

A simple, low cost but innovative approach to end-to-end service reporting (Winner of the itSMF International Whitepaper Competition for 2010)

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In late 2007 the Co-operative Financial Services scheduled an annual review of our Service Level Management (SLM) process to identify potential areas of improvement as input into a Process Improvement Plan. To ensure we focused on the right improvements, we engaged with our business customers to gain an insight into what they viewed as the underlying issues and opportunities.

A key output from the SLM process is of course IT service level reporting and what emerged as a common theme from our business customers related to the quality and relevance of this reporting. The IT organisation had for many years measured and reported on 'availability', but typically these measures concentrated on component availability and were somewhat divorced from the business and user view.

As a result of this feedback we worked together with some key customers to deliver a simple, low-cost but innovative solution to the 'classic' problem of IT reporting failing to reflect the customer experience of the IT service provided. This has allowed us to transform our IT service reporting deliverables.

This article explains the approach we took to provide new service measures that reflect the customer experience of the end-to-end service provided without the need to invest in complex and costly monitoring and reporting tools.

Vision and goal

The existing situation was that our customers struggled to associate their experience of the end-to-end service with the IT service reporting provided, and that the monthly service reviews engendered debates relating more to the accuracy and relevance of what was being reported than to ways of improving the overall service.

Working with our key customers we defined a shared vision for what 'good would look like' if we could deliver a reporting solution that met their requirements.

*What we measure and report becomes the **single point of truth**, transforming the stance of 'We think it's good, why do you feel it's bad?' to one that positively encourages a collaborative and partnership approach to Continual Service Improvement.*

Figure 1: The shared vision agreed with key customers for the service reporting improvement initiative

This 'shared' vision not only describes the outcomes wanted but importantly shows that the success of this transformation change required a strong partnership of both sides.

Situation appraisal - the customer perspective on IT service reporting

The key issues relating to our IT service reporting approach as it stood and the business perception that this fuelled is best summarised as follows:

Key issues

- Users were unable to associate their experience of the end-end service with the IT service reporting provided
- Business impacts were not accurately reflected (and perceived as not recognised)
- Reporting provided limited value in driving the right service debates and stimulating Continual Service Improvement (CSI)
- Reporting was IT-centric and component-based.

Business perception

- Business mistrusted IT and believed we were 'hiding' behind our measures
- IT did not understand the business and the impact IT failures had on staff and customers
- IT's behaviour was driven by trying to achieve IT targets that were disconnected from the customer experience.

We further validated these views via a formal customer survey to provide a more objective basis for measuring any improvements in customer satisfaction at the end of the project.

This negative perception is clearly evidenced in the response to this particular question, *How would you assess the VALUE to you of the current IT Service Reporting?* The results are shown in Figure 2.

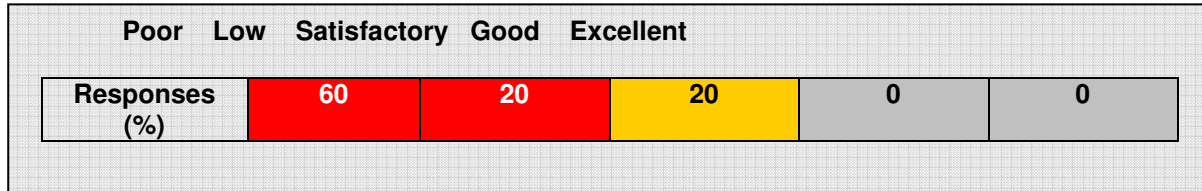


Figure 2: Customer survey response on the 'value' of old style IT service reporting

Clarifying customer requirements

Proactive engagement provided a significant insight into what our customers wanted (requirements) and helped shape a common and shared understanding (outcomes) that both parties (IT and the business) wanted to achieve:

■ High-level requirements

- Service measures and reporting that capture and convey all business impacts
- Service measures and reporting that reflect the end-to-end service 'experience'
- Service measures and reporting that are common and shared between IT and the business
- Service reporting that can easily identify emerging hotspots to better drive CSI.

■ Desired outcomes

The provision of a scorecard 'style' single-page service summary for each business SLA period report consisting of:

- A single measure that reflects the end-to-end service performance for the period
- A simple indication of the days when the end-to-end service has been impacted
- High-level commentary on the IT incidents impacting the business operation
- High-level trending for a 12-month view of the end-to-end service.

