Service Level Management

Process

The Service Level Management process consists of five procedures.

The first procedure is called "Service Catalog Maintenance". It is used by service level administrators when a change coordinator has asked for a new catalog item to be registered.

The second procedure is called "Service Activation". This procedure is followed by service level administrators after a customer has selected a catalog item and has decided to subscribe to the service at the level specified by this catalog item.

The third procedure is called "Customer Information Maintenance". This procedure is used by service level administrators when they register new customers of the service provider organization. They also use this procedure when they update the contact information that has been registered for these customers.

The fourth procedure is called "Service Termination". It is used by service level administrators when a service, catalog item and/or SLA is discontinued.

The fifth procedure is called "SLA Review and Request Handling". This procedure is used by service level managers when reviewing SLAs at the end of their respective evaluation terms. The service level managers also use this procedure when customer representatives contact them to submit requests.

For more details about these procedures, click on the Process button to return to the graphical representation of this process and click on the box that represents the procedure that you would like to know more about. The graphical representation of this procedure will appear and you will be able to click on the Description button in the upper left-hand corner of your screen to read more about it.

Mission

The mission of the Service Level Management process is to formalize and maintain the agreements between the service provider organization and its customers.

Scope

The scope of the Service Level Management process is limited to the services that are (going to be) provided by the service provider organization to its customers.

Level of Detail

The level of detail in which Service Level Management information is to be registered is specified in the field utilization guidelines for the fields of the forms that are available in the service management application for the support of this process.

The following forms are available in the service management application for the Service Level Management process:

- Service
- Service Level Agreement
- Support Request
- Organization

- Person
- Site

Click on a form to obtain the field utilization guidelines for each of its fields.

In addition, the following documents are available for the support of the Service Level Management process:

- Catalog Item Template
- Service Level Agreement Template
- Continuity Risk Assessment Scorecard

Click on a document to open it.

Roles & Responsibilities

The table below lists the different roles that are involved in the Service Level Management process, along with their respective responsibilities. Click on a role to review its profile.

Role	Responsibility	
Customer representative	Submits requests to better align the services, and the levels at which they are provided, with the requirements of the customer that the customer representative represents, taking into account the charges for these services.	
Service level administrator	Maintains the web-based service catalog of the service provider organization by adding and removing catalog items as requested by Change Management. Prepares SLAs and gets them signed as requested by Change Management. Registers services and SLAs in the service management application to ensure that this information is available to the rest of the service provider organization. Registers the contact details of individual customers, customer organizations, and customer representatives when new customers subscribe to the service provider's services. Updates the information of individual customers, customer organizations, and customer representatives after updated contact information has been received.	
Service level manager	Produces reports to compare actual versus agreed upon service levels at the end of an SLA evaluation term. Finds out for each SLO that was violated during an SLA evaluation term, why it was violated and which actions the service provider has taken, or plans to take, to ensure that the SLO will not be violated again. Proactively adds improvement suggestions to the SLA evaluation report for customer representatives. Reviews actual versus agreed upon service levels with the customer representative after the end of an SLA evaluation term. Registers the requests from customer representatives as support requests in the service management application and passes them to the service desk. Writes and distributes the minutes of SLA review meetings.	

Key Performance Indicators

The table below lists the key performance indicators (KPIs) that have been selected for tracking the success of the Service Level Management process.

KPI	Definition	Frequency	Unit
SLA review punctuality	The average number of days from the end date of an SLA evaluation term until the date on which the SLA review was performed.	Once per SLA evaluation term	# of days
Change requests	The number of support requests with the category "Request for Change" that have been registered by the service level managers.	Monthly	# of support requests
Unregistered customers	The number of support requests that were linked to the special person item with the code NORECORD. **Note:** The special person item with the code NORECORD is linked to support requests by service desk agents when they cannot find the customer in the service management application.	Monthly	# of support requests

Beneficiaries

The roles that rely on the Service Level Management process are listed in the table below, along with their respective requirements for the Service Level Management process.

Beneficiary	Requirement
Change coordinators	Availability of services so that they can be linked to the changes that will affect them. The service hours in SLAs to help determine the most appropriate time for change implementations.
Change managers	Availability of the link between service providers and services and the link between customer representatives and SLAs to facilitate the identification of the required approvers for changes. The service hours in SLAs to help determine if approval from customer representatives is required for changes that will impact the availability of a service.
Configuration managers	Availability of services so that they can be linked to the CIs that support them.
Controllers	Customer and charge details in SLAs to facilitate charging for services.
Customer representatives	Information regarding the actual level of service provided. Service, service catalog, and SLA information concerning the services that are used by the organization that the customer representative represents.
Problem managers	Availability of services so that they can be linked to the problems that affect them.
Service desk agents	Availability of customers within the service management application

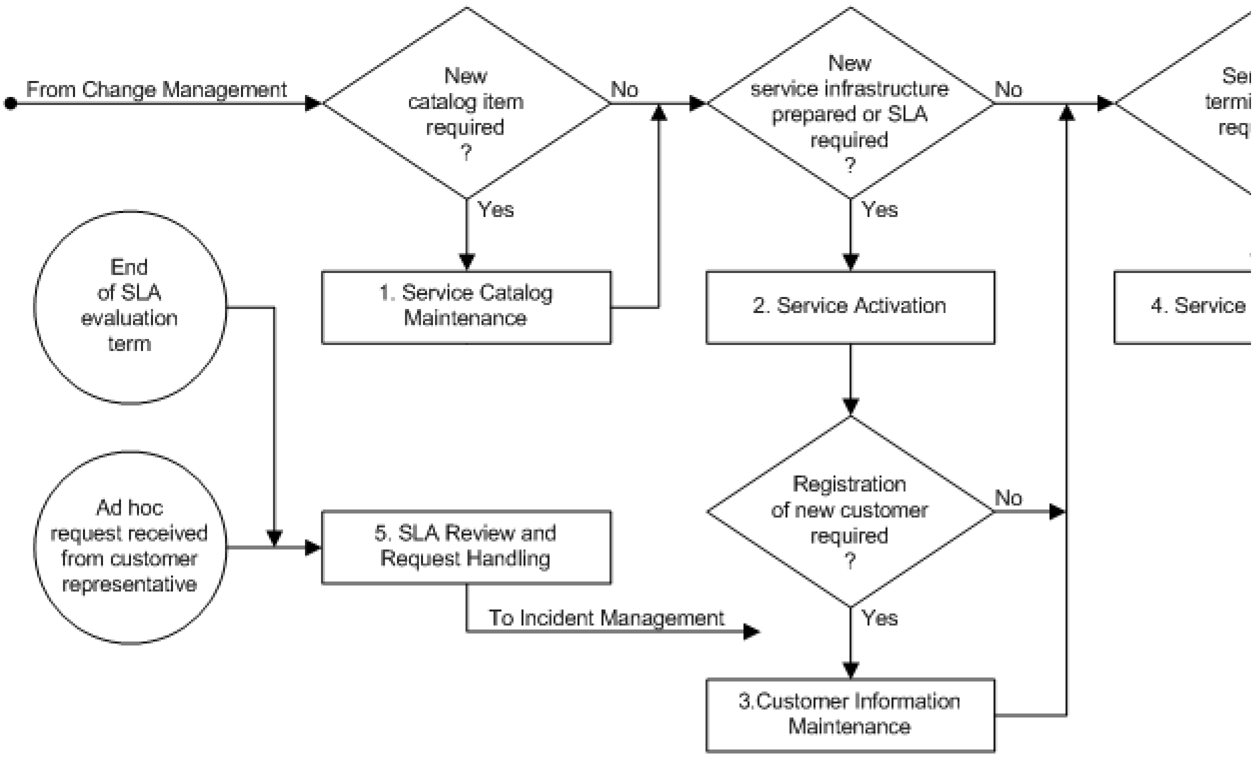
	so that they can be linked to the support requests they submit. Availability of services and their related SLAs, so that they can be linked to support requests and to help with the assignment of support requests to the appropriate group. The business importance level (BIL) in SLAs to allow automated support request prioritization. Service hours in SLAs to allow automated target time calculation for support request. Availability of the link between services and their supporting CIs to assist with the resolution of support requests and to help with the assignment of support requests to the appropriate group. Information about who the service provider is for each service, and who the customer representative and the service level manager are for each SLA, to keep them informed about service outages.
Service level managers	Service level objective (SLO) information so that they can be used for comparison against actual service levels. The end date of the SLA evaluation terms so that the SLA review meetings can be scheduled correctly. Availability of the link between service providers and services and the link between customer representatives and SLAs so that their e-mail addresses can be found when the minutes of the SLA review meeting need to be distributed. Availability of customer representatives within the service management application so that they can be linked to the support requests they submit.
Service providers	Information regarding the actual level of service provided. Service, service catalog, and SLA information concerning the services that he/she is responsible for. Availability of the links between services and their supporting CIs so that an overview can be obtained of the supporting infrastructure for each service.
Specialists	Availability of the link between services and their supporting CIs to assist with the resolution of support requests, the identification of root causes, and the completion of work orders (especially risk & impact work orders).

