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Strategy Statement for Operational Level Agreements

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0.   DOCUMENT CONTROL

0.1   VERSION HISTORY

Version	Dated	Change Details
A	26/04/2000	Informal internal review within BSM
B	01/07/2001	Updated with comments received during the formal BSM document review
1	04/09/2001	First issued version following Quality Assurance the document contains minor changes of names and job titles.

0.2   DOCUMENT REFERENCES

Ref.	Title	Version Number	Reference
1	Service Management Framework	0.1	CSPOL005
2	Business Service Management Document Library	1.0	CHE/CCC/002
3	Service Configuration Management Process	1.0	CFG/APR/002
4	Business Service Management Document Review and Change Procedure.	1.0	CHE/CCC/003
5	Service Improvement management Process	1.0	SIP/APR/001

0.3   DISTRIBUTION LIST

Name	Title	Team
Don Grey	Head of BSM	BSM
Nick Embling	Service Development Manager	BSM
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0.4 DOCUMENT AND CHANGE CONTROL

The BSM Change Control Team is responsible for maintaining and changing all the documentation created in Business Service Management. For further information on existing documentation and procedure please contact the Change Control Manager.

0.5 GLOSSARY

Ref.	Description
AIS	Application Interface Specification
AP	Automated Payments
APS	Automated Payment Service
BET	Business Environment Team
BS	Business Systems
BSM	Business Service Management
CI	Configuration Item
CIT	Change Implementation Team
CMDB	Configuration Management Database
HSRF	Horizon Service Review Forum
LFS	Logistic Feeder Service
LWPs	Local Working Procedures
MBCIs	Major Business Continuity Incidents
MI	Management Information
NBSC	Network Business Support Centre
OBC	Operational Business Change
OSG	Outlet Systems Group
OP/TIP	Operational Transaction Information Processing
RDS	Reference Data System
SLA	Service Level Agreement
TIS	Technical Interface Specification
TP	Transaction Processing

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0.6   CONTENT

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1. INTRODUCTION

1.1 BACKGROUND

There is currently no PON policy regarding the use or content of OLAs although they have existed in OSG for some years and a number have been produced within Horizon during the last 18 months under BSM guidance.

ICL Pathway are keen to develop formal operational agreements and this is an opportunity for PON to reach agreement in a number of areas and provide a degree of comfort across the Horizon system.

OLAs are widely used within the IT community and are recognised as an industry standard.

The objective of OLAs is to underpin and support service levels as agreed in SLAs. OLAs should relate closely to the associated SLAs and reflect the framework of SLAs.
OLAs are non-contractual documents (e.g. like a 'gentlemen's agreement') which describe how a service or system will operate at an operational level and are regarded as working documents.

1.2 SCOPE

The current remit of BSM is focussed on managing the Horizon system and the short-term strategy should be confined to the implementation and operation of OLAs across the end to end Horizon service.
In the long –term a consistent approach to the implementation and management of OLAs could be applied to support all interfaces both internal and external to PON.

1.3 PURPOSE

The purpose of this document is pull together the different strands and outline current thinking on the subject and propose a strategy for BSM's future involvement and recommendations as to the standard format and content of OLAs which could be adopted within the wider PON area.
The document should be regarded as a discussion paper for agreement and acceptance by the BSM lead team.

2. STRATEGY

The long-term aim should be to ensure that the operation of the end to end process is supported with the appropriate agreements. Where necessary this will include interfaces between PON and other suppliers (i.e. BS). Where interfaces exist but there is no SLA in operation, generally this would be where there is not an

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automated service to be delivered, an OLA should be in place.

In some cases ad-hoc agreements have been reached to manage interfaces and, where appropriate, these should be brought into line with the overall OLA strategy.

All such agreements should be subject to reporting and review at an appropriately review forum constituted within the Service Management Framework (ref.1)

The short-term aim will be to ensure that at the very least all SLAs within Horizon are supported by OLAs and any related interfaces (i.e. internal to PON) are also covered by OLAs. Proposals for the short term strategy;

- Agree BSM strategy and standard format
- Broker joint approach and agreement on format etc. with ICL Pathway
- Establish database of existing OLAs. OLAs to be regarded as configuration items (CIs) and stored on the Configuration Management database. Copies of the OLAs to be held in the BSM Change Management document library.
- Ensure sign-off of existing OLAs
- Bring existing OLA's into line with the agreed format as and when they are revised
- Back-fill OLAs in key services as directed by HSRF
- Ensure join-up of OLA s, end-to-end, across critical processes
- Broker strategy and OLA content within PON
- Agree BSM Role
- Raise profile of OLAs within PON

3.   ROLE OF BSM

The role of BSM so far has been to initiate and facilitate the production of OLAs in key areas (i.e. RDS, TP, APS, LFS). There are issues around ownership, review and document control which this document attempts to clarify.

