

Underpinning Agreements: Keeping the End Goal in Mind



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Kyna Autrey SAIC

- ▶ Foundations v2 & v3, IPRC, OSA & SOA certified; ITSM Academy Foundations v3 certified trainer
- ▶ Process & Quality Assurance Manager, PMP
- ▶ Assist in development, implementation, training, institutionalization of ITIL processes

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Joseph Bryson SAIC

- ▶ ITIL Foundations v3 certified, OSA certified, *itSMF* member
- ▶ Service Delivery Manager, PMP, MBA
- ▶ Responsible for large service support / delivery contract, managing delivery of multiple teams that cross several service lines

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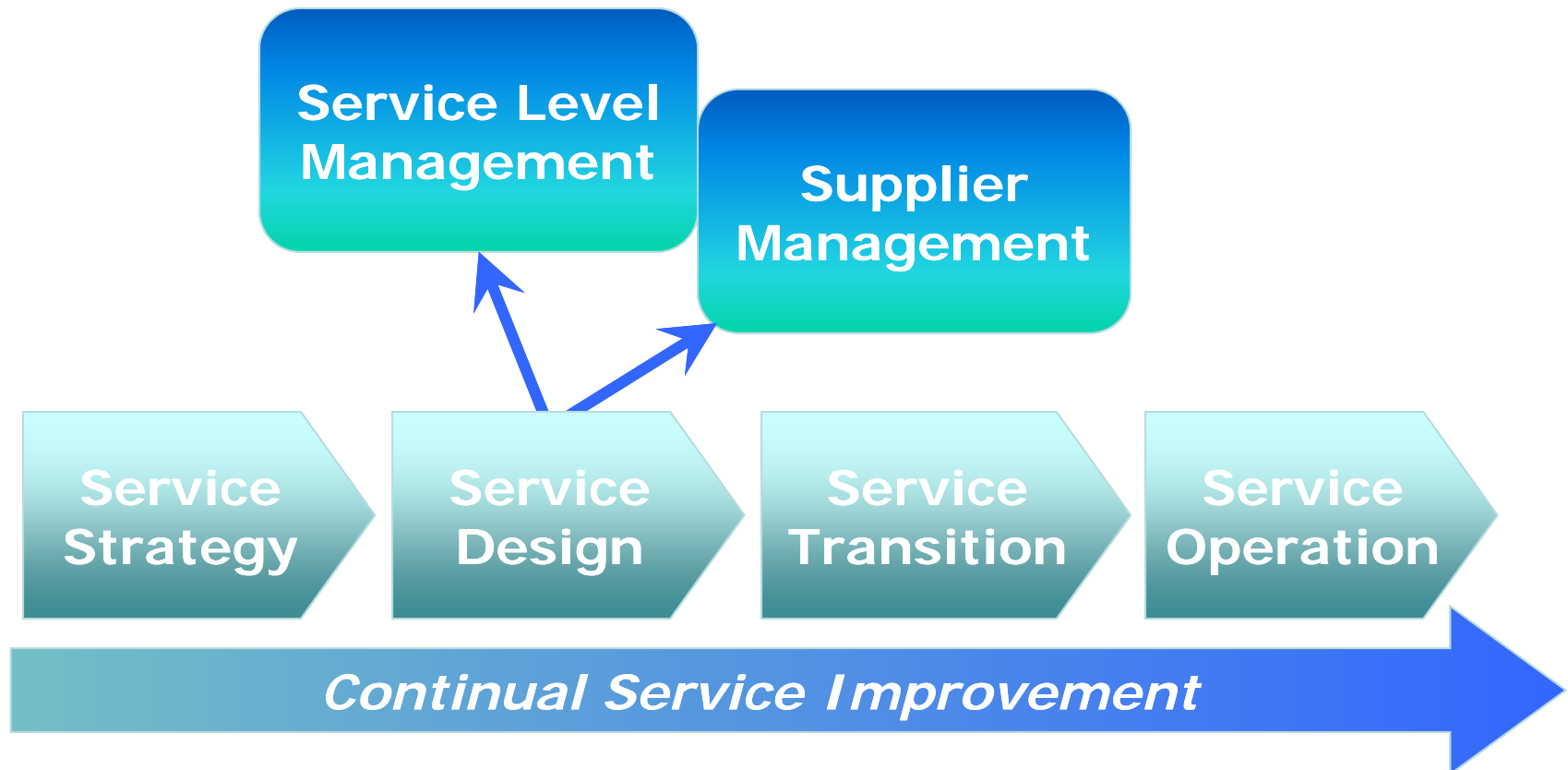