Owner

The owner of the Service Level Management process is the Service Management CAB.

This CAB is responsible for reviewing, and subsequently approving or rejecting, requests for improvement of the Service Level Management process and its supporting functionality in the service management application.

Process



Procedure 1, Service Catalog Maintenance

Changes that cause the Service Level Management information to require an update include a work order that is assigned to the service level administrator requesting this update to be performed.

When the service level administrator receives such a work order, he/she determines whether a new catalog item is required. If this is not the case, the service level administrator skips the rest of this procedure and goes to Procedure 2, Service Activation. If a new catalog item is required, however, the service level administrator prepares it using the Catalog Item Template, or a copy of a similar catalog item.

Having prepared the new catalog item, the service level administrator gets it approved by:

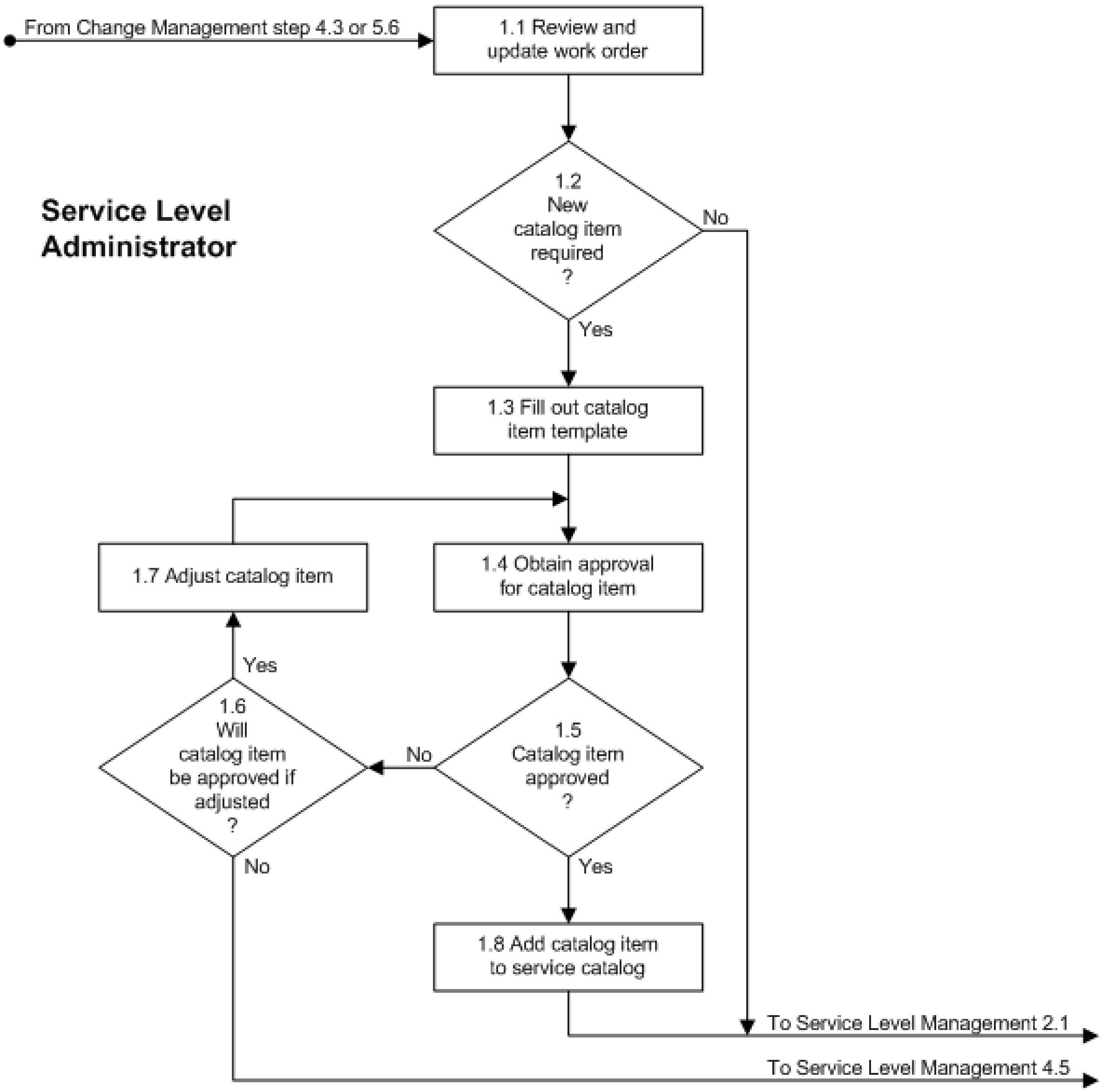
the service provider who will be responsible for meeting the SLOs specified in the catalog item,

the service level manager(s) of the customer organization(s) for which the catalog item has been prepared to ensure that the SLRs of the customer(s) are covered by the catalog item, and
the finance manager of the service provider organization whose commitment is required for the financial aspects of the catalog item.

If the approvers require adjustments to be made before the new catalog item can be signed, the service level administrator adjusts the catalog item as needed until all approval signatures have been collected. If the approvers cannot reach an agreement, however, the service level administrator goes to Procedure 4, Service Termination to indicate in the work order why the creation of the new catalog item has failed.

When the approvers have all signed the new catalog item, the service level administrator adds it to the service provider organization's web-based service catalog. If the new catalog item was prepared as a one off to meet the specific SLRs of one customer, the service level manager ensures that the published version of the new catalog item cannot be accessed by customers.

Procedure 1, Service Catalog Maintenance



Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
1.1 Review and update work order	1.1.1 When the Status field of your work order for Service Level Management information administration has changed from "Registered" to "Assigned", open it and read the instructions in the Information field. 1.1.2 Set the Status field of the work order to "Accepted" if you are not yet ready to start working on it. 1.1.3 As soon as you are ready to work on the work order, set its Status field to "In Progress".

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
1.2 New catalog item required ?	1.2.1 Continue with 1.3.1 if the work order requests the creation of a new catalog item. Otherwise go to 2.1.1.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
1.3 Fill out catalog item template	1.3.1 Open the Catalog Item Template, or copy an existing catalog item that is similar to the one that needs to be created. 1.3.2 Fill out all sections of the catalog item using the input from the work order for guidance.

Work Instructions

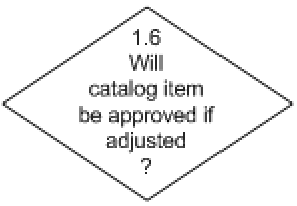
Procedure Step	Work Instructions for Service Level Administrators
1.4 Obtain approval for catalog item	1.4.1 Request approval for the new catalog item from: the service provider who will be responsible for meeting the SLOs specified in the catalog item, the service level manager(s) of the customer organization(s) for which the catalog item has been prepared to ensure that the SLRs of the customer(s) are covered by the catalog item, and the finance manager of the service provider

	organization whose commitment is required for the financial aspects of the catalog item. Note: Obtain the approval signatures on a printed version of the new catalog item. Note: Even if the catalog item was not prepared for a specific customer, it will be targeted at a certain type of customer that is likely to benefit from it. In such cases, the service level manager(s) who would be responsible for this type of customers should still be asked to approve the new catalog item. 1.4.2 Set the Status field of the work order to "Waiting for…" and specify in its Information update field that you are waiting for the catalog item to be approved.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
	1.5.1 Continue with 1.6.1 if one of the approvers decided not to approve the new catalog item. Otherwise, if all approvers signed the new catalog item, go to 1.8.1.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
	1.6.1 Continue with 1.7.1 if all approval signatures can still be obtained if the new catalog item is adjusted. Otherwise go to 4.5.1.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
1.7 Adjust catalog item	1.7.1 Set the Status field of the work order back to "In Progress". 1.7.2 Specify in the Information update field of the work order why the catalog item was rejected and what will need to be changed to get it approved. 1.7.3 Open the digital copy of the rejected catalog item. 1.7.4 Adjust the rejected catalog item as needed to ensure that all approval signatures can be obtained.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
1.8 Add catalog item to service catalog	1.8.1 Set the Status field of the work order back to "In Progress". 1.8.2 File away the hardcopy of the new catalog item with the approval signatures. 1.8.3 Prepare a digital version of the new catalog item in portable document format (PDF) and add it to the service provider organization's web-based service catalog. Note: This digital version of the new catalog item should not include the page with the approval signatures. Note: If the catalog item should not be made available to all customers (e.g. it was prepared as a one off to meet the specific SLRs of one customer), ensure that the published version of the new catalog item cannot be accessed by customers. 1.8.4 Send an e-mail to the approvers of the catalog item to let them know where the new catalog item has been published.

