.6)

Application Management (WP.8.4) – Incl. CT & Testing

CSIP (WP.8.7)

Business Perspective (WP.8.3)

Demand Management (WP.0)

Figure 4-1: ITSM Process Model

4.2 Level 1: Service Level Management

Service Level Management provides for continual identification, monitoring and review of the levels of IT services specified in the Service Level Agreements (SLAs). Service Level Management ensures that arrangements are in place with internal IT Support Providers and external suppliers in the form of Operational Level Agreements (OLAs).

The following table illustrates (in a chronological order) the steps that need to be taken by the different parties involved in the Service Level Management Life Cycle. The process should be considered as having an iterative life cycle instead of a linear one.

SLM Service Level Management

SLM.1	SLM.2	SLM.3	SLM.4	SLM.5
Maintain SLM	Create & Maintain Agreements	Monitor & Escalate SLA	Report MPR/MSR	Perform Service reviews
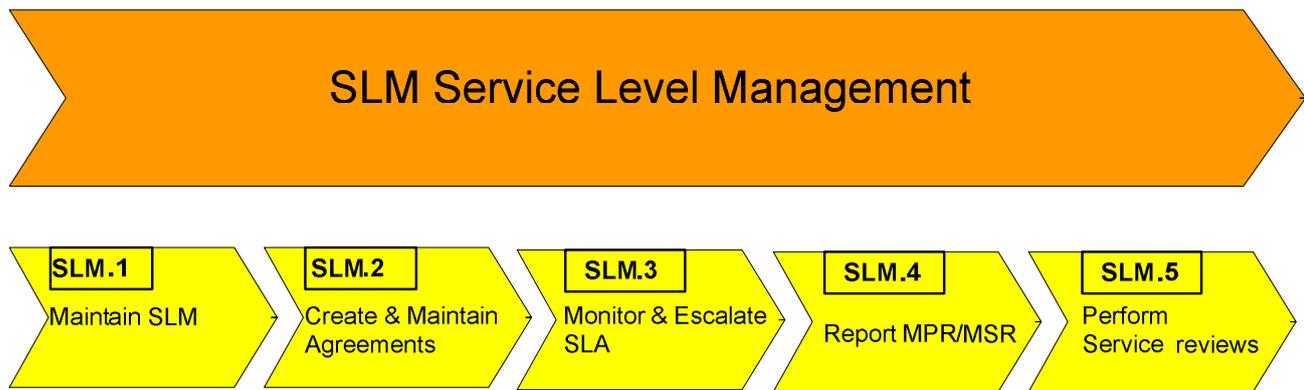
Figure 4-2: SLM Service Level Management

4.3 Level 2: Service Level Management

SLM.1 Maintain SLM

This procedure within the process manages the maintenance of Service Level Management i.e. changes to the Service Catalogue, SLA templates, OLA templates etc.
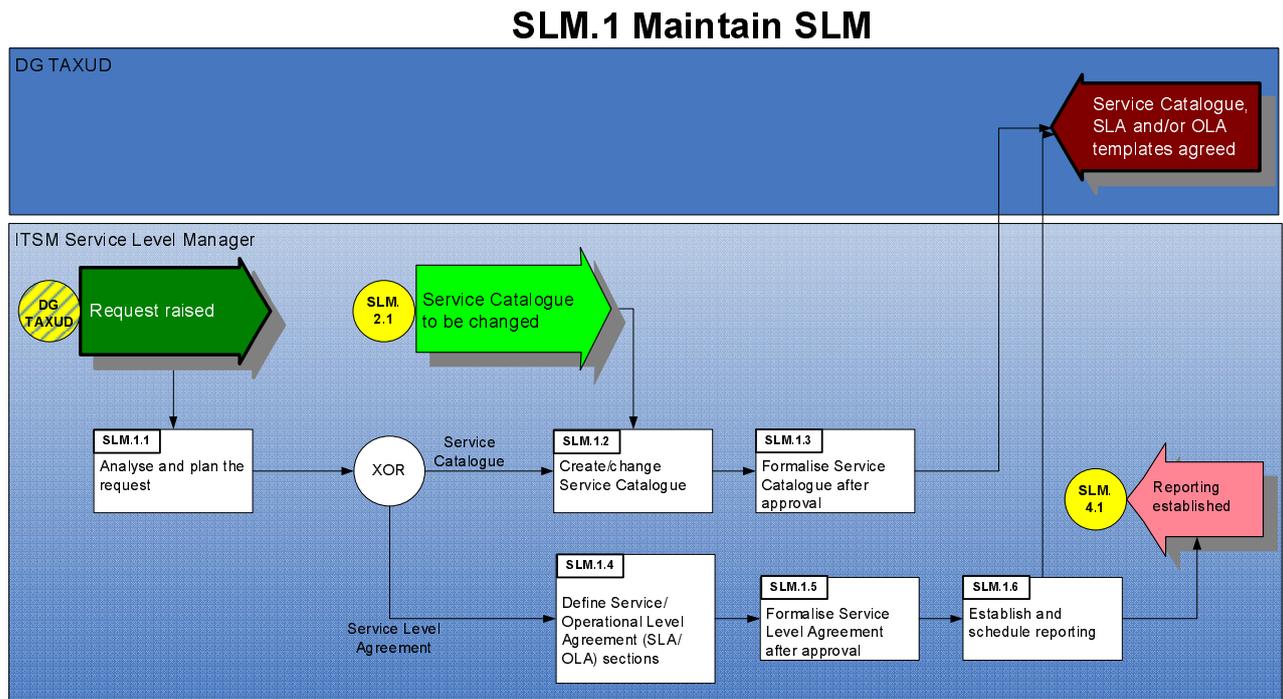

Figure 4-3: SLM.1 Maintain SLM

SLM.2 Create & Maintain Agreements

The following agreements are managed via this procedure: "Contractual OLA" between DG TAXUD A4/CPT and ...; "Hosted Infrastructure OLA" between DG TAXUD A4/CPT and ...; "SLAs" between DG TAXUD A4/CPT and its customers/users; "ITSM" section of the OLA between DG TAXUD A4/CPT and its suppliers.