Content

- ▶ What are Underpinning Agreements?
- ▶ What is a Multi-Vendor Environment?
- ▶ Critical Success Factors in a Multi-Vendor Environment
- ▶ The Top Down + Full Circle Approach
- ▶ Conclusion

What are Underpinning Agreements?





Definitions

Service Level Agreement (SLA):

- Between IT and customer
- Documented and agreed
- Describes the service
- Documents service level targets
- Specifies roles and responsibilities



Definitions

Underpinning Agreements

Contract:

- Legally binding agreement
- Business arrangement for supply of goods/services

Underpinning Contract (UC):

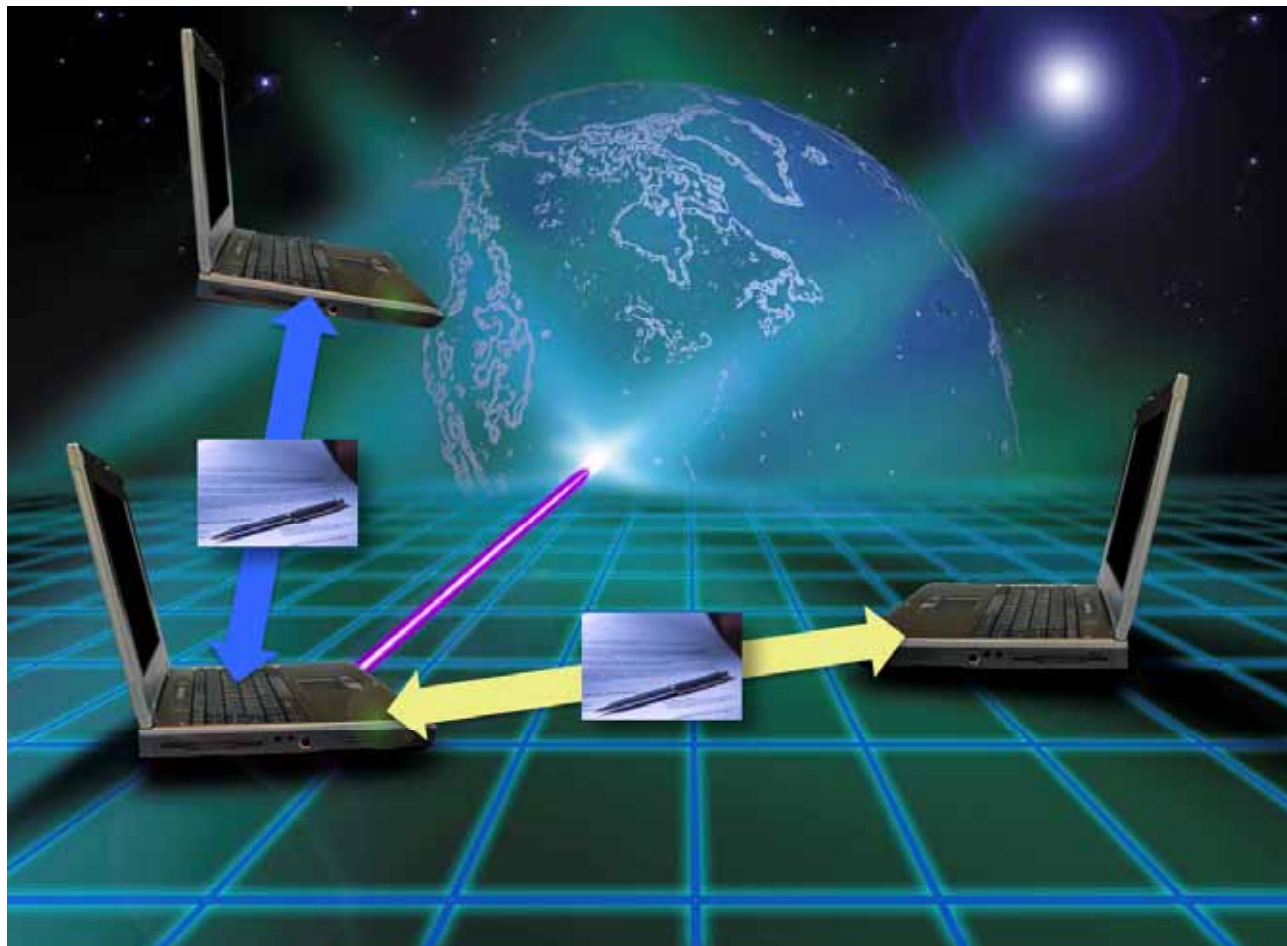
- Between IT and third party
- Supports an IT service
- Defines targets, responsibilities to support SLA