Procedure 2, Service Activation

If the work order for the Service Level Management information update requests the registration of a new service infrastructure the service level administrator does this by filling out the Service form in the service management application.

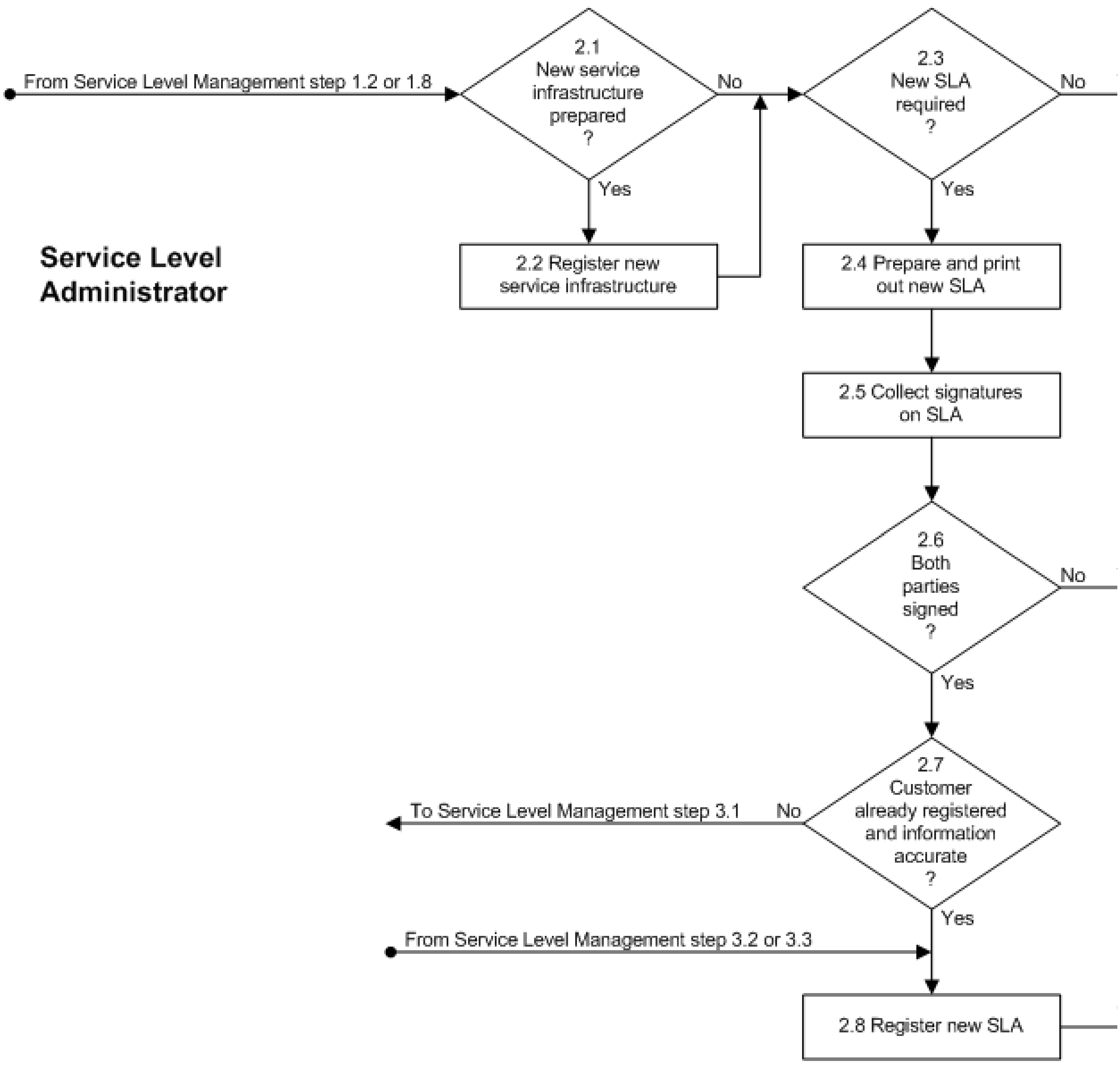
If the work order requests the preparation of a new SLA, the service level administrator prepares the new SLA by filling out the Service Level Agreement Template, printing two copies, and attaching a printout of the relevant catalog item to each copy. The service level administrator then collects the signatures of both the customer representative and the service provider who will be responsible for meeting the SLOs specified in the SLA.

If either the customer representative or the service provider decided not sign the SLA, the service level administrator goes to Procedure 4, Service Termination to indicate in the work order why the new SLA could not be established. On the other hand, if the new SLA was signed, the service level administrator files one copy of the signed SLA and returns the other to the customer representative for his/her files.

Before registering the new SLA, the service level administrator checks the service management application to see if the contact details of the customer are up-to-date. If the customer of the SLA has not yet been registered, or if the contact details of the customer are no longer up-to-date, the service level administrator ensures that the customer information is registered or updated in Procedure 3, Customer Information Maintenance.

When the customer's contact details are up-to-date, the service level administrator registers the new SLA in the service management application and links it to the service infrastructure that will be used to provide the service to the customer.

Procedure 2, Service Activation



Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
	2.1.1 Continue with 2.2.1 if the work order requests the registration of a new service infrastructure that has been prepared by the change to which the work order is linked. Otherwise go to 2.3.1.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
	2.2.1 Register the new service infrastructure in the service management application by following the field utilization guidelines for services. 2.2.2 Link the supported and supporting service infrastructures to the new service infrastructure. Note: The responsible configuration manager will be asked by the change coordinator to link the CIs that make up the service infrastructure to the service that you have registered in the service management application.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
2.3 New SLA required ?	2.3.1 Continue with 2.4.1 if the work order requests the preparation and subsequent signing of a new SLA. Otherwise go to 4.1.1.

Work Instructions

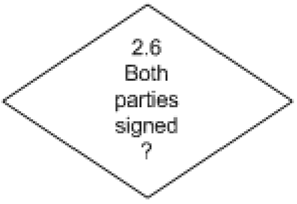
Procedure Step	Work Instructions for Service Level Administrators
2.4 Prepare and print out new SLA	2.4.1 Open the Service Level Agreement Template and fill it out. 2.4.2 Print out two copies of the completed SLA template. 2.4.3 Print out two copies of the catalog item that the customer of the new SLA decided to obtain a subscription for. 2.4.4 Attach one printed copy of the catalog item to the back of each printout of the completed SLA template. By doing this, the two copies of the new SLA have been prepared.

Work Instructions

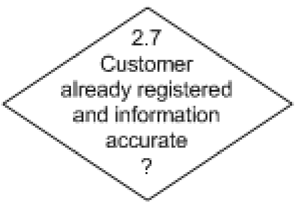
Procedure Step	Work Instructions for Service Level Administrators
2.5 Collect signatures on SLA	2.5.1 Send the two hardcopies of the new SLA to the representative of the customer organization that selected the catalog item on which the new SLA is based. Ask this customer representative to sign both copies and to return them both to you. 2.5.2 Set the Status field of the work order to "Waiting for…" and specify in the Information update field

	of the work order that you are waiting for the SLA to be signed by the customer representative. 2.5.3 As soon as you have received the two signed copies of the new SLA from the customer representative, pass them to the responsible service provider. Ask the service provider to sign both copies and to return them to you. 2.5.4 Specify in the Information update field of the work order that you are waiting for the SLA to be signed by the service provider. Leave the Status field of the work order set to "Waiting for…". 2.5.5 Set the Status field of the work order back to "In Progress" after both copies of the SLA have been returned to you with the signatures of both the customer representative and the service provider on them.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
	2.6.1 Continue with 2.7.1 if both the customer representative and the service provider have signed the new SLA. Otherwise, if one of the parties decided not to sign the SLA, go to 4.5.1.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
	2.7.1 If the customer of the SLA is not yet registered in the service management application, or if this customer's information is no longer up to date, go to 3.1.1. Otherwise continue with 2.8.1.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
2.8 Register new SLA	2.8.1 Return one signed copy of the SLA to the customer representative for his/her files. File away the other signed copy of the SLA. 2.8.2 Register the new SLA in the service management application by following the field utilization guidelines for SLAs. 2.8.3 Link the new SLA to the service that represents the service infrastructure that will be used to provide the service to the customer. 2.8.4 Send an e-mail to the service level manager responsible for the new SLA. Specify in this e-mail that the new SLA has been registered. Also indicate the start date of the SLA in the e-mail.