SLM.2 Create & Maintain Agreements
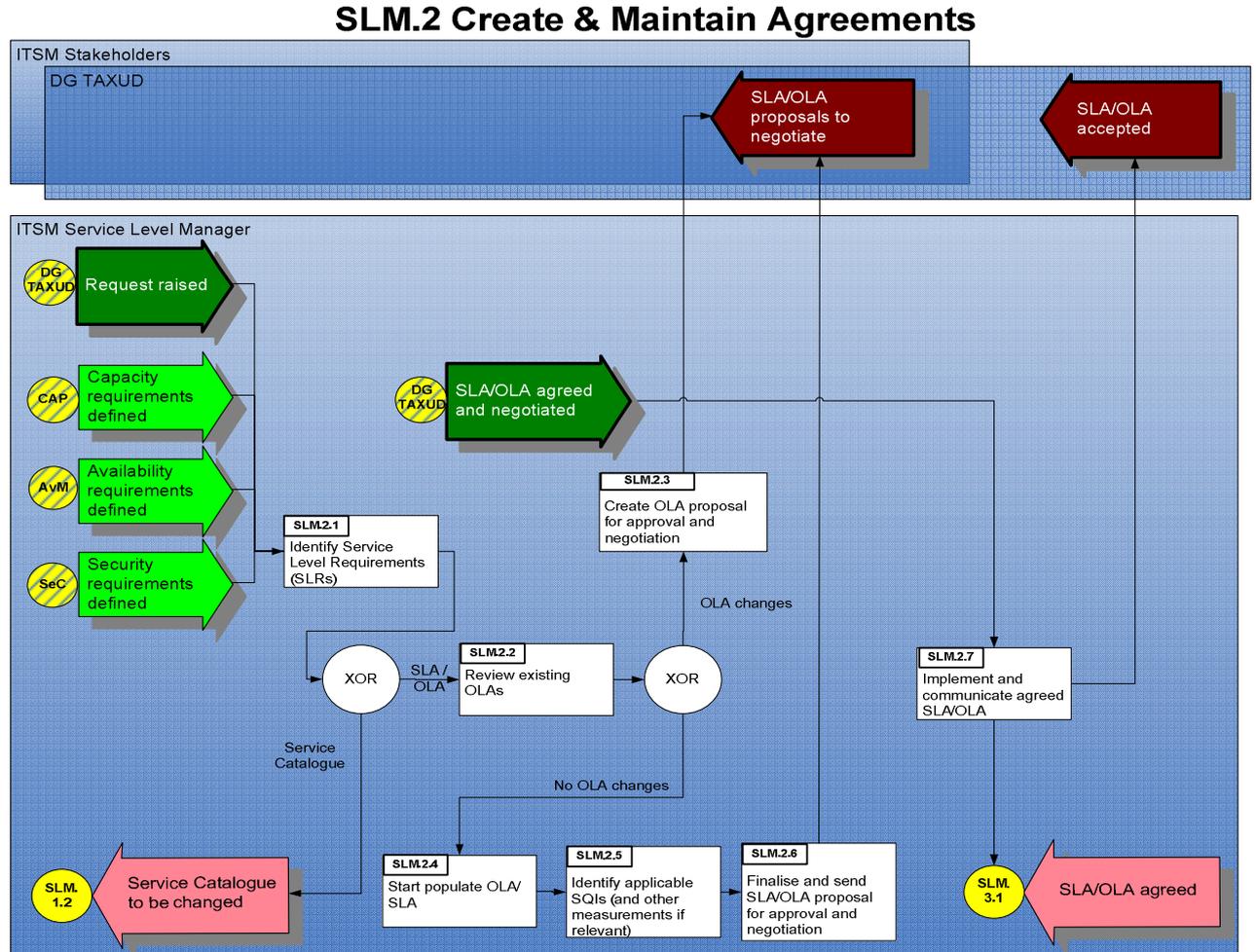
Figure 4-4: SLM.2 Create & Maintain Agreements

SLM.3 Monitor & Escalate SLA

SLM has to systematically monitor and report the quality of the services and take appropriate actions when deemed necessary.
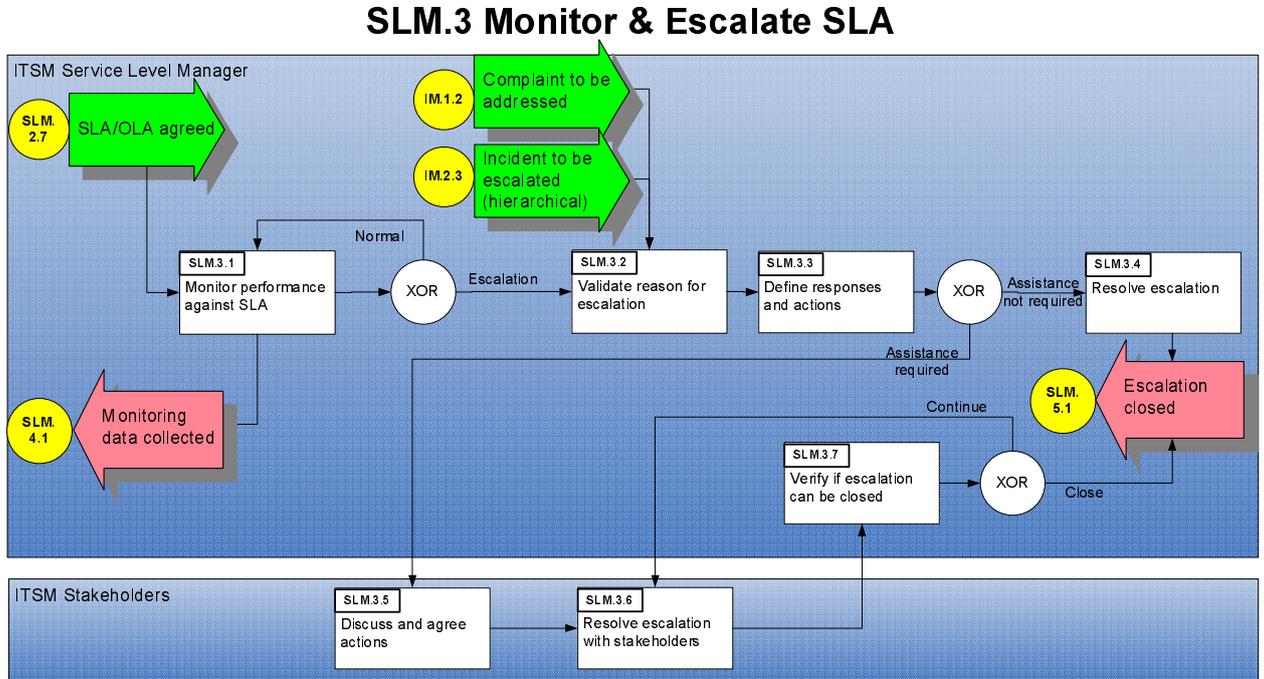
Figure 4-5: SLM.3 Monitor & Escalate SLA

