

# Service Level Agreements

## What is a Service Level Agreement?

A Service Level Agreement (or SLA) is the part of a contract which defines exactly what services a service provider will provide and the required level or standard for those services. The SLA is generally part of an outsourcing or managed services agreement, or can be used in facilities management agreements and other agreements for the provision of services. This article is primarily aimed at customers and provides some simple tips for drafting effective SLAs.

## What should be included in an SLA?

A properly drafted and well thought out SLA should have the following elements:

- It will state the business objectives to be achieved in the provision of the services.
- It will describe in detail the service deliverables.
- It will define the performance standards the customer expects in the provision of the services by the service provider.
- It will provide an ongoing reporting mechanism for measuring the expected performance standards.
- It will provide a remedial mechanism and compensation regime where performance standards are not achieved, whilst incentivising the service provider to maintain a high level of performance.
- It will provide a mechanism for review and change to the service levels over the course of the contract.
- Ultimately it will give the customer the right to terminate the contract where performance standards fall consistently below an acceptable level.

## The main elements of a good SLA

### 1. Overall objectives

The SLA should set out the overall objectives for the services to be provided. For example, if the purpose of having an external provider is to improve performance, save costs or provide access to skills and/or technologies which cannot be provided internally, then the SLA should say so. This will help the customer craft the service levels in order to meet these objectives and should leave the service provider in no doubt as to what is required and why.

# Sample Service Level Agreement Between Departments

**Andrew Nichols**



## **Sample Service Level Agreement Between Departments:**

*Best Practice for Security Management* United Kingdom. Treasury. Office of Government Commerce, 1999 Security Management is the process of managing a defined level of security on information and IT services Included is managing the reaction to security incidents Performance Improvement in Hospitals and Health Systems James R. Langabeer II, FHIMSS, CMA, Editor, 2009 **Brink's Modern Internal Auditing** Robert R. Moeller, 2009-04-15 Today's internal auditor is responsible for creating higher standards of professional conduct and for greater protection against inefficiency misconduct illegal activity and fraud Now completely revised and updated Brink's Modern Internal Auditing Seventh Edition is a comprehensive resource and reference book on the changing world of internal auditing including new coverage of the role of the auditor and internal control An invaluable resource for both the new and seasoned internal auditor the Seventh Edition provides auditors with the body of knowledge needed in order to be effective **Shared Services in Finance and Accounting** Tom Olavi Bangemann, 2005 Most large companies worldwide today have some kind of shared services concept in place Over half of the medium and large companies are currently engaged in some kind of shared service project activity The investment in shared services is always calculated in millions In other words the costs of getting it right or getting it wrong can be huge **Shared Services in Finance and Accounting** is a concise blueprint for identifying assessing designing implementing and improving the process for shared services in the finance and accounting function Tom Bangemann focuses on critical success factors the people issues involved and learning from other people's big mistakes The book includes a variety of real life examples and real benchmarking data performance metrics and best practices The section on implementation is based on a proven five phase methodology and explains the steps and activities involved as well as showing examples of the deliverables and the results you can expect Any CEO MD CFO Finance Director and senior finance people will find this book a must have guide to the process before they start and an excellent benchmark against which to measure the performance of any existing shared service operation **The CIO Playbook** Nicholas R. Colisto, 2012-06-29 As our economy shifts from recession to recovery our current economic climate is ripe for transformation CIOs are in a unique position to leverage technology in order to drive innovation and boost business growth The CIO Playbook is the handy desk reference for CIOs CEOs CFOs and up and coming leaders revealing a dynamic seven step framework Partner Organize Innovate Deliver Support Protect Grow that will guide you in making essential changes to your organization The proven strategies tools and techniques in The CIO Playbook make it the ultimate how to resource for creating a high performance IT organization that delivers value added products and services to employees customers and shareholders Author Nicholas Colisto provides solutions to the issues that concern business leaders and IT practitioners including How to truly partner with business peers Delivering high quality products and services that are embraced by your user community How to ensure your team is focused on the right innovations Measuring performance and running your department like a business Ways to

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[Service Level Agreements](#) Andrew Hiles, 2000-06-30 Provides guidance on how to create enduring satisfying and profitable relationship between customer and supplier by using service level agreements

[The Organizational Measurement Manual](#) David Wealleans, 2017-09-29 The Organizational Measurement Manual is a step by step guide to creating performance measurements at the working level It addresses the procedures for identifying designing monitoring and using measurements and how these might relate to other objectives and initiatives within an organization In so doing it explores the use of general performance measurement as a management tool for the key areas of control customer satisfaction and business improvement The book is clearly differentiated from many other publications on the subject of measurement by the firm distinction made between general strategic measurement that represents an umbrella approach to the quantification of performance and the monitoring of process level attributes that directly relate to the performance of an individual work team The benefits of and best practice approach to the use of process level measurements are clearly explained

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