The challenge of providing end-to-end service reporting

■ Technology

Today within the IT marketplace there are many systems management products that can provide both real-time monitoring and service-level reporting for IT services from the end-to-end perspective.

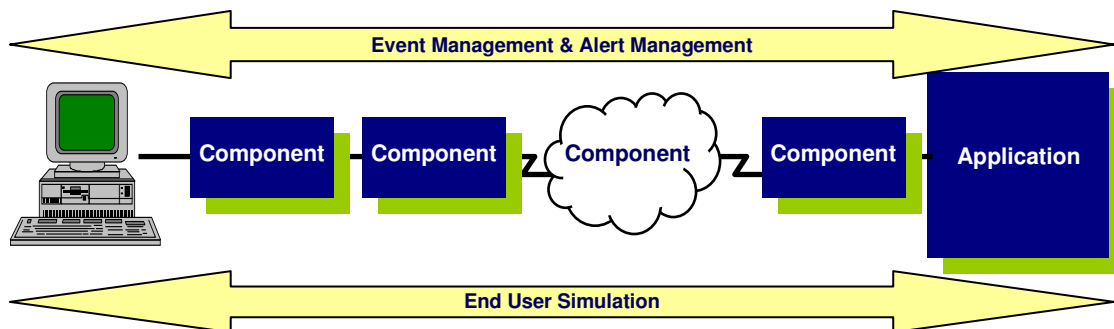


Figure 3: Illustration of technology approaches to monitoring the end-to-end infrastructure

A number of these products can also provide a very accurate view of the customer experience by simulating and repeating an end-user transaction and then monitoring the outcome of the transaction in terms of a functional acknowledgement of its completion and its performance.

However, in reality these technology solutions are often complex and costly to exploit and their success is dependent on robust Change and Configuration Management and involves continual maintenance of the underlying event management logic necessary to ensure accuracy.

For many IT organisations the mix of new and legacy systems provides additional challenges in being able to successfully deploy a 'one size for all' standard solution for the complete IT enterprise.

■ End-user and business-driven metrics

In recent years there has been an increasing desire to better demonstrate the value of IT to the business. Within IT service reporting this manifests itself in the ability to report the availability and reliability of service (and their consequences) in outcomes the business would understand. This could cover, for example:

- Business opportunity (sales and income)
- Customer experience (ability to transact)
- Productivity (end-user)
- IT impact (cost of an outage, aggregation of the above).

Deriving business data to support the above is often a challenge. A well instrumented application can be a good source of transaction data from the business perspective. In some cases this may provide an IT perspective, e.g. "the number of ATM customers declined cash withdrawals due to 'database unavailable' during overnight batch and backup processing". If not specified in the original design, however, instrumentation:

- is costly to retrofit
- may be resisted on performance grounds

- creates an application dependency for your reporting, e.g. where the application is unavailable there is no MI.

An alternative approach, where business data exists, is to apply estimation techniques to provide an indication of business and customer impact arising from an IT failure, e.g. “typically we process 300 quotes per hour and for our peak hours we process on average 500 per hour”. Where data sources exist to support ‘estimation’, this can be relatively easy to implement. However, it requires business commitment and puts the onus on the business to maintain its MI to support IT reporting. Obviously this only provides indicative values rather than actuals and may not always immediately reflect changes in patterns of customer usage. Furthermore, how do you apply a ‘one size fits all’ standard approach for all your IT services?

In conclusion, our circumstances were that we had 22 individual business SLAs in place and there was no technology or end user/business driven approach we could exploit to provide a standard approach for all our IT service reporting needs.

Positioning the Service Improvement Plan

■ Situation appraisal

Like many organisations the area of ‘IT service reporting’ had not seen any major investment over the years. Our standard approach was to extract service MI from our service management toolset (HP Service Centre) and manipulate these into reports using normal ‘desktop’ tools (Excel, Word, PowerPoint).

Similarly, our systems management strategy had not kept pace with the growth of the IT enterprise. The mix of new and legacy systems meant we did not have a product that could provide a common basis for deploying end-to-end monitoring and alert management. This would be essential to capture all events associated with each specific business service to support enhanced service reporting.