SLM.4 Report MPR/MSR

... has to deliver integrated service reports (integrating the contribution of all other processes involved in ITSM) along with relevant statistics and exception reports: On a monthly basis, through the Monthly Service Report (MSR) attached to the Monthly Progress Report (MPR).

SLM.4 Report MPR/MSR
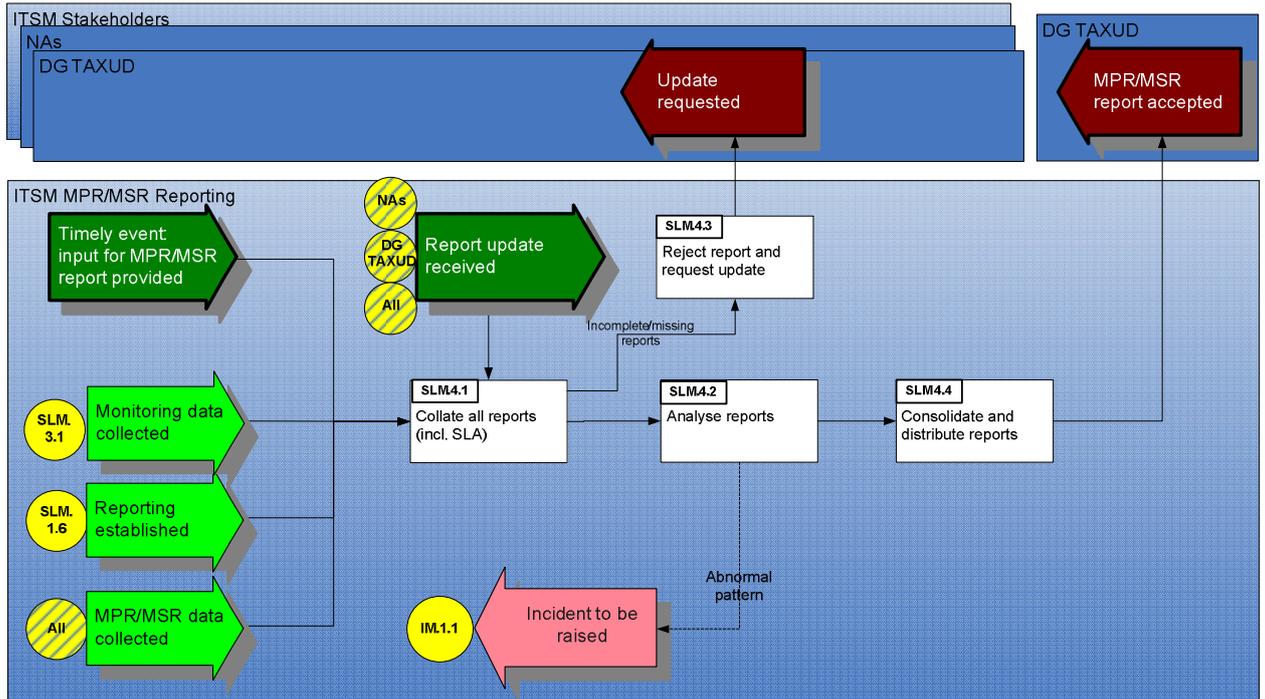
Figure 4-6: SLM.4 Report MPR/MSR

SLM.5 Perform Service Reviews

On a regular basis (defined in respective SLA/OLA) Service Reviews will take place to ensure services are delivered as expected.