Recommendations for BSM involvement are;

- Identify requirement for OLAs and information on related SLAs via Service Review
- Facilitate production of OLAs
- Ensure agreements conform to BSM processes
- Ensure that OLAs are compatible with the requirements of the end-to-end service
- Ensure that OLAs join-up across boundaries/interfaces where the relationship is complex (i.e. RDS/TP/OSG/ICL Pathway, AP Clients)
- Administer OLAs from BSM Document library [Ref. 2]
- OLAs to be registered as Configuration Items [Ref. 3]
- Facilitate review process
- Provide MI where available from current processes to the operational review forum as requested.
- Advise PON on OLA structure and policy

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4. STANDARD OLA FORMAT

The following pages contain the proposed format and content in detail.
The main recommendations in brief are;

- Ownership and approval authorities to be clearly defined
- Scope to be based on service specification
- OLAs to be Configuration Items
- OLAs to be kept in BSM Library and subject to BSM document standards [Ref. 2 & 4].
- BSM disciplines applicable to the OLA to be detailed
- Agreed measures to be included where desirable
- Regular reviews to be performed via Service Review forums

5. STANDARD OLA CONTENTS

Objective
An effective OLA should provide both parties with a clear view of the requirements and responsibilities needed to support the service, facilitate a consistent approach to managing the interface, furnish improved knowledge of future requirements, facilitate better forward planning, promote co-operation and support service improvement activities.

The OLA will form the basis on which both parties will develop local working procedures (LWPs).

The OLA should be drawn up in the form of a document against a standard OLA model. The content should be kept simple and free from too much technical detail which would normally be covered by other documents i.e. TIS, AIS, Interface Specifications etc. As with SLAs nothing should be agreed that cannot be measured and the effectiveness and efficiency of the OLA should be reviewed on a regular basis.

5.1 SCOPE

The scope will be largely derived from the service specification and clearly delineate which service or system is being described, where the boundaries of that service lies, which parties are involved in delivering and maintaining the service and the current configuration to which the OLA will be applied. The duration of the OLA and any exclusions from the agreement should also be included.

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5.2   CONTRACTUAL OBLIGATIONS AND OTHER RELATED DOCUMENTS

The OLA should detail the practical arrangements that have been agreed between the parties concerned for delivering and maintaining a service or system.
The agreements contained within an OLA would not be deemed as affecting or adding to existing contractual obligations. OLAs would not normally be regarded as contractual documents.

Reference should be made to any contractual documents that apply to the service or system i.e. SLAs, AIS, TIS.
Other documents that are linked to the OLA should also be referenced together with a description of the nature of the link and any other appropriate CIs.
In more complicated areas it may be useful to list related documents in a table and include this as an appendix to the OLA.

5.3   OWNERSHIP

The owner of the OLA will normally be the service provider primarily responsible for delivering the system or service. The owner will be responsible for the production, and review of the OLA document and ensuring that all relevant parties are involved in the process.
The owner will also need to ensure that the document is signed-off by the relevant parties and authorised at the appropriate level.

5.4   DOCUMENT CONTROL AND RELEASE MANAGEMENT

OLAs will be regarded as Configuration Items and copies will be held in the BSM document library. They will need to conform to the OLA model and BSM document standards.
The documents will be subject to the change control process as applied by the BSM Library [Refs., 2 & 4].
Control of versions, version history, release and distribution of new versions etc. will be carried out by BSM Library on behalf of the owner.

5.5   OBJECTIVES

Provide a consolidated summary of the day to day operational and support arrangements for delivering and maintaining the service as described in the 'Service Specification'. This section should include a brief description of the nature and purpose of the service, key deliverables and quality targets.

Service Times - an outline of the normal processing cycles. (Usually in the form of a diagrammatic representation), availability of service including maintenance times if applicable, deadlines/windows and any flexibility within the schedule which might be agreed, availability of support (i.e. technical staff, help desks etc.) and contingency arrangements. Where appropriate, information on file and data

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specification and location should also be described.

Clarify roles, responsibilities and contact points. Assign ownership of primary activities. Details should be included of any help desks, expert domains and technical support groups.
Facilitate the development of LWPs.
Take advantage of any service improvements which may arise (Ref. 5)

5.6   SERVICE MANAGEMENT

Agreement should be made and documented in line with the Service Management Framework describing how BSM disciplines will be implemented, specifically:

- Incident Management – describe rules for reporting, recording and resolving incidents across the interface. Normally the incident handling arrangements will be detailed in the form of a table or matrix which will form an appendix to the OLA and be reviewed and updated in the same way.
- Problem Management – summarise arrangements for reporting and resolving problems and detail interaction of the various expert domains.
- Change Management – Outline which areas will be subject to change control and how this will be managed and which teams are likely to be involved i.e. Operational Business Change (OBC), Change Implementation Team (CIT) etc.
- Configuration Management – OLAs, together with their relationships to other CIs to be stored on the CMBD.
- Business Continuity – details of contingency arrangements, system and system data recovery, Disaster Recovery and the management of Major Business Continuity Incidents (MBCIs) via the appropriate Crisis Management Team (e.g. Horizon Crisis Management Team.).
- Supplier Performance Management - The how, who and when of reporting against the SLA (see 'Measurement' and 'Review')

5.7   MEASUREMENTS

Measurements as outlined in the SLA should form the basis for measuring the efficiency of the OLA. Other measures may be developed and agreed to support the OLA but these will not be contractual. As with SLAs nothing should be agreed within the OLA that cannot be measured. Reporting against the measurements which are independent from the SLA measures will also need to be agreed and documented within the OLA.

5.8   SERVICE REVIEW

Review of the performance of the OLA should be carried out an operational forum.

Within Horizon, review forums have been set up under the Service Management Framework [Ref. 1] and at these meetings the performance of the SLA and associated

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OLAs should be reviewed.   Each forum has been organised around specific SLAs and the attendees have a responsibility to ensure the performance of the service/system. Part of this will be to review performance measures, instigate and agree the production of OLAs, review the efficiency and content of OLAs and agree the format and production of any management reports. The review forums are held on a regular basis and conform to a generic Terms of Reference.

Similar arrangements should be applied to OLAs that fall outside Horizon.