The above, together with the prevailing economic climate, meant that we would not be able to justify significant investment to provision the new tools we would require for a standard solution. Any enhancements required to allow our IT service reporting to deliver the end-to-end perspective would have to use and exploit existing capabilities.

■ Guidance

To provide some initial direction and guidance on methods and approach in improving service measurement and reporting we referenced ITIL V2 and V3 publications. This provided four areas of useful reference:

Customer perception (ITIL V2 Service Delivery)

To support the design of new service measures that reflect the end-to-end service as experienced by the customer, we needed to establish what factors influence customer perception of IT availability. The ITIL view is that the perception of availability is influenced by three key factors:

- *Frequency* of service interruption
- *Duration* of service interruption
- *Scope* of business impact.

Developing business and user measurement and reporting (ITIL V2 Service Delivery)

“End-user assessment” (Service Delivery section 8.9.7) suggests an end-of-day view of service quality from an approved business representative, and uses the RAG (Red, Amber or Green) approach to denote a Good, Acceptable or Bad day. This was the inspiration behind our ‘Trouble Free Days’ measure.

Guiding principles (ITIL V2 Service Delivery)

The 'Guiding principles' in the Availability Management topic provided a strong steer on the ultimate design of our service measurement and reporting scheme and the behaviours it should encourage. These guiding principles are:

- Improving availability can only begin when you understand how the technology supports the business
- Availability is at the core of business and user satisfaction
- It should be recognised that, when things go wrong, it is still possible to achieve business and user satisfaction.

The above were used as reference points to provide effectively a 'tick back' against our proposed solutions and final deliverable.

CSI Model (ITIL V3 Continual Service Improvement)

The 'CSI Model' provided a useful framework in helping to define an overall planning approach for this service improvement activity. In particular, it forced the discipline to document a clear vision and a set of objectives for what we intended to achieve.

It also highlighted the importance of establishing the 'before' baselines (Where are we now?). For this Service Improvement Plan we determined these to be SLM process maturity and customer satisfaction with IT service reporting.

This would allow us to reassess how we compared against these baselines after implementation had been completed. This would ultimately demonstrate success (How will we know we have arrived?).

Solution overview

■ **New service measures**

Two new service measures were devised and integrated into a monthly service scorecard summary report. These measures provide an easy to understand, common and shared view of the end-to-end service provided:

- **Service Performance Indicator (SPI)**
Provides a monthly single numeric 'score' for the IT service in the reporting period. This score is given a RAG status to indicate the overall quality of service at a high level.
- **Trouble Free Days**
Each business processing day is given a RAG status. A 'Trouble Free Day' is where no incidents have occurred that impact service.

■ **Core components**

The 'cornerstone' of the reporting solution and the basis for how the above service measures are derived is the set of incident records raised against each service. To provide the additional intelligence required to drive calculations and determine the new service measurements we developed a Business Impact Matrix which is underpinned by a 'scoring engine'.

These tools allow us to assess each incident in terms of impact and duration, which drives a scoring mechanism to deliver the monthly SPI score. Each business processing day for each Business SLA is updated to denote a 'Trouble Free Day' (green status) or, dependent on incident impact, an amber or red status.

The new service measures and core components are described in more detail in the following section.

Solution descriptions

■ The Business Impact Matrix (BIM)

The BIM provides a predetermined list of 'business impacts' that can be experienced from IT incidents. These impacts are each assigned a rating of high, medium or low. Each BIM will contain several entries pertaining to the range of business impacts that can occur. Each Business SLA has an associated BIM.

Example

Business Impact	Rating	Agreed Recovery Time	Incident SLA	Incident breach
Call Centre agents unable to service Customers	High	30mins	2hrs	> 2hrs

Figure 4: An entry in the BIM. Each BIM will contain several entries

For each impact a 'recovery time' is agreed with the business and specified. This indicates the time that this incident can be tolerated before it has a detrimental impact on the business operation. (NB: This is not an SLA target but provides an incentive to recover quickly).

Each BIM is loaded into a BIM database. The BIM database is now a primary tool for the Service Desk in assigning incident impact and is a key reference tool for Incident Managers and Support Groups in helping to prioritise service recovery.