SLM.5 Perform Service Reviews
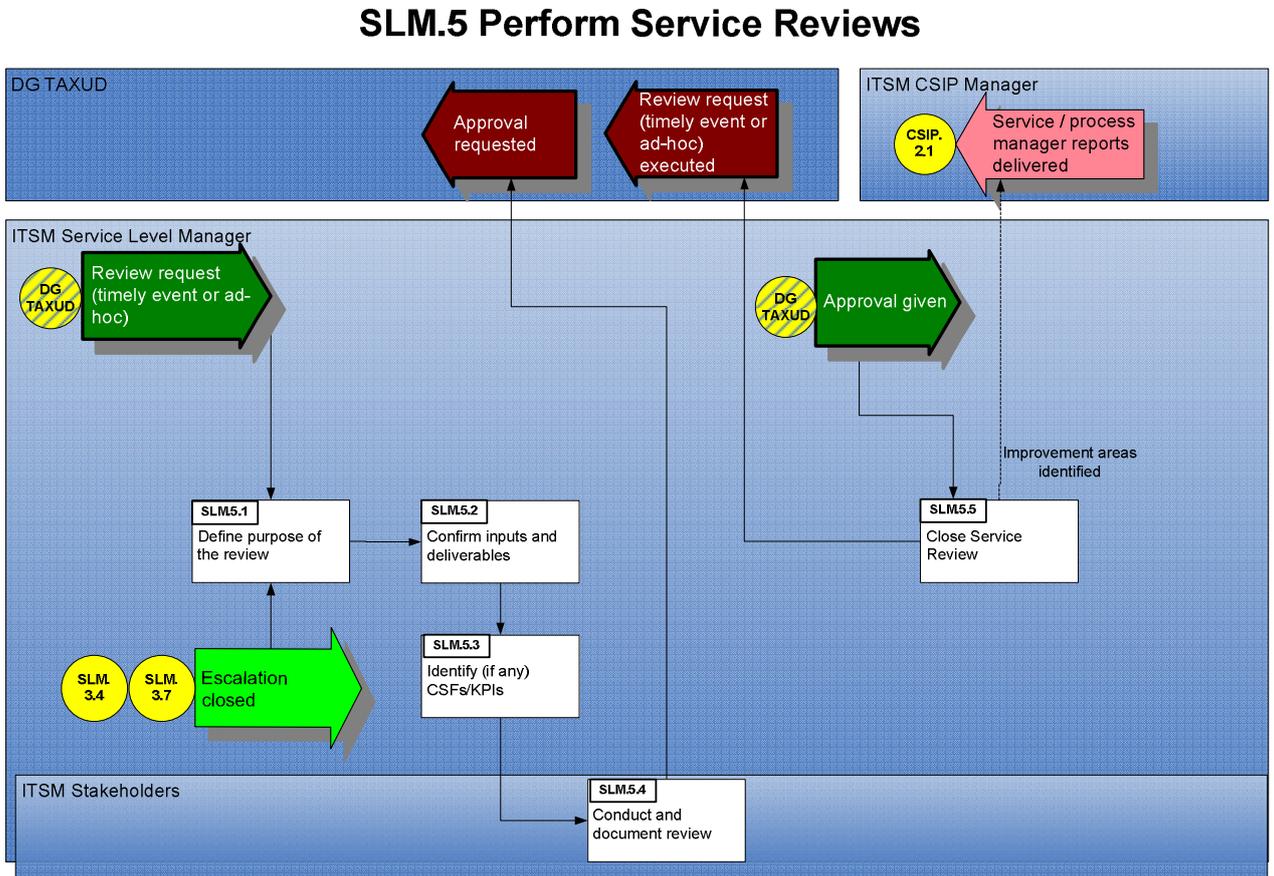
Figure 4-7: SLM.5 Perform Service Reviews

These figures outline the various documents used within DG TAXUD A4/CPT and its suppliers, NAs and users/user communities:

Summary SLM related documents

This picture outlines the various documents applicable between the various parties, all the way from the Framework contract with the Service Provider to the SLA with the individual user communities.
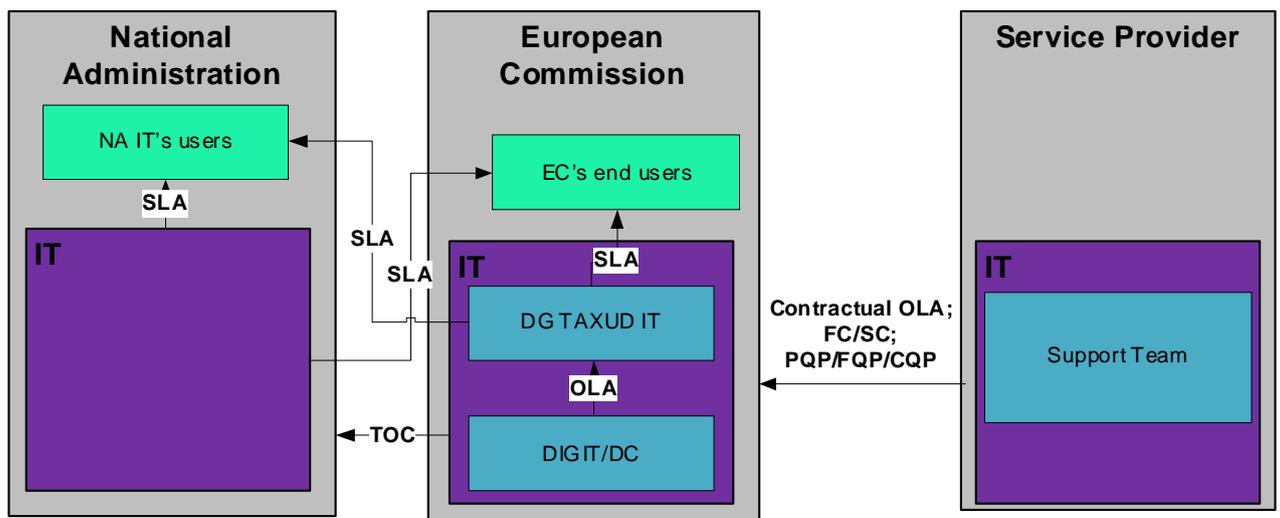
Terms of Collaboration (ToC)

This picture shows the relation between DG TAXUD A4/CPT and the NAs. The ToC outlines the way of collaborating between Central and National services e.g. Project teams, Service Desk etc.
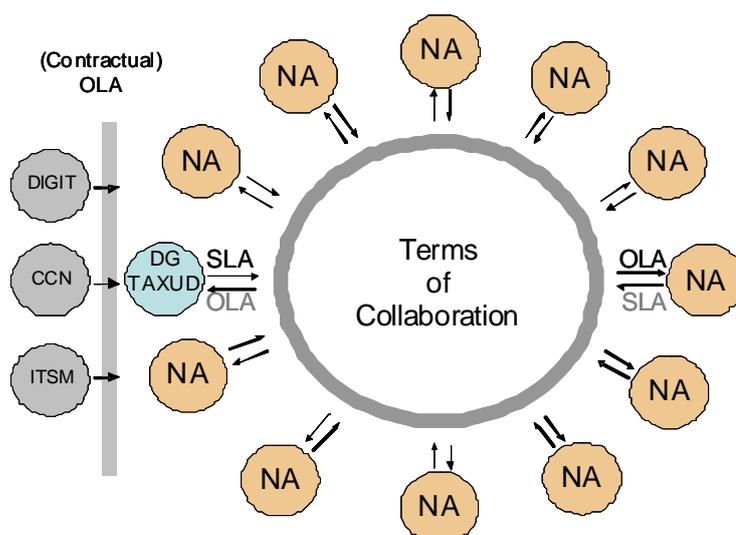
Operational Level Agreements (OLA) and Service Level Agreements (SLA)