Operational Level Agreement (OLA):

- Internal IT agreement
- Supports the SLA
- Defines goods or services to be provided
- Defines roles and responsibilities



What are Underpinning Agreements?



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What is a Multi-Vendor Environment?

- ▶ Service providers, aka Service Delivery Organizations (SDOs)
 - By function (infrastructure, applications, data)
 - By service line (eCommerce, inventory – aligned to the business processes)
 - By geography
- ▶ Vendors (software, hardware)
- ▶ Why have a multi-vendor environment?
 - Creates competition, reduces cost, increases quality
 - Leverage strengths of various SDOs

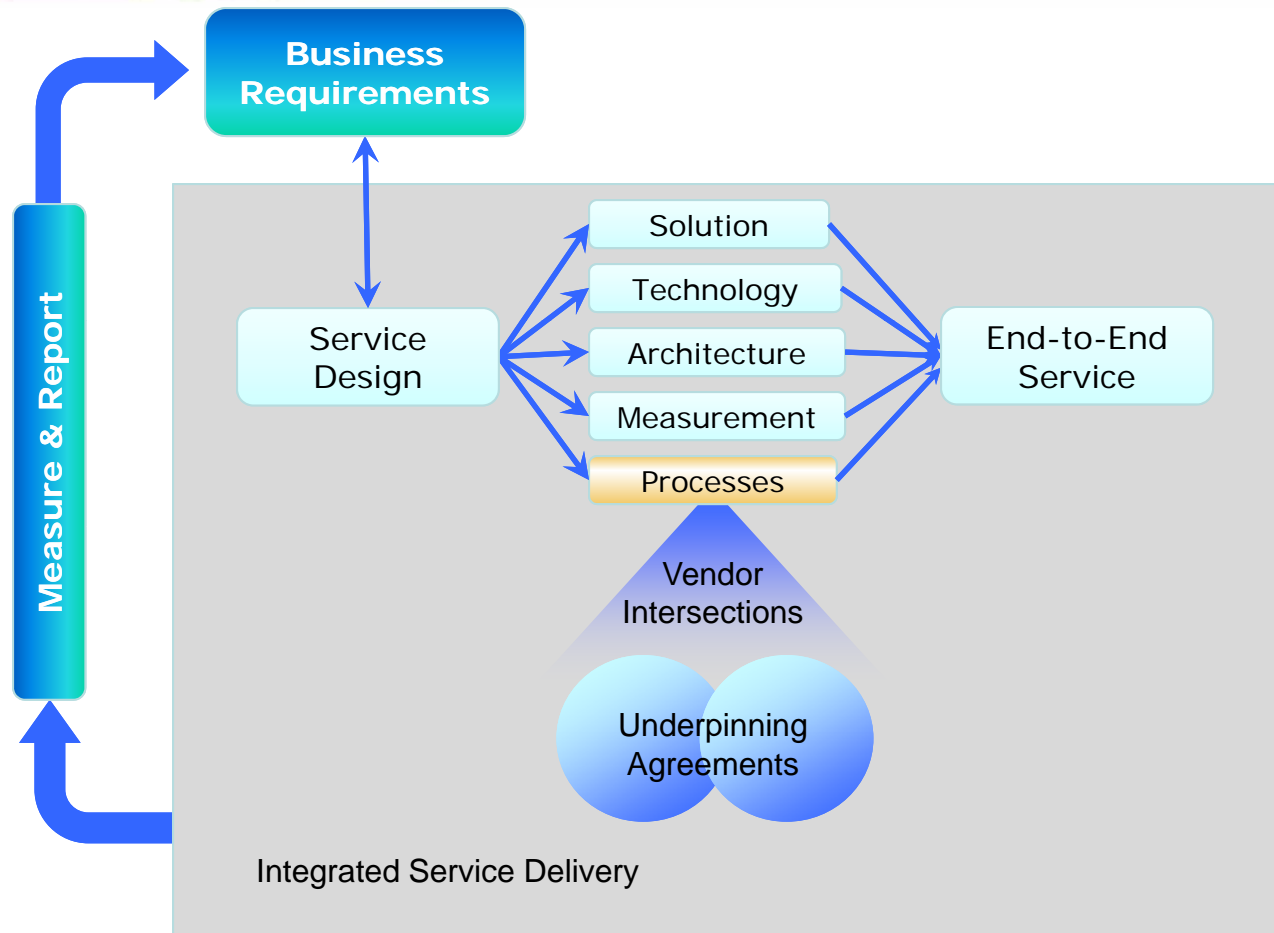
*** Seamless delivery to the business



Critical Success Factors in a Multi-Vendor Environment

- ▶ End-to-end service management process
 - ▶ Vendor intersections, how to work together
 - ▶ Escalation points
 - ▶ Measurements that mean something
 - ▶ Underpinning agreements
- * Everyone is part of the business and the mission

The Top-Down + Full Circle Approach





Critical Success Factors: End-to-End Service Management Process

- ▶ Defined in business terms
- ▶ Accounts for all aspects of the service
- ▶ Defines clear accountabilities and responsibilities
- ▶ Documented and understood by all players
- ▶ Includes continuous feedback loop



Critical Success Factors: Vendor Intersections

- ▶ Definition of all touch points
- ▶ Well-defined inputs / outputs
- ▶ Visibility of service level targets for all Service Delivery Organizations (SDOs)
- ▶ Tools to facilitate multi-vendor environments
- ▶ Facilitate teamwork through shared status meetings
- ▶ Individual SDO success is one element of overall success of service
 - Everyone is accountable for the service



Critical Success Factors: Escalation Points