■ The Scoring Engine

A core concept adopted was using a 'points' system to issue a penalty for each incident.

The scoring engine would differentiate each incident by assessing a combination of business impact, incident duration and IT responsiveness against the targets set.


Example

Business Impact	Rating	Agreed Recovery Time	Incident SLA	Incident breach
Call Centre agents unable to service Customers	High	30mins	2hrs	> 2hrs
Penalty Points		2	4	8

Figure 5: Use of penalty points against each entry in the BIM


The point score for each Business Service is incremented after each incident. For the period reporting, the total points scored are deducted from 100 to deliver a Service Performance Indicator score.

[Box out]



The speeding fine analogy

A good analogy for this approach is the 'speeding fine'. An IT incident can be considered as breaking the speed limit. Penalty points are incurred based upon the speed you are doing against the speed limit for that section of the highway. Each time you break the speed limit you incur additional points which increment your penalty points.



This is a good example of how we applied the ITIL guiding principle “By recognising that when things go wrong, it is still possible to achieve business and User satisfaction” into our overall solution. The points regime now provides an incentive for the IT organisation to restore service quicker by incurring a much lower points score and by demonstrating to the business a focused and speedy response to their service issues.

■ **Service Performance Indicator**

For each period, we now produce a ‘performance score’ that reflects IT availability and reliability for each business service.

We start with 100 points. Points are then deducted based upon a combination of the business impact and duration of the incidents that have caused business disruption. These values are derived from the BIM for that specific business service. (See Figure 6).

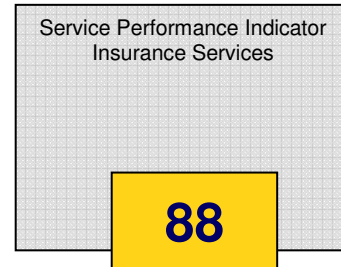


Figure 6: Illustration of the SPI score

The end of period score is represented within a RAG framework to provide a single metric that reflects the overall end-to-end IT service. The point ranges which determine the RAG status are agreed in advance with the business representative. This single measure therefore provides an aggregate view of business impact based upon the key factors defined in ITIL (frequency, duration and scope)

■ **Trouble Free Days**

On a monthly basis we denote a RAG status for each *business processing day*.

Assessment Criteria	
	No Incidents = Green
	Med or Low impact = Amber
	High Impact = Red

Figure 7: Assessment criteria for ‘trouble free days’

A ‘trouble free day’ occurs when there are no high, medium or low impact incidents affecting the business operation. This is assigned a green status.

Red and amber status are assigned to days when a business impact has occurred.

(The use of ‘colours’ to denote the status for each day has led to the ‘trouble free days’ often being referred to and replaced in the organisational lexicon as ‘green days’)

The IT service reporting for each business service is represented in a ‘calendar format’ depicting the RAG status for each business processing day.

■ **Service Calendar View**

The Service Calendar is now the mechanism for representing the daily trouble free day status.

The Service Calendar now provides a powerful visual view of service quality for the reporting period.

Figure 8: Illustration of a Service Calendar (February 2009 insurance services)

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

This provides the main basis for discussion of service performance at the service review and visually highlights underlying trends or issues that can proactively trigger Continual Service Improvement activities.

Implementation approach

■ Automated reporting

In the initial workshops we were satisfied that existing tools could provide the data inputs required for reporting. However, our current method of report production, based on MS-Excel, would create an untenable manual overhead in producing the new style IT Service Reports.

The Service Reporting team already had some experience in the use of MS-Access. Following a short review it was agreed to base our new IT Service Reporting on MS-Access.

The level of change from MS-Excel to MS-Access was not in itself significant but it:

- Allowed us to automate numerous aspects of report production
- Improved the quality and accuracy of reporting
- Improved the efficiency of the Service Reporting team.

■ Education and awareness

A number of training needs were identified to support the implementation of the enhanced service measurement and reporting:

- Service Desk
Required awareness and understanding of the BIM and how it should be used within the incident management process and the procedures required to access the BIM database to support incident classification.
- Incident Managers and Support Groups
Required to understand the key concepts behind the BIM and in particular how the incident duration drives the penalty points regime. This emphasises that meeting the defined 'recovery time' would reduce the number of points incurred and have a more positive impact on customer perception of the IT organisation.
- IT Directorate
An awareness campaign on the changes being introduced and the anticipated benefits. How over time these new measures would replace the current IT component orientated measures within the IT Balanced Scorecard.