This picture shows where an OLA and SLA respectively are used. The content of an OLA and SLA is basically the same; however the OLA regulates the agreement between DG TAXUD A4/CPT and its Service Providers while a SLA regulates the relation between DG TAXUD A4/CPT and its Customers.
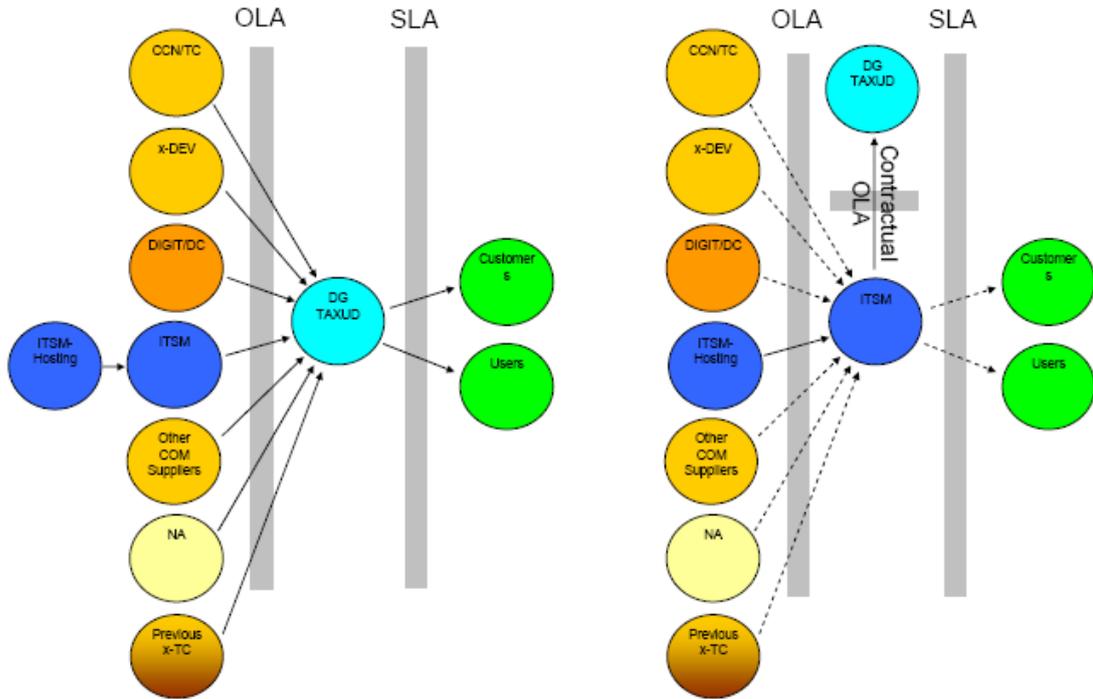
RACI Table for SLM

Activity	ITSM Business Thread Managers	ITSM Service Level Manager	ITSM Service Desk Operator	ITSM MPR/MSR Reporting	ITSM Stakeholders	DG TAXUD A4/CPT	NA Community	ITSM CSIP Manager
SLM.1.1 Analyse and plan the request	I	RA		I		C		I
SLM.1.2 Create/change Service Catalogue	C	RA		I	C	C		I
SLM.1.3 Formalise Service Catalogue after approval	I	RA	I	I	I	I	I	I
SLM.1.4 Define Service Operational Level Agreements sections and send proposal	C	RA		I	C	C		I
SLM.1.5 Formalise SLA/OLA templates after approval	I	RA	I	I	I	I	I	I
SLM.1.6 Establish and schedule reporting	I	RA	I	C	C	C		
SLM.2.1 Identify Service Level Requirements (SLRs)	C	RA			C	C	C	C
SLM.2.2 Review existing OLAs	I	RA		C	C	C		
SLM.2.3 Create OLA proposal for approval and negotiation	I	RA		C	C	C		
SLM.2.4 Start populate OLA/SLA	C	RA		C	C	C		
SLM.2.5 Identify applicable SQIs (and other measurements of relevant)	I	RA	C	C	C	C		C
SLM.2.6 Finalise and send SLA/OLA proposal for approval and negotiation	I	RA		I	I	C		I
SLM.2.7 Implement and communicate agreed SLA/OLA	I	RA	I	I	I	I	I	I
SLM.3.1 Monitor performance against SLA	I	RA	C	C	CR	I		
SLM.3.2 Validate reason for escalation	I	RA	C		CR	I		
SLM.3.3 Define responses and actions	C	RA			C	I		
SLM.3.4 Resolve escalation	C	RA	C	I	C	I	I	

SLM.3.5 Discuss and agree actions	C	RA	I		RC	I	I	
SLM.3.6 Resolve escalation with stakeholders	I	RA	I	I	RC	C	I	
SLM.3.7 Verify if escalation can be closed	I	RA	I	I	I	I	I	
SLM.4.1 Collate all reports (incl.SLA)	I	A		R				
SLM.4.2 Analyse reports	I	A	C	R	C	I	C	
SLM.4.3 Reject report and request update	I	A		R				
SLM.4.4 Consolidate and distribute reports	I	A	I	R			I	I
SLM.5.1 Define purpose of the review	C	RA			C	C		C
SLM.5.2 Confirm inputs and deliverables	C	RA			C	I		I
SLM.5.3 Identify CSFs/KPIs	C	RA		C	C	I		I
SLM.5.4 Conduct and document review	C	RA			RC	I		I
SLM.5.5 Close service review	C	RA			C	C		C