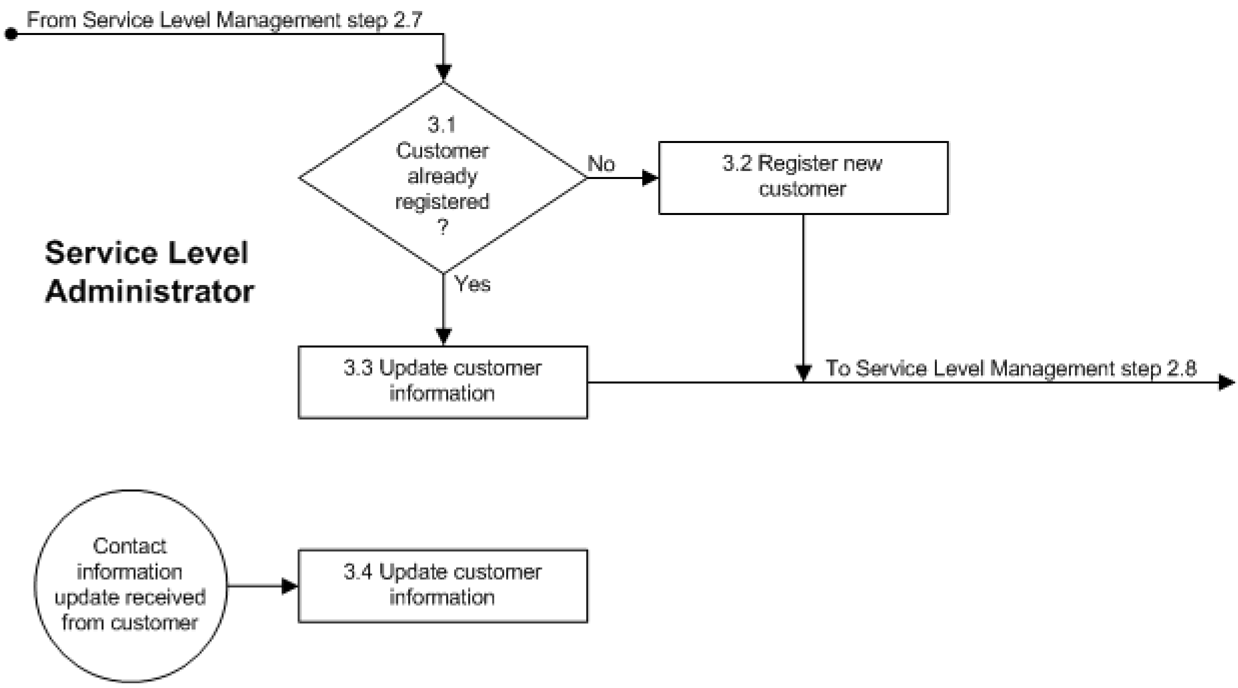
Procedure 3, Customer Information Maintenance

The service level administrators are responsible for registering and updating the contact details of the service provider organization's customers.

A service level administrator performs the customer information maintenance tasks when customers subscribe to one of the provider's services for the first time (i.e. before registering new SLAs) and whenever updated contact information has been received from an existing customer.

If an individual customer or a customer organization is not already registered, the service level administrator adds this customer. If the customer already exists in the service management application, the service level administrator updates the customer's contact information. All this is done in accordance with the field utilization guidelines for organizations when it concerns a customer organization. If it concerns an individual customer, a customer representative, or a person who works for the customer organization and must be supported by the service provider organization, the service level administrator follows the field utilization guidelines for persons.

Procedure 3, Customer Information Maintenance



Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
	3.1.1 If the individual customer, or if the customer organization, is already registered in the service management application, go to 3.3.1. Otherwise continue with 3.2.1.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
	3.2.1 If an individual customer is to be registered, do this by following the field utilization guidelines for persons. 3.2.2 If a new customer organization is to be registered, however, do this by following the field utilization guidelines for organizations. Also register the

	person who will act as the customer representative of this organization, as well as any other persons who work for this organization and who are to be supported by the service provider organization. Do this by following the field utilization guidelines for persons. 3.2.3 Register new, or update existing, site(s) as needed by following the field utilization guidelines for sites.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
3.3 Update customer information	3.3.1 If the contact details of an individual customer are to be updated, do this by following the field utilization guidelines for persons. 3.3.2 If the contact information of a customer organization is to be updated, however, do this by following the field utilization guidelines for organizations. When the contact details of the customer representative of this organization have changed, or if the customer organization is represented by a new person, use the field utilization guidelines for persons to ensure that this is reflected in the service management application. Finally, if the contact information of other people who are supported by the service provider organization needs to be registered or updated, do this also by following the field utilization guidelines for persons. 3.3.3 Register new, or update existing, site(s) as needed by following the field utilization guidelines for sites.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
3.4 Update customer information	3.4.1 After having received updated contact information from an existing individual customer, update this person's contact details by following the field utilization guidelines for persons. 3.4.2 On the other hand, if updated contact information has been received from an existing customer organization, update this organization's information as needed by following the field utilization guidelines for organizations. When the contact details of the customer representative of this organization have changed, or if the customer organization is represented by a new person, use the field utilization guidelines for persons to ensure that this change is reflected in the service management application. Finally, if the contact details of other people from the customer organization, who are to be supported by the service provider organization, need to be registered or updated, do this also by following the field utilization guidelines for persons. 3.4.3 Register new, or update existing, site(s) as needed by following the field utilization guidelines for sites.

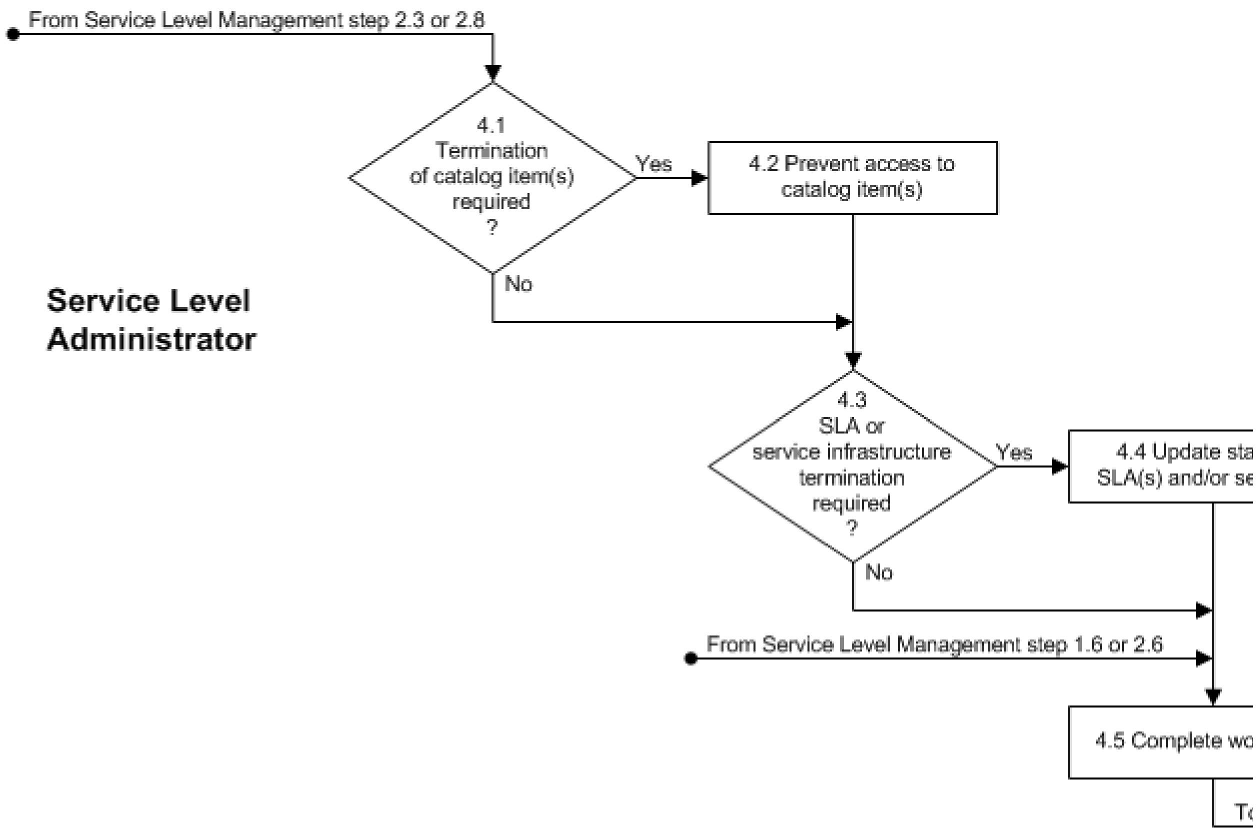
Procedure 4, Service Termination

If the work order for the Service Level Management information update requests the discontinuation of a catalog item, the service level administrator does this by ensuring that it can no longer be accessed from the service provider organization's web-based service catalog by customers.

If the work order requests the termination of one or more SLAs, the service level administrator updates the status of these SLAs to indicate that they have been discontinued. In addition, the service level administrator checks the status of the other SLAs that are linked to the services which SLAs he/she just discontinued. If all SLAs linked to these services are now discontinued, the service level administrator also discontinues these services by updating their status.