■ Pilot period

We engaged with one of our more demanding business customer areas to help shape and negotiate the BIM and participate in helping to define the new measures and reporting. This customer then agreed to a three-month 'pilot' period to parallel run old and new style reports.

This purpose of the pilot period was:

- To allow us to assess the accuracy of the BIM and associated recovery time values
- To ensure that the BIM had captured all 'known' impacts
- To allow us to assess the appropriateness of the values defined in the 'scoring engine' so that the 'Service Performance Indicator' scores 'felt right'
- To get feedback on how the new measurements were represented in the reporting

- To assess the efficiency, reliability and accuracy of the automated reports process implemented.
- To make minor tweaks and changes based upon feedback

This period of 'pilot' provided essential feedback and observations that allowed us to re-calibrate our scoring engine and change the representation of the new measures in our service reporting to provide greater 'ease of use' and value to our customers.

■ Rollout

2008

- A conversion schedule was created to convert all current business SLA reporting to new Scorecard format
- For each business customer we scheduled a three-month 'rollout' period (including parallel running and opportunity to make tweaks etc)
- Business sign-off was required at the end of the rollout period
- We decommissioned 'old' reports at the end of each customer rollout
- The conversion schedule was spread out over ten months.

2009

- 22 Service Scorecards were produced as part of monthly service reporting
- IT Balanced Scorecard now reports service performance based on new service measures
- Improvement targets have been set for business services based on new service measures.

■ Lessons learned

These were the main 'lessons learned' by the team involved in delivering this service improvement to our IT service reporting:

- Visualisation of customer 'outcomes' rather than 'requirements' helped stimulate innovative thinking
- Engaging key customers at each stage of the design was beneficial and made the customers feel they were true partners
- Each customer wanted to stipulate their 'values and parameters' in the scoring engine thus requiring a flexible approach
- We underestimated the amount of stakeholder management required with the IT Directorate who were anxious at replacing existing IT component-orientated performance measures and targets
- The use of the ITIL V3 CSI model provided a good structure. This ensured baseline measures were captured and formed the basis of objective comparison to show improvements.

Benefits of the new service measures and reporting

■ Major

Provides a set of 'common' service measures that ensures both IT and the business can objectively assess the quality of the IT service being delivered.

✓ *No more 'IT says it's Green but business feels Red'*

Prevents the IT organisation 'hiding' behind the 'SLA MET' measure(s) as a defence to service quality issues that have occurred.

- ✓ *Provides a holistic view of the full end-to-end service provided reflecting issues not covered within existing SLA agreements, e.g. network performance is not measured therefore outside of the SLA agreement but can create significant business impact*

Ensures that the IT organisation measures what is important to the business and its customers.

- ✓ *Can visibly demonstrate to the business where IT service improvement has delivered tangible benefits that it can recognise*

Now reflects the business impact of IT service failures and the end-to-end service experience of our customers.

- ✓ *Can more easily identify degrading levels of service to enable us to be proactive in resolving issues without the need for business escalation*

Provides the basis for constructive dialogue between the business and IS in maintaining and improving service

- ✓ *Can be used to demonstrate the business, user and customer impact with internal and external suppliers to influence positive supplier behaviours.*

■ Other

- ✓ BIM describes a range of business impacts for each service and the BIM database is used by the Service Desk, Incident Managers and support groups
- ✓ BIM provides a 'recovery' target as an incentive for each incident
- ✓ Service Performance Indicator provides a single measure for the overall end-to-end service
- ✓ The Service Calendar provides a powerful visual view of service quality highlighting key issues and emerging trends (especially liked by our customers)
- ✓ This low cost and innovative approach has created a 'step change' improvement using existing tools
- ✓ It highlights CSI opportunities
- ✓ It can eliminate the need for 'customer sat' surveys relating to IT service quality as this provides a monthly view of how customers will feel about the service delivered
- ✓ It offers improved customer satisfaction with service reporting
- ✓ SLM process maturity has demonstrably increased.