Table 4-1: SLM RACI Table

Communication interfaces with DG TAXUD A4/CPT

Interface description communication with DG TAXUD A4/CPT	Direction	Format
SLM 1 Maintain SLM		
Approval request for Service Catalogue entry	Outgoing	E-mail
Approval request for SLA/OLA template	Outgoing	E-mail
Approval request for updated OLA	Outgoing	E-mail
Approval request for created/updated SLA and/or created OLA	Outgoing	E-mail
SLM 2 Create and Maintain Agreements		
Request for SLM creation/changes	Incoming	E-mail, Phone
Request for SLA/OLA creation/update	Incoming	E-mail, phone
Implement and communicate SLA/OLA	Outgoing	E-mail, portal
SLM 3 Monitor & Escalate SLA		
Inform TAXUD of SLA escalation	Outgoing	E-mail, phone
Inform TAXUD of escalation resolved	Outgoing	E-mail, phone
SLM 4 Report MPR/MSR		
Request for MPR/MSR (ad-hoc)	Incoming	E-mail, phone
Updated report	Incoming	E-mail
Request for updated report	Outgoing	E-mail, phone
MPR/MSR reporting	Outgoing	E-mail, portal
SLM 5 Perform Service Reviews		
Request for Service Review (ad-hoc)	Incoming	E-mail, phone
Request for approval of service review	Outgoing	E-mail
Formal closure of service review	Outgoing	E-mail

Table 4-2: SLM Communication interfaces with DG TAXUD A4/CPT

4.4 Level 3: Service Level Management

Procedure	
	SLM.1 Maintenance SLM This procedure within the process manages the maintenance of Service Level Management i.e. changes to the Service Catalogue, SLA templates, OLA templates etc. Even though most of the SLM process and its artefacts are defined contractually there will be ad hoc change requests raised e.g. a new SLA Template/Guideline available via TEMPO.
SLM.1.1 Analyse and plan the request	**SLM.1.1 Analyse and plan the request** Request for SLA/OLA template change and/or Service Catalogue entry creation or update come from DG TAXUD A4/CPT. The request in this case does not have to be a formally raised Service Request, it can also be represented by a deliverable in the contract between DG TAXUD A4/CPT and .... The ITSM Service Level Manager verifies whether the request relates to a SLA/OLA template or Service Catalogue. Also, he/she verifies if it is a request for creation or amendment. To find out whether this specific request is based upon the agreed Work Packages and/or deliverables the Contractual OLA (cOLA) will be used.
SLM.1.2 Create/change Service Catalogue	**SLM.1.2 Create/change Service Catalogue** The SLM Manager either amends an existing entry or creates a proposal for a new entry. All proposed creation/changes needs to be discussed and verified with all other affected ITSM Stakeholders. SLM also needs to liaise with the CSIP Manager to see whether the CSIP plan contains change proposals that might be considered already now. Once agreed within ... a formal proposal of either a new Service Catalogue entry or amended Service Catalogue entry will be sent (after internal QA) to DG TAXUD A4/CPT for approval.
SLM.1.3 Formalise Service Catalogue after approval	**SLM.1.3 Formalise Service Catalogue after approval** Once the Service Catalogue entry is approved the Catalogue needs to be updated on the portal and the update communicated.

SLM.1.4 Define Service/ Operational Level Agreement (SLA/ OLA) sections and send proposal	## SLM.1.4 Define Service/Operational Level Agreement (SLA/OLA) sections and send proposal The ITSM Service Level Manager creates and/or verifies the relevant sections in the SLA/OLA template and related SLA Guidelines coming from TEMPO. All proposed creation/changes (stored in ITSM Collaborative tool) need to be discussed and verified with all other affected ITSM Stakeholders. SLM also needs to liaise with the CSIP Manager to see whether the CSIP plan contains change proposals that might be considered already now. Once agreed within ..., where the ITSM Service Level Manager has the last vote, a formal proposal of the amended SLA/OLA template (after internal QA) will be sent to DG TAXUD A4/CPT for approval.
SLM.1.5 Formalise SLA/OLA templates after approval	## SLM.1.5 Formalise SLA/OLA templates after approval Once the template is approved it needs to be saved on the ITSM WebPortal for future usage and communicated (via e-mail) to all relevant parties i.e. functions that might work on SLAs/OLAs. Next time an SLA/OLA is created and/or amended the approved template will be used. This is also applicable for other documents, activities, reporting etc. that might changed due to the new SLA/OLA template. Existing SLAs/OLAs will, if not specifically requested by DG TAXUD A4/CPT, maintain its current format until next official review date. **Note:** Templates for Terms Of Collaboration (ToC) are managed via the Business Perspective process.
SLM.1.6 Establish and schedule reporting	## SLM.1.6 Establish and schedule reporting If the contract between DG TAXUD A4/CPT and ... changes (cOLA), or is not yet fully implemented, or if a new Service/SLA/OLA or ToC is added, the reporting schedule needs to be updated as well. The new reporting entry needs to be added to existing MPR/MSR function. **Note:** Although the ToC is managed via the Business Perspective process the reporting of ToC takes place in SLM.
	## SLM .2 Create and maintain agreements ... is developing a set of Service Catalogues, SLAs for each of the customer/user communities within each of the Business Threads (Customs, Taxation, and Excise) and of the ITSM thread and will report accordingly. SLM will be responsible to advise DG TAXUD A4/CPT on the content of the OLAs between DG

TAXUD A4/CPT and its suppliers involved in the ITSM provision.

SLM must ensure consistency between the SLAs of DG TAXUD A4/CPT and its IT service obligations which will arise from the Terms of Collaboration in the Common domain and the recommendations to the NAs (managed via the Business Perspective process).

The following agreements are managed via this procedure:
- "Contractual OLA" between DG TAXUD A4/CPT and ...;
- "Hosted Infrastructure OLA" between DG TAXUD A4/CPT and ...;
- "SLAs" between DG TAXUD A4/CPT and its customers/users;
- "ITSM" section of the OLA between DG TAXUD A4/CPT and its suppliers.

SLM.2.1

Identify Service Level Requirements (SLRs)

SLM.2.1 Identify Service Level Requirements (SLRs)

Request for SLA/OLA creation and/or update coming from DG TAXUD A4/CPT. The request in this case does not have to be a formally raised Service Request, it can also be represented by a deliverable in the contract between DG TAXUD A4/CPT and ....