When no further action is required from the service level administrator in terms of updating the Service Level Management information, he/she updates the work order. He/she does this to inform the change coordinator that the task has either been performed successfully or failed (e.g. because the requested catalog item was not approved, or because the requested SLA was not signed).

Procedure 4, Service Termination



Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
	4.1.1 Continue with 4.2.1 if the work order requests the discontinuation of one or more catalog items. Otherwise go to 4.3.1.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
	4.2.1 Ensure that the catalog item(s) that need to be discontinued can no longer be accessed from the

	service provider organization's web-based service catalog by customers.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
4.3 SLA or service infrastructure termination required ?	4.3.1 Continue with 4.4.1 if the work order requests the discontinuation of one or more SLAs, or if one or more service infrastructures (which are registered as services in the service management application) will cease to exist. Otherwise go to 4.5.1.

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
4.4 Update status of SLA(s) and/or service(s)	4.4.1 Open the SLA(s) that need to be discontinued in the service management application. Set the Status field of these SLA(s) to "Discontinued". 4.4.2 Open the service(s), which represent the service infrastructure(s) that will cease to exist, in the service management application. Set the Status field of these service(s) to "Discontinued".

Work Instructions

Procedure Step	Work Instructions for Service Level Administrators
4.5 Complete work order	4.5.1 Specify in the Result field of the work order what Service Level Management information you have

		added or updated. Alternatively, if the information could not be added or modified as requested, specify why this could not be done in the Result field (e.g. because the new catalog item was not approved, or because the new SLA was not signed).
	4.5.2	Set the Status field of the work order to "Completed" if the Service Level Management information was updated as requested. However, if the requested update could not be performed, set the Status field to "Failed".

Procedure 5, SLA Review and Request Handling

At the end of an SLA evaluation term, the service level manager obtains the required information to determine the level at which the service has been provided over the past term to the customer of the SLA. To optimize efficiency, the service level manager does this for all SLAs which customers are represented by the same customer representative.

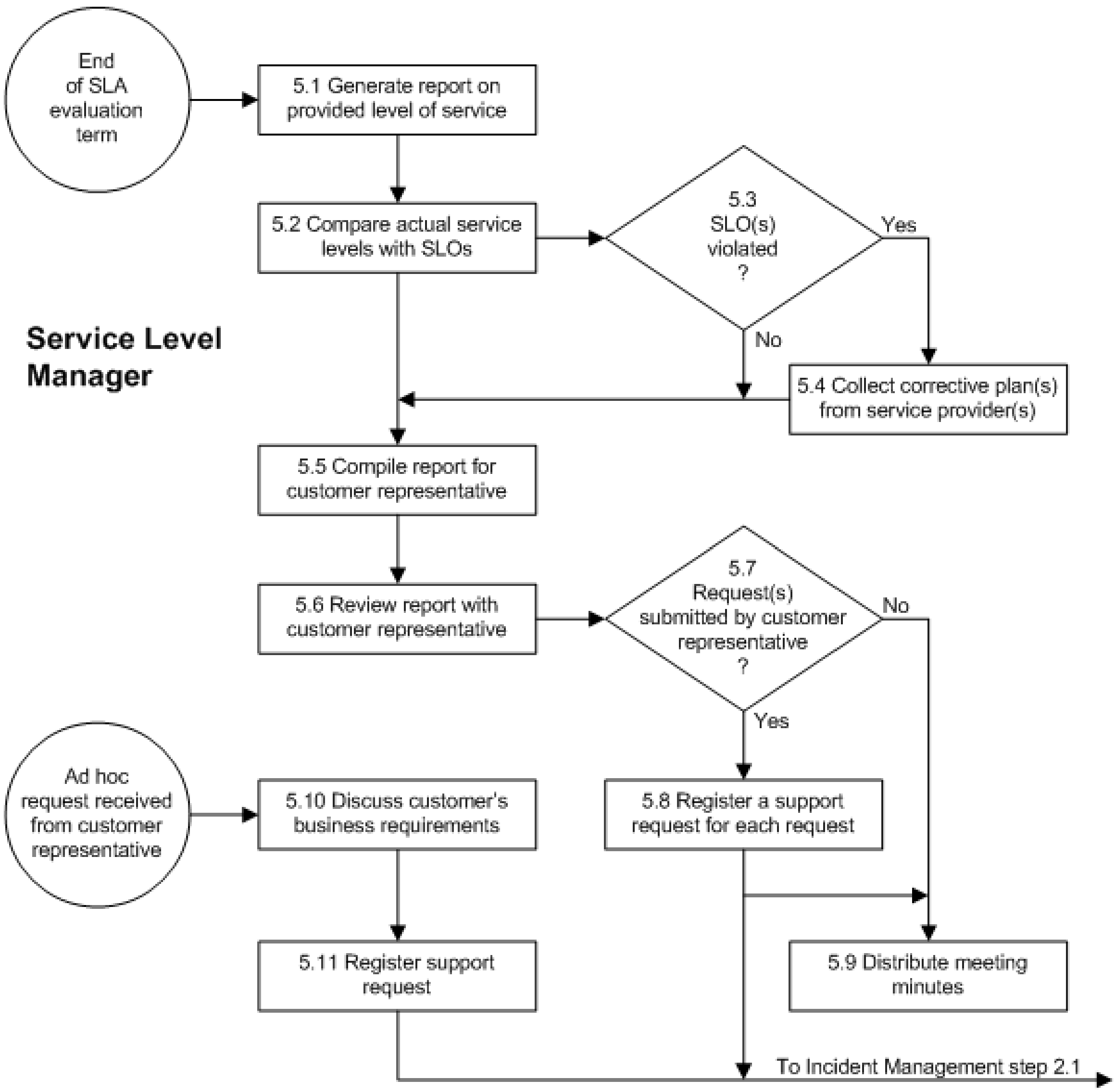
The service level manager subsequently compares the actual service levels against the service level objectives (SLOs) specified in the SLAs and compiles a detailed report for the customer representative. If one or more SLOs were violated during the evaluation term, the service level manager contacts the responsible service providers to find out why the SLOs were violated and how the service provider will ensure that these SLOs will not be violated again. This information is added to the report, along with the service level manager's proactive improvement suggestions.

The service level manager reviews the report with the customer representative shortly after the end of the evaluation term. During the meeting the customer representative informs the service level manager of any requests from the customer organization that he/she represents.

After the meeting the requests are registered as support requests by the service level manager and passed to the service desk. The service level manager then documents the minutes of the meeting and references the numbers of these support requests. The minutes are distributed to the customer representative, the concerned service provider(s), and the service desk manager.

Ad hoc requests from customer representatives are also registered by the service level manager and passed to the service desk.

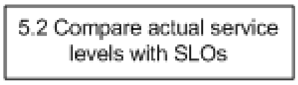
Procedure 5, SLA Review and Request Handling



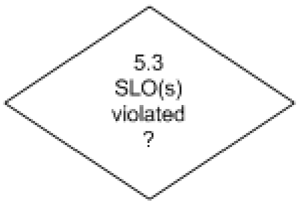
Work Instructions

Procedure Step	Work Instructions for Service Level Managers
5.1 Generate report on provided level of service	5.1.1 Look up the SLAs that have reached the end of their evaluation term. 5.1.2 Schedule a meeting with the representative of the customer of these SLAs. Attempt to arrange a date that is within two weeks after the end of the evaluation term. 5.1.3 Gather the measurement data regarding the actual level of service provided for each SLO defined in the catalog items upon which the SLAs are based. 5.1.4 Combine the information into a single report.

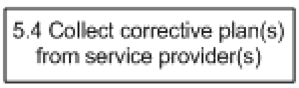
Work Instructions

Procedure Step	Work Instructions for Service Level Managers
	5.2.1 Add the SLO information to the report. 5.2.2 Compare the actual level of service provided with the SLOs.

Work Instructions

Procedure Step	Work Instructions for Service Level Managers
	5.3.1 Continue with 5.4.1 if one or more SLOs of the customer's SLA(s) were violated during the past evaluation term. Otherwise go to 5.5.1.

Work Instructions

Procedure Step	Work Instructions for Service Level Managers
	5.4.1 Contact the provider(s) responsible for the service(s) which SLO(s) were violated. Find out why the SLO(s) were violated and how the service provider will ensure that the SLO(s) will not be violated again.

Work Instructions

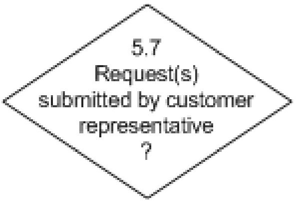
Procedure Step	Work Instructions for Service Level Managers
5.5 Compile report for customer representative	5.5.1 Put all the gathered information and the analysis of the information in a format for presentation to the customer representative. 5.5.2 Determine if there are any recommendations that can be made to optimize the service offering and the level at which the services are provided to the organization that the customer representative represents. 5.5.3 Add these proactive improvement suggestions to the report for the customer representative.