- ▶ Agreements for each party should be communicated
- ▶ Clear paths for escalation and recourse between Service Delivery Organizations must be documented and understood
 - Work together first
 - Motivation for and recognition of teamwork
- ▶ How and when to escalate within contracting organization
 - Documented and agreed upon
- ▶ Single points of contact need to be established between each Service Delivery Organization and contracting organization



Critical Success Factors: Measurements That Mean Something

- ▶ Metrics aligned to business impact
- ▶ Individual SDO measurement in context of full service
 - Understanding impact of individual performance against the performance of the overall service
 - Understanding impact of individual performance on other SDOs
- ▶ Customer satisfaction measured with overall service delivery
 - One face of IT
- ▶ League tables published to all SDOs
- ▶ Visibility of all escalations and associated resolutions
 - Credit given for cross-SDO resolution



Critical Success Factors: Underpinning Agreements

- ▶ Visibility of service business case
- ▶ Always refer to or supplement the SLA
 - Must understand what service is being supported
- ▶ Constraints / dependencies
- ▶ Tool considerations
- ▶ Steps for continually improving the service
 - Service Improvement Plans (SIPs) are not a bad thing



SLA, UA Suggested
Content

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Conclusion

- ▶ Multi-vendor environments are inherently more complex
- ▶ ITIL® provides the framework to drive success
- ▶ Service Delivery Organizations are connected
- ▶ End-to-end success is critical to business success

The end goal is the business!

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Thank you

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