Key measures of success

Before we started to deliver the improvement plan to transform service reporting we established two baseline measures. These would provide the basis for us to compare results upon completion of these improvements to effectively give us a 'before and after' view.

The two baselines selected were intended to provide comparative measures to assess improvements to:

- SLM process maturity

- Improved customer satisfaction.

These are explained further as follows:

■ Process Maturity Self Assessment

To enable us to deliver an assessment of how the changes we have introduced have increased SLM process maturity we have used the OGC ITIL self-assessment offering. The OGC approach is based upon a simple online questionnaire that enables you to derive a process maturity score for the ITIL process you have selected.

The questionnaire is structured against a generic process management framework, which recognises that there are a number of structural elements that need to be in place for:

- Effective process management
- Ensuring that processes satisfy their overall intent
- Ensuring that processes meet the needs of the customer.

Specifically this project was aiming to see improvements recognised across:

- Quality control
- Management information
- Customer interface.

The OGC self assessment was scheduled in December 2007 and repeated in September 2008 using the same participants for consistency. This has provided evidence of significant improvements across all indicators. (Note that other process improvements were being introduced as part of the wider Process Improvement Plan but this specific initiative has influenced other indicators, e.g. products).

Process Element	OGC Target	DEC 07	SEPT 08	Increase (Points)	Increase (%)	Trend
Pre-Requisites	75	81	94	13	14%	▲
Management Intent	75	47	84	37	44%	▲
Process Capability	82	40	81	41	51%	▲
Internal Integration	75	34	69	35	51%	▲
Products	80	50	68	18	26%	▲
Quality Control	83	25	69	44	64%	▲
Management Information	75	55	86	31	36%	▲
External Integration	85	30	62	32	52%	▲
Customer Interface	100	45	83	38	46%	▲

Figure 9: SLM process maturity scores denoting levels of improvement (Before and After)

■ Customer satisfaction

Whilst we had much anecdotal feedback from our engagement with our customers on their views on the current IT service reporting, we needed to formalise this to provide an objective assessment of the impact on customer satisfaction from the enhancements we intended to make.

To achieve this we constructed a simple questionnaire with questions tailored for the 'before' survey and updated to reflect the new measures and reporting for the 'after' survey.

The survey questions sought formal responses covering:

- How well the end to-end service experience was reflected

- How previous service reporting supported CSI
- The new Service Performance Indicator
- The new 'trouble free day' processing day assessment
- A key question on the 'before' and 'after' surveys regarding the value of service reporting.

The 'after' survey was scheduled with each customer two months after conversion to the new style reports. The results of this survey are shown in Figure 10.

'Before' questions	1	2	3	4	5
How would you assess the current IT reporting and associated SLA performance measures in providing an accurate reflection of the overall end-to-end service experience for your business?	60%	20%	20%		
To what extent do you feel the current IT reporting and associated SLA performance measures help provide the right focus on Service Quality and areas for service improvement?	40%	60%			
'After' questions					
How effective is the new Service Performance Indicator score provided as a 'single measure' for the period SLA performance in reflecting the overall end-to-end service experience for your business?			20%	80%	
How effective is the new 'trouble free day' assessment of each processing day in the reporting period in providing good focus on service issues and emerging hotspots to discuss at the service review?			20%	80%	
Key Customer Satisfaction Indicator to assess project impact					
Before How would you assess the VALUE to you of the IT service reporting?	60%	20%	20%		
After How would you assess the VALUE to you of the IT service reporting?				100%	

Where 1= Poor, 2 = Low, 3 = Satisfactory, 4 = Good, 5 = Excellent

Figure 10: The results from the Customer Survey on IT service reporting

■ Additional recognition and feedback

Customer adoption

The simplicity of the new service measures, in particular the 'trouble free days' concept, has resulted in this approach being adopted by some business units as a method of measuring the service quality of their business service providers.

Anecdotal feedback.

Unsolicited feedback is the best form of recognition. After deployment we received a number of comments back from recipients of the new style IT service reporting. The following are a selection:

Business directorate

"It is vitally important that our IT colleagues feel any Customer impact of system downtime within their own performance metrics. Only then will we start to align all of our people behind a truly Customer centric approach. I believe these new measures are a big step forward."