Gather all requirements, either coming via the Service Request or via the contract between DG TAXUD A4/CPT and ... (cOLA). If it turns out the Service Catalogue needs an update due to the request, execute step SLM 2.1 in previous procedure. When gathering/collating the SLRs ensure other process owners are involved e.g. Capacity, Availability, Infrastructure, Service Desk, Security, Change and Continuity Management. Also, during this phase the CSIP Manager should be involved to see whether the CSIP plan contains items that can be incorporated at this stage.

In this step the ITSM Service Level Manager also identifies whether a SLA and/or OLA already exist.

SLM.2.2

Review existing OLAs

SLM.2.2 Review existing OLAs

Review the existing OLA and compare towards the gathered SLRs. Write down all recommended changes to the existing OLA. In case of differences, DG TAXUD A4/CPT needs to be contacted to discuss way forward and find potential mitigations.

SLM.2.3

Create OLA proposal for approval and negotiation

SLM.2.3 Create OLA proposal for approval and negotiation

Based upon the findings and discussions with DG TAXUD A4/CPT in step SLM 2.2, a proposal is created for an updated OLA. Ensure all SQI in the SLA and OLA correspond with each other. Once the proposal is created it is sent to DG TAXUD A4/CPT for formal approval and the negotiations can commence

with DG TAXUD A4/CPT and the relevant IT Service Provider.

SLM.2.4 Start populate OLA/ SLA	## SLM.2.4 Start populate OLA/SLA The ITSM Service Level Manager starts populating the new/amended SLA/OLA with all the basic sections (ref to SLA Guidelines from TEMPO), taken into account the gathered SLRs.
SLM.2.5 Identify applicable SQI (and other measurements if relavant)	## SLM.2.5 Identify applicable SQI (and other measurements if relevant) From the Contractual OLA identify and add applicable SQI to the SQI section in the OLA/SLA. The actual description of the SQI should not be re-written, only a reference to the Contractual OLA to be made where these definitions exist.
SLM.2.6 Finalise and send SLA/OLA proposal for approval and negotiation	## SLM.2.6 Finalise and send SLA/OLA proposal for approval and negotiation Based upon the created drafts and ongoing discussions with DG TAXUD A4/CPT, a proposal is created for a new/updated SLA or a new OLA (existing OLA managed in SLM 2.2. Once the proposal is created (and internal QA) it is sent to DG TAXUD A4/CPT for formal approval and the negotiations can commence with DG TAXUD A4/CPT and the relevant IT Service Provider.
SLM.2.7 Implement and communicate agreed SLA/OLA	## SLM.2.7 Implement and communicate agreed SLA/OLA Once the SLA/OLA is approved it needs to be uploaded on the ITSM WebPortal and communicated (via e-mail) to all relevant stakeholders and incorporated in the MPR/MSR. Availability Management and/or ICT Infrastructure Management need to ensure agreed monitors are defined with appropriate thresholds, i.e. a warning before the critical level is reached, to avoid Escalations.
	## SLM.3 Monitoring & Escalate SLA SLM has to systematically monitor and report the quality of the services: • Delivered by ... to DG TAXUD A4/CPT and its users and monitor their compliance with the contractual OLA and applicable SLA. • Supplied by the other suppliers of DG TAXUD A4/CPT (other contractors, DG TAXUD A4/CPT itself, 3rd parties, NAs) to ..., and monitor their compliance with the applicable OLAs and Terms of Collaboration when available; • Exchanged amongst the NAs and DG TAXUD A4/CPT, under the monitoring of the ITSM contractor, and monitor their compliance with the applicable Terms of Collaborations (or equivalent) when available. In case of exceptions, ... has to notify DG TAXUD A4/CPT. When

the responsibility of ... is engaged, ... must initiate the necessary corrective and preventive actions in order to restore quality back to the agreed and acceptable levels.

SLM.3.1

Monitor performance against SLA

SLM.3.1 Monitor performance against SLA

Once an agreed SLA/OLA is implemented, the monitoring of its performance can commence. The Monitoring data collected forms basis for monthly reporting, as well as for proactive monitoring i.e. ensures any thresholds set are below the SQI where it might become critical. The actual proactive portion of the monitoring/thresholds is carried out by Availability Management and ICT Infrastructure.

SLM.3.2

Validate reason for escalation

SLM.3.2 Validate reason for escalation

An incident to be escalated (hierarchical) can occur at any time of monitoring the SLA/OLA performance. However, in most cases when an incident gets escalated to the ITSM Service Level Manager it is due to a Major Incident. In case a threshold has triggered an event, the Availability Management and/or ICT Infrastructure process areas will raise an incident with ITSM Service Desk who then notifies the ITSM Service Level Manager and, at the same time, assigns the incident to adequate support area e.g. Application Management. The Service Desk can also have received a complaint on a service, which then will be assigned to the ITSM Service Level Manager for response/action.

SLM.3.3

Define responses and actions

SLM.3.3 Define responses and actions

Whether the escalation is due to an incident or complaint the ITSM Service Level Manager needs to define responses and plan appropriate actions (escalation plan) to correct the issue. He/she also analyses the issue to see whether other ITSM Stakeholders needs to be involved in the correction. If it can be managed by the ITSM Service Level Manager himself/herself, the next step will be SLM 3.4; otherwise SLM 3.5. It is up to the ITSM Service Level Manager to decide if/when to involve DG TAXUD A4/CPT at this stage.

Note: During this activity the various support teams are continuously working on resolving the incident regardless of the ITSM Service Level Manager's activities. The main purpose is to restore the service to normal as soon as possible. The ITSM Service Level Manager will be kept in the loop though with regular status updates of the progress.

SLM.3.4

Resolve escalation

SLM.3.4 Resolve escalation

In most cases the ITSM Service Level Manager will be able to resolve the Escalation himself/herself, with help from the support team in case of an incident. The various activities/functions involved in the resolution are outlined in the Escalation plan. If

assistance is needed by other ITSM Stakeholders they will be consulted (e-mail, phone, meeting etc.) and informed of the progress (e-mail and/or updates from the ITSM SMT). Once the complaint and/or incident are resolved the escalation ends (and incident formally closed by ITSM Service Desk in the ITSM SMT).