Work Instructions

Procedure Step	Work Instructions for Service Level Managers
5.6 Review report with customer representative	5.6.1 Conduct the SLA review meeting by taking the customer representative through the report. 5.6.2 Ask whether the customer representative would like to submit any requests. Note: Customer representatives should report requests for incident resolution directly to the service desk. Furthermore, when the customer representative requests a change for which a web request form has been made available, ask him/her to submit the request for change by filling out this web request form. Such support requests should not be handled by service level managers. 5.6.3 Discuss each request with the customer representative to ensure that you understand the customer’s business requirements. When the customer representative is requesting a new service, or when he/she is asking for a service to be provided at a different level, translate the customer’s business requirements into a concise set of SLRs. This ensures that the requirements can be easily understood by the staff of the service provider organization. Note: Translating the customer's business requirements into SLRs can be done by simply referring to the catalog item that the customer has selected, but it is considerably more involved when the customer is requesting a service, or a level of service, that the service catalog does not currently offer. In such

	cases, the customer representative might require some assistance to be able to decide on the required level of support, availability, reliability, etc. The Continuity Risk Assessment Scorecard can be used to help the customer representative decide on the appropriate level of continuity coverage for the service. Note: Even when the customer representative submits a request for support improvement, it is important to understand the impact on the customer's business. The explanation from the customer representative needs to be translated into the terminology that is used within the service provider organization to avoid misunderstandings. Note: If there is not enough time to determine all business requirements, continue the discussion shortly after the SLA review meeting. Do not register the request until all business requirements have been clarified. 5.6.4 Document the minutes of the meeting.

Work Instructions

Procedure Step	Work Instructions for Service Level Managers
	5.7.1 Continue with 5.8.1 if the customer representative submitted one or more requests during the meeting (e.g. asked for an adjustment of the functionality of a service, or complained about the responsiveness of the service provider organization). Otherwise go to 5.9.1.

Work Instructions

Procedure Step	Work Instructions for Service Level Managers
	5.8.1 Open a new support request. 5.8.2 Select the customer representative in the Customer field. To do this quickly, fill out the first few characters of the customer representative's last name in the Customer field and press Enter

	(customer codes are equal to their last name). If the characters entered in the Customer field are not unique, the service management application displays a list of persons whose codes start with the entered characters. Select the customer representative from this list. When in doubt, click on the Advanced Find button of the tool bar to open the search screen for persons. 5.8.3 Select the service that the request relates to in the Service field. Note: If it concerns a request for support improvement (i.e. a complaint) or a request for the development of a new service, select the special service "N/A - Service does not (yet) exist or is out of scope". 5.8.4 If the support request concerns a specific configuration item (CI), select it in the CI field. Note: If the CI is not registered in the CMDB, but falls within the scope of the Configuration Management process, select the special CI with the code "NORECORD". Note: If the support request does not concern a specific CI (e.g. in case of a request for support improvement), or if the CI falls outside the scope of the Configuration Management process, select the special CI with the code "N/A". 5.8.5 Enter a short but meaningful description of the request in the Description field. 5.8.6 Describe the customer's business requirements in the Information update field. Do this in terms that are used within the service provider organization to avoid misunderstandings. Note: If the customer representative requested a new service, or a change in service level, add the SLR(s) in this field to ensure that the customer's business requirements cannot be misinterpreted by the staff of the service provider organization. 5.8.7 Select "Personal Visit" in the Source field. 5.8.8 Select the support request category in the Category field. The applicable options for requests submitted by a customer representative to a service level manager are: Request for Change Request for Information Request for Support Improvement Note: The service management application uses the category of the support request to determine the appropriate priority for it. The service management application subsequently uses this priority, in combination with the service hours specified in the customer's SLA, to calculate the target date and

	time for the support request. 5.8.9 Select the service desk in the Group field to assign the support request to the service desk. 5.8.10 Ensure that the Status field of the support request is set to "Assigned". 5.8.11 Go back to 5.8.1 until a separate support request has been registered for each request submitted by the customer representative.

Work Instructions

Procedure Step	Work Instructions for Service Level Managers
5.9 Distribute meeting minutes	5.9.1 Finalize the minutes of the SLA review meeting by placing them in the appropriate format and, if the customer representative submitted any support requests, by incorporating the support request numbers. 5.9.2 Send an e-mail with the minutes of the SLA review meeting to: the customer representative, the service providers who provide services to the customer organization or group of individual customers, that is represented by the customer representative, and the service desk manager.

Work Instructions

Procedure Step	Work Instructions for Service Level Managers
5.10 Discuss customer's business requirements	5.10.1 Discuss the request with the customer representative to ensure that you understand the customer's business requirements. When the customer representative is requesting a new service, or when he/she is asking for a service to be provided at a different level, translate the customer's business requirements into a concise set of SLRs. This ensures that the requirements can be easily understood by the staff of the service provider organization.

	Note: Translating the customer's business requirements into SLRs can be done by simply referring to the catalog item that the customer has selected, but it is considerably more involved when the customer is requesting a service, or a level of service, that the service catalog does not currently offer. In such cases, the customer representative might require some assistance to be able to decide on the required level of support, availability, reliability, etc. The Continuity Risk Assessment Scorecard can be used to help the customer representative decide on the appropriate level of continuity coverage for the service. Note: Even when the customer representative submits a request for support improvement, it important to understand the impact on the customer's business. The explanation from the customer representative needs to be translated into the terminology that is used within the service provider organization to avoid misunderstandings. Note: Customer representatives should report requests for incident resolution directly to the service desk. Furthermore, when the customer representative requests a change for which a web request form has been made available, ask him/her to submit the request for change by filling out this web request form. Such support requests should not be handled by service level managers. Note: Do not register the request until all business requirements have been clarified.

Work Instructions

Procedure Step	Work Instructions for Service Level Managers
5.11 Register support request	5.11.1 Open a new support request. 5.11.2 Select the customer representative in the Customer field. To do this quickly, fill out the first few characters of the customer representative's last name in the Customer field and press Enter (customer codes are equal to their last name). If the characters entered in the Customer field are not unique, the service management application displays a list of persons whose codes start with the entered characters. Select the customer representative from this list. When in doubt, click

	on the Advanced Find button of the tool bar to open the search screen for persons. 5.11.3 Select the service that the request relates to in the Service field. Note: If it concerns a request for support improvement (i.e. a complaint) or a request for the development of a new service, select the special service "N/A - Service does not (yet) exist or is out of scope". 5.11.4 If the support request concerns a specific configuration item (CI), select it in the CI field. Note: If the CI is not registered in the CMDB, but falls within the scope of the Configuration Management process, select the special CI with the code "NORECORD". Note: If the support request does not concern a specific CI (e.g. in case of a request for support improvement), or if the CI falls outside the scope of the Configuration Management process, select the special CI with the code "N/A". 5.11.5 Enter a short but meaningful description of the request in the Description field. 5.11.6 Describe the customer's business requirements in the Information update field. Do this in terms that are used within the service provider organization to avoid misunderstandings. Note: If the customer representative requested a new service, or a change in service level, add the SLR(s) in this field to ensure that the customer's business requirements cannot be misinterpreted by the staff of the service provider organization. 5.11.7 Select the manner in which the customer representative submitted the support request to you in the Source field. 5.11.8 Select the support request category in the Category field. The applicable options for requests submitted by a customer representative to a service level manager are: Request for Change Request for Information Request for Support Improvement Note: The service management application uses the category of the support request to determine the appropriate priority for it. The service management application subsequently uses this priority, in combination with the service hours specified in the customer's SLA, to calculate the target date and time for the support request. 5.11.9 Select the service desk in the Group field to assign the support request to the service desk. 5.11.10 Ensure that the Status field of the support request is

	set to "Assigned".

Service

The table below lists the fields of the Service form and provides utilization guidelines for each field.

Page	***Main***
Field	**Utilization**
Status	Use this field to select the appropriate status for the service from the following list of options: Being Developed — An SLA is not yet in effect for the service. In Production — One or more SLAs are currently in effect for the service. Discontinued — There are no longer any SLAs in effect for the service.
	Separator
Name	Use this field to enter the name of the service. The service name should be constructed using the following syntax: **<ProviderCode> <Service> <Infrastructure> <Application>** Example: NYCHQ Human Resource Management P21 (SAP) Note that the name of the application is optional.
Description	Use this field to enter a high-level description of the service's functionality. Example: The NYCHQ Human Resource Management service provides the ability to manage all information concerning salaries, training and career development of employees.
Service Provider	Separator
Group	Use this field to select the group that is responsible, from an operational perspective, for making the functionality of the service available to its customers.
Manager	Use this field to select the manager of the group that is responsible, from an operational perspective, for making the functionality of the service available to its customers.
	Separator
Folder	This field is automatically set to the folder of the service level administrator's

	organization.
Page	***CIs and SLA***
Field	**Utilization**
CIs	Use this field to create a link with all configuration items that support this service.
SLA	Use this field to create a link with the service level agreement that has been registered for this service.
Page	***Service Dependencies***
Field	**Utilization**
Supported Services	Use this field to create a link with all services that this service supports.
Supporting Services	Use this field to create a link with all services that support this service.
Page	***Support Requests***
Field	**Utilization**
Support Requests	This field automatically lists all the support requests that have been registered for this service.
Page	***History***
Field	**Utilization**
Registration	The application automatically specifies in this field who created the item and when it was created. The application also uses this field to indicate who last updated the item and when this was done.
History	The application automatically creates a line when an audited field is filled out or updated. For each history line the application specifies who caused it to be created and when it was created.