"Not writing to complain. ... Just writing to say I think this report is excellent and should drive real improvement into our business if we work it hard. It feels very real !!!!"

"The new style report and measures feel much more relevant to our business. Business impact is accurately reflected, displays the information well and is stimulating the right debates."

IT service managers

"The new reports provide an easy to understand, colourful and more representative picture of the period's performance. It provides a more trusted and focussed conversation around the IS performance for the period."

"Our Business colleagues like the new reports and measures, as they get to see how often and when they have been impacted rather than the less informative availability totals in the past. The service calendar view seems to be the most impressive bit as it inspires good debate."

"Our Service Reports are now highlighting the impact of service issues that were previously not covered in our reporting and reviews. This has increased trust in IS performance reporting and statistics."

Appendix 1: ‘Tick back’ checklist against design criteria

In developing the overall service reporting solution we sought customer inputs to help formulate requirements and desired outcomes and we also referenced ITIL to provide guidance on new approaches to measurement and reporting.

Collectively these formed high level design criteria. The following table provides a ‘tick back’ checklist to show how the solution components positively match against this design criteria.

Design Criteria	BIM	Scoring Engine	Service Performance Indicator	‘Trouble Free Days’	Service Calendar
High Level Requirements					
Service measures and reporting that captures and conveys all business impacts	✓	✓	✓	✓	✓
Service measures and reporting that reflect the end-to-end service ‘experience’	✓	✓	✓	✓	✓
Service measures and reporting that are common and shared between IT and the business	✓	✓	✓	✓	✓
Service reporting that can easily identify emerging hotspots to better drive CSI				✓	✓
Desired Outcomes					
A single measure that reflects the end-to-end service performance for the period			✓		
A simple indication of the days where the end-to-end service has been impacted				✓	✓
Guiding Principles					
Improving availability can only begin when you understand how the technology supports the business	✓				
Availability is at the core of business and User satisfaction	✓		✓	✓	✓
By recognising that when things go wrong, it is still possible to achieve business and user satisfaction	✓	✓			
Factors of availability that influence customer perception					
Frequency of service interruption			✓	✓	✓
Duration of service interruption	✓	✓	✓		
Scope of business impact	✓	✓	✓	✓	

Appendix 2: Example of the full service reporting framework

An illustrative diagram to show how an incident flows through the solution components to drive the Service Performance Indicator scoring and 'trouble free days' service calendar.

Business Impact Matrix (and Scoring Engine)

Business Impact	Rating	Agreed Recovery Time	Incident SLA	Incident breach
Call Centre agents unable to service Customers	High	30mins	2hrs	> 2hrs
Penalty Points		2	4	8

The Service Performance Indicator

88

'Trouble Free Days' and the Service Calendar view

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28



Monthly Service Scorecard Insurance Services

Service Performance Indicator

88

Service Calendar View

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

Summary
This area describes the incidents reflected in the scorecard

Service Trending

Incident Start
(February 1st)

Incident Start
(February 16th)

Incident Start
(February 17th)

**SERVICE
DESK**

BUSINESS IMPACT MATRIX FOR CUSTOMER 'XYZ'

Business Impact	Rating	Agreed Recovery Time	Incident SLA	Incident SLA breach
Call Centre agents unable to service Customers	High	30 mins	2 hrs	> 2 hrs
Unable to produce and issue 'Insurance sales' Letters	Medium	60 mins	4 hrs	> 4 hrs
Etc.....				

IT SUPPORT ORGANISATION (RESOLVER GROUPS)

Incident Closure
(February 1st)

Incident Closure
(February 16th)

Incident Closure
(February 17th)

Summary
High Impact – Resolved 29 mins

Summary
Medium Impact – 1 hr 5 Mins

Summary
High Impact – 4 hrs 16 mins

Scoring Engine

Business Impact	Restored within 'Recovery Time'	Restored within Incident SLA	Incident SLA breached
High	2	4	8
Medium	1	2	4
Low	1	2	3

Scoring Engine

Service Calendar View (February)

1	2	3	4	5	6	7
8	9	10	11	12	13	14
12	16	17	18	19	20	21
22	23	24	25	26	27	28

Service Performance Indicator (February)

88

Points ranges for 'RAG' Status

> 90	80-89	< 80
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