SLM.3.5 Discuss and agree actions	## SLM.3.5 Discuss and agree actions In some circumstances, all ITSM Stakeholders need to discuss and agree on an action plan although overseen/managed by the ITSM Service Level Manager. DG TAXUD A4/CPT might be involved in these discussions as well to ensure reaching an agreement on the proposed actions.
SLM.3.6 Resolve escalation with stakeholders	## SLM.3.6 Resolve escalation with stakeholders The ITSM Service Level Manager, with support from the other ITSM stakeholders, ensures the escalation gets resolved. The actual actions needed to be carried out will of course depend on the reason for the escalation. The individual actions and assignees are defined in the JIRA tool. All relevant parties will be kept informed about the progress, either by e-mail or via direct updates from JIRA and/or the ITSM SMT.
SLM.3.7 Verify if escalation can be closed	## SLM.3.7 Verify if escalation can be closed At some point in time (based upon the due dates set in JIRA when actions where assigned) the ITSM Service Level Manager verifies whether the escalation is resolved. If he/she is not satisfied with the solution, the restoration will continue until it is resolved in an acceptable way. Once resolved, the escalation will be formally closed and a Service Review initiated (step SLM 5.1). The closure of the escalation will be both in JIRA as well as the ITSM SMT, once closed in JIRA an automated e-mail goes to Service Desk.
	## SLM.4 Report MPR/MSR The contractor has to deliver integrated service reports (integrating the contribution of all other processes involved in ITSM) along with relevant statistics and exception reports: • On a monthly basis, through the Monthly Service Report (MSR) attached to the Monthly Progress Report (MPR); • On a multi-month basis, on request from DG TAXUD A4/CPT (3 to 5 requests per year); • On an annual basis.
SLM.4.1 Collate all reports (incl. SLA)	## SLM.4.1 Collate all reports (incl. SLA) On a regular basis, at least monthly according to the Contractual OLA, all ITSM process areas provide SLM with details from their respective area, see W.P.0.7. The MPR/MSR function picks up all reports.

SLM.4.2 Analyse reports	## SLM.4.2 Analyse reports The reporting function will go through all incoming reports and analyse the details from respective process area. The analysis can be in terms of ensuring all data is provided or if any irregular patterns occur in the data collected. If any reports/data is missing step SLM 4.3 will be invoked. If any irregular pattern(s) have been identified during the analysis an incident must be raised to investigate the findings. If this happens it will be the Incident Management process/ITSM Service Desk that takes over the responsibility from here on. Depending on the findings, an escalation within ITSM also might be initiated.
SLM.4.3 Reject report and request update	## SLM.4.3 Reject report and request update If reports are missing or the data in the provided reports are wrong, the respective process area/function (incl. DG TAXUD A4/CPT and NAs) will be requested to provide an update. This type of request is entered into a JIRA action, and if it is an external party, manually e-mailed to the process area/function that has missed out.
SLM 4.4 Consolidate and distribute reports	## SLM.4.4 Consolidate and distribute reports Once all reporting is collated, analysed and formatted the MPR/MSRs (after internal QA) will be distributed to DG TAXUD A4/CPT for approval. In order to validate the input for the MPR/MSR several mechanisms are put in place: • Each contributor to the reporting has to provide his/her input based upon a template that reflects the MPR/MSR. They are also provided with a "check-list" to use for every time they provide input. The template and check-list are updated frequently, based upon the last review meeting/feedback with DG TAXUD A4/CPT; • A "Known Issues List" (KIL) is frequently updated and used by the contributors to validate their input. The content of the list is primarily based upon comments from DG TAXUD A4/CPT and the Quality contractor; • Another check-list used by the contributors lists all mandatory deliverables, annexes, chapters ...
	## SLM.5 Perform Service Reviews On a regular basis (defined in respective SLA/OLA or contract) Service Reviews will take place to ensure services are delivered as expected. SLM will also implement the recommendations formulated by the CSIP (refer to WP.8.7 Planning to implement service management) in the Contractual OLA, OLAs, SLAs and ToC's, with the view to increase the quality of service continuously during the duration of the framework contract and achieve the transformation objectives of the contract. If an escalation has occurred, a Service Review also needs to be

initiated.

SLM.5.1 Define purpose of the review

Service Reviews will take place on a regular basis, either as per contract, defined in respective SLA/OLA or when an escalation has occurred. This first activity is to define the purpose and scope of the review so that the expectations are set from the beginning. Any ITSM Stakeholder/IT Service Provider who might be affected will participate in the definition and scope. The CSIP Manager will also be invited to this activity to see whether any CSIP items are available for SLM, to be incorporated in the review.

SLM.5.2 Confirm inputs and deliverables

Once the purpose and scope is defined, all necessary inputs and deliverables must be identified. Input is naturally monitoring data collected for the service but it can also be e.g. updated Best Practices (e.g. a new ITIL version), user satisfaction surveys, items from CSIP etc.

SLM.5.3 Identify (if any) CSFs/KPIs

When the purpose, scope, inputs and deliverables are identified any necessary Critical Success Factors (CSF) and Key Performance Indicators (KPI) can be defined. This should not be confused with the SQI agreed with DG TAXUD A4/CPT. The CSF/KPI is merely for "internal" usage i.e. a way of measuring the proposed changes found during the review and once implemented. The KPI supports the overall CSF.

Example: CSF = Maintain user satisfaction KPI's = 1) percentage improvement in CSS responses on the Incident Management service 2) percentage reduction in length of queue time waiting for Service Desk response 3) percentage reduction in the number of lost Service Desk incidents.

SLM.5.4 Conduct and document review

The ITSM Service Level Manager, together with affected ITSM Stakeholders and IT Service Providers, carry out the review according to the purpose and scope defined. The review findings will end up in a Service Review Report. The report will be sent (after internal QC) to DG TAXUD A4/CPT for approval.

SLM.5.5 Close Service Review

Once the Service Review Report is approved by DG TAXUD A4/CPT, the findings (if any) need to be either actioned immediately or populated in the CSIP plan for future implementation. This formally ends the Service Review.