Service Level Agreement

The table below lists the fields of the Service Level Agreement form and provides utilization guidelines for each field.

Page	***Main***
Field	**Utilization**
Status	Use this field to select the appropriate status for the service level agreement from the following list of options: Being Developed — The SLA is not yet in effect. In Production — The SLA is currently in effect. Discontinued — The SLA is no longer in effect.
	Separator
Name	Use this field to enter the name of the service level agreement in the following syntax: **<ServiceName> "for" <CustomerCode>** Example: NYCHQ Human Resource Management P21 (SAP) for UKPLANT Note that the name of the service should be abbreviated if otherwise the name of the SLA is too long to fit in this field.
Service	Use this field to select the service that this service level agreement covers.
Provider	Use this field to select the organization that provides the service selected in the Service field above. After having selected the provider organization, open it to ensure that the organization's Time zone field has been filled out.
	Separator
Start date	Use this field to specify the date on which the SLA becomes effective.
Renewal date	Use this field to specify the date on which the SLA will have expired if it is not renewed before this date.
	Separator
BIL	Use this field to select the appropriate business importance level and service hours combination for this service level agreement.
Continuity	Use this field to select the appropriate continuity agreement for this service level agreement from the following list of options: Automatic - No Intervention Required Automatic - Customer Restart Required Restore within 2 Hrs Restore within 4 Hrs Restore within 8 Hrs Restore within 16 Hrs Restore within 24 Hrs Restore within 32 Hrs Restore within 48 Hrs Restore within 72 Hrs

	Restore within 96 Hrs Restore within 120 Hrs Service Will Not Be Restored at Continuity Site
Performance	Use this field to describe the transaction(s) and maximum time the transaction(s) can take to complete. Example: The transaction of a user logging on to the service is not to take longer than 60 seconds.
	Separator
Max. data loss (hrs)	Use this field to enter the maximum number of hours of data loss that the customer could experience if the most recent backup needs to be restored. Example: If the data is backed up every 24 hours, the maximum risk of data loss is experienced just before the next backup is taken, i.e. after 24 hours.
Restore (hrs)	Use this field to enter the number of hours within which a restore is to be completed after having received the request or approval from the customer.
Offline backup	Use this field to specify on which days and during which periods the offline backup is performed.
	Separator
Folder	This field is automatically set to the folder of the service level administrator's organization.
Page	***Details***
Field	**Utilization**
Supported changes	Use this field to specify which type of changes are to be carried out by the service provider if the customer requests them. Indicate for each type of change how the customer should submit the request, within how many hours it will be implemented after the request has been submitted, and how much the customer will be charged for the implementation of the such a change.
Limitations	Use this field to specify the limitations that apply to the service level agreement. Example: The service provider can be held accountable for the service level objectives up to a capacity limit of 50 concurrent users or 100 GB of data stored in the database.
Prerequisites	Use this field to specify which requirements need to be met by the customer in order for the customer to benefit from the service. The service provider cannot be held accountable for violations of the service level objectives caused by a failure of the customer to meet one or more of these requirements.
Charges	Use this field to specify the amount that the service provider will charge the customer for the delivery of the service per charge driver, per charge term. Examples of charge drivers: User

	Transaction Gigabyte Examples of charge terms: Monthly Quarterly Biannually Annually
Penalities	Use this field to specify what the penalities will be for the service provider organization if an SLO has been violated.
Page	***Metrics***
Field	**Utilization**
Incident resolution	Use this field to enter the minimum percentage of incidents that is to be resolved before their resolution target.
Reliability	Use this field to enter the maximum number of times per month that the customer can expect a service outage during service hours.
Service Desk Metrics	Use this field to specify the availability objective.
Report Results	This field lists the availability reports that have been generated by the service management application.
Page	***Customer***
Field	**Utilization**
Representative	Use this field to select the person who represents the customer organization for the service that this service level agreement covers.
Persons	Use this field to select the person(s) who are covered by this service level agreement.
Organizations	Use this field to select the organization(s) that are covered by this service level agreement.
Page	***History***
Field	**Utilization**
Registration	The application automatically specifies in this field who created the item and when it was created. The application also uses this field to indicate who last updated the item and when this was done.
History	The application automatically creates a line when an audited field is filled out or updated. For each history line the application specifies who caused it to be created and when it was created.

Support Request

The table below lists the fields of the Support Request form and provides utilization guidelines for each field.

Page	***Main***
Field	**Utilization**
Number	This field contains the unique support request number. This number is automatically generated by the application.
Status	Use this field to select the appropriate status for the support request from the following list of options: Rejected: The support request had better be assigned to another group. Assigned: The responsibility for the resolution of the support request has been assigned to a specific group or member. Accepted: The support request will be resolved as soon as the member to whom the support request has been assigned is ready to start working on it. In Progress: The support request is currently being resolved. Waiting for…: It is temporarily not possible to make any further progress in the resolution of the support request. Completed: The work on the resolution of the support request has come to an end because of the reason specified in the Completion code field. Change Pending: A change has been registered for the implementation of the requested change. ClosedMail: The customer has been informed via e-mail of the manner in which the support request has been completed. The e-mail has asked the customer to verify the solution of the support request. Closed: The customer has accepted the solution of the support request (i.e. the customer has indicated that he/she is satisfied with the solution, or the customer has not responded to the "ClosedMail" e-mail notification within 28 days).
	Separator
Customer	Use this field to select the customer who submitted the support request.
Service	Use this field to select the service for which the customer has submitted the support request.

	Select the special service "N/A - Service does not (yet) exist or is out of scope" if the support request does not concern a specific service, or if it concerns a service that is not (yet) provided.
CI	Use this field to select the configuration item (CI) that is causing the service disruption (in case of a request for incident resolution), or that the user wants to know something about (in case of an request for information), or that the user wants to have changed (in case of a request for change). Select the special CI with the code "NORECORD" if the CI has not yet been registered in the configuration management database (CMDB). Select the special CI with the code "N/A" if the support request does not concern a specific CI (e.g. in case of a request for support improvement).
	Separator
Description	Use this field to enter a short description of the support request. Examples: For requests for incident resolution: Slow response time on <Service> Error message using <Service> Cannot log onto (or access) <Server or Service> Job <Job name> failed with <Abend code> <Customer code> router in <City> down For requests for information: How to <Requested information> For requests for change: Install <Software & Version> on <Workstation or Server Code> Apply upgrade from <Current Software & Version> to <Requested Software & Version> For requests for support improvement: Request <Support Request Number> not resolved in time Change <Change Number> was implemented without approval
Information	This field shows all information that was entered in the Information update field when the support request was saved. Above each entry, the application indicates who entered the text in the Information update field and when it was saved. Each new entry is inserted at the top of this field.
Information update	Use this field to provide any additional information that could prove useful for resolving the support request and/or to provide a summary of the actions that have been taken to date. In case of incidents, specify for instance if the customer has used the service before and whether or not the same incident was encountered. If the customer used the service before, specify since when the customer is experiencing the incident. If there is an error message, enter the complete error message in this field, even if a screen shot of this message has been attached to the support request.
	Separator
Folder	This field is automatically set to the folder of the organization to which the person who created the support request belongs.
Page	***Details***
Field	**Utilization**
Source	Use this field to select the manner in which the support request

	was submitted from the following list of options: Alarm E-mail Fax, Letter, Paper Form, or Memo Own Observation Personal Visit Telephone Web Request Form
Category	Use this field to select the support request category from the following list of options: Request for Change Request for Incident Resolution Request for Information Request for Support Improvement Request is Out of Scope
	Separator
Impact	Use this field to select the extend to which the service is impacted from the following list of options: None - No Degradation of Service Low - Service Degraded for 1 User Medium - Service Down for 1 User or Degraded for Several High - Service Down for Several Users Note that a service is degraded when some of its functionality is not functioning, or when the response time of the service is slow. A service is down when none of its functionality can be accessed.
Priority	For requests for incident resolution, the application automatically selects the correct priority from the following list of options after the customer, the service level agreement, and the impact level have been selected: P40 - To Be Completed within 40 Service Hours P16 - To Be Completed within 16 Service Hours P8 - To Be Completed within 8 Service Hours P4 - To Be Completed within 4 Service Hours P2 - To Be Completed within 2 Service Hours P1 - To Be Completed within 1 Service Hour For requests for information, the application always sets the priority to P40. For requests for support improvement, the application always sets the priority to P8. For requests for change, the application always sets the priority to P40.
	Separator

Creation date	This field is automatically set to the date and time at which the support request was created.
Target date	This field is automatically set to the date and time at which the support request should be completed, after the priority has been set.
Completion date	This field is automatically set to the date and time at which the support request status was set to "Completed" or greater.
Assignment	Separator
Group	Use this field to select the group to which the support request is to be assigned.
Member	Use this field to select the person to which the support request is to be assigned.
Supplier	Use this field to select the supplier organization that has been asked to assist with the support request.
Reference number	Use this field to enter the unique reference number under which the support request has been registered by the supplier organization.
	Separator
Solution	Use this field to describe, step by step, how the support request has been completed.
Completion code	Use this field to select the appropriate completion code for the support request from the following list of options, after the support request has been completed: Gone - Not Able to Reproduce Solved - Root Cause Analysis not Required Unable - Not Able to Solve or in Conflict with Standard or Policy Withdrawn - Request Withdrawn by Customer Workaround - Root Cause not Removed
Page	***SLA Tracking***
Field	**Utilization**
SLA	Use this field to open the SLA that is linked to the support request.
	Separator
Creation date	This field is automatically set to the date and time at which the support request was created.
Target date	This field is automatically set to the date and time at which the support request should be completed, after the priority has been set.
Maximum duration	This field automatically calculates the difference between the Target date and the Creation date, taking into account only the service hours of the SLA that is linked to the support request.
Completion date	This field is automatically set to the date and time at which the support request status was set to "Completed" or greater.

Actual duration	This field automatically calculates the difference between the Completion date and the Creation date, taking into account only the service hours of the SLA that is linked to the support request.
	Separator
Outage start date	Use this field to enter the exact date and time at which the service became unavailable due to the incident described in this support request.
Outage end date	Use this field to enter the exact date and time at which the service became available again after the incident described in this support request was resolved.
Outage duration	This field automatically calculates the difference between the Outage end date and the Outage start date, taking into account only the service hours of the SLA that is linked to the support request.
	Separator
Reporting tag	Use this field to select the one of the following options to ensure that accurate SLA reports can be generated using the support request information: Customer Accountable Service Provider Accountable Supplier Accountable Duplicate
Page	***Relations***
Field	**Utilization**
Relations	Use this field to link alarms, problems and/or changes to this support request.
Page	***History***
Field	**Utilization**
Registration	The application automatically specifies in this field who created the item and when it was created. The application also uses this field to indicate who last updated the item and when this was done.
History	The application automatically creates a line when an audited field is filled out or updated. For each history line the application specifies who caused it to be created and when it was created.

Organization

The table below lists the fields of the Organization form and provides utilization guidelines for each field.

Page	***Main***	
Field	**Utilization**	
Category	Use this field to select the appropriate organization category from the following list of options: Company Region Affiliate Department Customer Supplier Note that the organization category "Customer" should be used for organizations that are not part of the company and that have a subscription (i.e. an SLA) to one or more services that are provided by the service provider organization within the company. The organization category "Supplier" should be used for organizations that are not part of the company and that deliver goods and/or services to the service provider organization within the company.	
Code	Use this field to enter a unique code for the organization.	
Name	Use this field to enter the full name of the organization.	
Telephone	Use this field to enter the main telephone number of the organization. Syntax: +1 (123) 456-7890.	
Fax	Use this field to enter the main fax number of the organization. Syntax: +1 (123) 456-7890.	
Service Desk	Separator	
Support phone	Use this field to enter the service desk telephone number of the organization. Syntax: +1 (123) 456-7890. Use this field only if the organization category is "Supplier". Leave this field empty if the organization does not have a service desk.	
Support fax	Use this field to enter the service desk fax number of the organization. Syntax: +1 (123) 456-7890. Use this field only if the organization category is "Supplier". Leave this field empty if the organization does not have a service desk.	
Support e-mail	Use this field to enter the SMTP e-mail address of the organization's service desk. Use this field only if the organization category is "Supplier". Leave this field empty if the organization does not have a service desk.	
	Separator	
Remark	Use this field to enter any additional information about this organization that might	

	prove useful.
	Separator
Time zone	Use this field to select the time zone that should be applied to the SLAs for which this organization is the provider. Leave this field empty if the organization is not a service provider.
Folder	This field is automatically set to the folder of the organization to which the person who opened the item belongs.
Page	***Details***
Field	**Utilization**
Parent	Use this field to select the parent organization. Do not use this field if the organization category is "Supplier". Ensure that the category of the selected organization is of a higher level than that of the organization from which the selection is made.
Persons	Use this field to select the person(s) that work for the organization. Do not use this field if the organization category is "Supplier".
Child Organizations	Use this field to create a link with all organizations that are part of this organization. Do not use this field if the organization category is "Supplier". Ensure that the category of the selected organization(s) is of a lower level than that of the organization from which the selection is made.
Page	***Addresses***
Field	**Utilization**
Addresses	Use this field to enter the address(es) of the organization. Use this field only if the organization category is "Supplier".
Web sites	Use this field to enter the URL(s) of the organization's web site(s).
Page	***History***
Field	**Utilization**
Registration	The application automatically specifies in this field who created the item and when it was created. The application also uses this field to indicate who last updated the item and when this was done.
History	The application automatically creates a line when an audited field is filled out or updated. For each history line the application specifies who caused it to be created and when it was created.

Person

The table below lists the fields of the Person form and provides utilization guidelines for each field.

Page	***Main***
Field	**Utilization**
Code	Use this field to enter the person's last name, up to 20 characters.
Name	Enter the full name of the person, starting with the last name. Examples: Jan van der Velde - Velde, Jan van der James Falcon-Woods - Falcon-Woods, James Christine d'Avant - Avant, Christine d'
	Separator
Organization	Use this field to select the organization that the person is a member of.
Site	Use this field to select the facility where the person is stationed.
Location	Use this field to enter the name or number of the room or area where the person has his/her desk.
Telephone	Use this field to enter the full office telephone number of the person. Syntax: +1 (123) 456-7890
Fax	Use this field to enter the full office fax number of the person. Syntax: +1 (123) 456-7890
Mobile	Use this field to enter the full mobile telephone number of the person. Syntax: +1 (123) 456-7890
Pager	Use this field to enter the person's SMTP pager address. It is important that the SMTP pager address is entered in the Pager field for all persons who are to be automatically paged by the service management application.
E-mail	Use this field to enter the person's SMTP e-mail address. It is important that the SMTP e-mail address is entered in the E-mail field for all persons who are to receive automatically generated e-mails from the service management application.
	Separator
Remark	Use this field to enter any additional information about this person that could prove useful.
	Separator
Folder	This field is automatically set to the folder of the service level administrator's organization.

Page	***Requests & CIs***
Field	**Utilization**
Support Requests	This field automatically lists all the support requests that have been registered for this person.
User of the following CIs	This field automatically lists all the configuration items to which this person has been linked as the user.
Page	***Memberships***
Field	**Utilization**
Account	Use this field to create a link with the service management application account of this person after it has been created. Use this field only if this person is to become a user of the service management application.
Groups	Use this field to create a link with the group(s) of which this person is a member. Use this field only if the person is, or is to become, a user of the service management application.
Page	***History***
Field	**Utilization**
Registration	The application automatically specifies in this field who created the item and when it was created. The application also uses this field to indicate who last updated the item and when this was done.
History	The application automatically creates a line when an audited field is filled out or updated. For each history line the application specifies who caused it to be created and when it was created.

Site

The table below lists the fields of the Site form and provides utilization guidelines for each field.

Page	***Site***
Field	**Utilization**
Code	Use this field to enter a unique code for the site. Create a site code by entering the ISO country code, followed by a city code,

	followed by the facility code. The ISO country code is 2 characters long. The city code is 3 characters long. The facility code can be up to 13 characters long. Examples: US-NYC-HQ - USA, New York, Headquarters UK-LON-B1 - United Kingdom, London, Building 1 CH-LAU-FACTORY - Switzerland, Lausanne, Factory
Parent site	Do not use this field.
Category	Do not use this field.
Remark	Use this field to enter the full name of the facility. Examples: USA, New York, Headquarters United Kingdom, London, Building 1 Switzerland, Lausanne, Factory Also add the full address of the site in this field.
Blocked	Check this box if the site is no longer used.
Page	***History***
Field	**Child Sites**
Child sites	Do not use this field.

Access Denied

Document Templates Not Included in Trial Version	
The document templates are not included in the Alignability™ trial application. Please contact your nearest Alignability™ partner for a thorough on-site review of the templates. For further assistance, send an e-mail to info@alignability.com. Your e-mail will be answered within one business day.	

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