



TfL Major Incident Management Process

APPROVED

ONLY IF SIGNED AND PRINTED IN RED

DATE: 17/06/2013

SIGNED: *Kate Gash*



Document Information

Document History

Version	Date	Author	Description of Changes
0.2	03/08/2011	MIMs Team	New process document created. Individual procedure documents were included with the process document.
0.3	30/08/2011	MIMs Team	Amendments were made to procedures 1.0 Review and Notification and 2.0 Coordinate Investigation and Diagnosis following a review with the MIM Team Lead
0.4	08/09/2011	MIMs Team	Amendments were made to procedures 3.0 Service Restoration Plan (SRP) Implement and Monitor and 4.0 Verification and Closure following a review with the MIM Team Lead
0.5	16/09/2011	MIMs Team	Visio flow diagrams added to the sections within the individual procedures.
0.6	21/09/2011	MIMs Team	New file name was applied to the document
1.0	29/09/2011	MIMs Team	Signed off, issued to teams and uploaded to Share Point
1.1	25/01/1202	Anish Gohil	Amendments made to procedures 3.0 Service Restoration Plan (SRP): 3.1 - Removal of mention of LU mode. 3.2 - SRP approval criteria for Woking Ops and CSC Service Desk amended. 3.5 - Technical Change Management email address amended. 3.7 - Emergency Change criteria for Woking Ops and CSC Service Desk amended. 3.13 - Replaced LU/TfL SDM roles with IM On Call Escalation Manager. 4.2 – Process Documentation Trace Matrix Updated.
1.1	30/01/2012	Anish Gohil	Uploaded to Sharepoint
1.2	01/02/2012	Anish Gohil	3.6 – Updated Approvals Table; replaced Woking Ops with IM On Call Escalation Manager Uploaded to Sharepoint
1.3	15/02/2012	Anish Gohil	1.5 – Updated description: OOH MIM managing SEV1 to notify IM On Call Escalation Manager of SEV1
1.4	10/05/2012	Anish Gohil	1.5 <ul style="list-style-type: none"> •Instructions added for: if you would like to extend the time of the Next Update comms are issued. •Instructions added for a SEV1 to be logged with Fujitsu if a site has lost network connectivity and details of content that must be mentioned in the Incident comms. •Added responsibility & instructions for Keeping Users Updated •Instructions added on how to send a correction comms. 2.1 Added Instructions on Lowering the Severity of an Incident 3.2 Reference to Woking Ops changed to CSC MIM 3.6 Change in Approval Table: TFL Duty Manager added to IM On Call Escalation Manager 3.7 Emergency Change process updated to reflect recent email sent to CSC on 13/4/2012 21:11



1.5	31/05/2012	Anish Gohil	<p>Ref 1.5 - Page 16 & 17 Instructions updated and title changed to 'Sending Updates outside the normal SEV1 / SEV2 agreed times' Instructions added for OOH MIMs on when to inform the IM Duty Manager of a SEV1 Incident</p> <p>Ref 2.1 - Page 20 Instruction for Lowering the Severity of an incident in working hours (Sev2 to Sev3) updated</p> <p>Ref 2.2 - Page 21 Instructions added to make sure investigations continue into restoring service if a manual workaround is in place</p> <p>Ref 3.7 - Page 26 Emergency Change Approval - Severity 2 approval instructions for CSC Service Desk if change is service impacting added.</p>
1.6	28/07/2012	Anish Gohil	<p>Ref 3.7 - Page 26 Emergency Change Approval – Instructions added for All emergency changes for Congestion Charging LRUC Service Severity 1/2 Incidents</p>
1.7	29/10/2012	Anish Gohil	<p>Reference to Pier Walk MIMs / Woking Ops changed to TfL MIMs / CSC MIMs Process Documentation Matrix updated</p>
1.8	01/02/2013	Anish Gohil	Reference to LUL removed and replaced with RAIL & UNDERGROUND
1.9	01/02/2013	Anish Gohil	Reference to TfL removed and replaced with SPECIALIST SERVICES
2.0	17/06/2013	Anish Gohil	Ref 1.5 - Instructions added to contact and inform Resilience & Business Continuity Manager in the event of a Major Incident affecting multiple IM Services.

Approval

Name	Signature	Title	Date	Version
Darren Vine	<i>DVine</i>	Service Centre Manager	29/09/2011	1.0
Kate Gash	<i>Kate Gash</i>	IM Service Operations Manager	25/01/2012	1.1
Kate Gash	<i>Kate Gash</i>	IM Service Operations Manager	01/02/2012	1.2
Kate Gash	<i>Kate Gash</i>	IM Service Operations Manager	15/02/2012	1.3
Kate Gash	<i>Kate Gash</i>	IM Service Operations Manager	10/05/2012	1.4
Kate Gash	<i>Kate Gash</i>	IM Service Operations Manager	31/05/2012	1.5
Kate Gash	<i>Kate Gash</i>	IM Service Operations Manager	28/07/2012	1.6
Kate Gash	<i>Kate Gash</i>	IM Service Operations Manager	29/10/2012	1.7
Kate Gash	<i>Kate Gash</i>	IM Service Operations Manager	01/02/2013	1.8
Kate Gash	<i>Kate Gash</i>	IM Service Operations Manager	07/02/2013	1.9



Kate Gash	<i>Kate Gash</i>	IM Service Operations Manager	17/06/2013	2.0
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Revision History

To ensure compliance the Major Incident Management Process will be independently audited regularly (quarterly). For further details on audit see section 3.4 [Verification and Validation](#)

Table of Contents

1	INTRODUCTION	5
1.1	Document Objective	5
1.2	Document Scope	5
1.3	Document Definitions	5
1.4	Target Audience	6
1.5	Assumptions	6
1.6	Roles and Responsibilities	7
2	INCIDENT MANAGEMENT PROCESS DESCRIPTION.....	8
3	MAJOR INCIDENT MANAGEMENT PROCEDURES.....	9
3.1	Review and Notification Procedure	9
3.2	Investigate and Restore Procedure	10
3.3	Verify and Close Procedure.....	11
3.4	Process Verification and Validation	12
3.5	Process Exit Criteria	12
4	APPENDICES	13
4.1	Detailed Procedures	13
1.0	Review and Notification.....	13
2.0	Coordinate Investigation and Diagnosis	19
3.0	Service Restoration Plan (SRP) Implement and Monitor	21
4.0	Verification and Closure	29
4.2	Process Documentation Trace Matrix	31
4.3	Major Incident Report Template	32
4.4	Key Terms, Acronyms or Abbreviations and Definitions.....	33



1 Introduction

1.1 Document Objective

This document gives a high-level overview of the Major Incident Management Process.

1.2 Document Scope

This document describes the standard process for Major Incident Management within TfL Delivery Operations and demonstrates the sequence of events and responsibilities when managing major incidents. It provides a mechanism to coordinate actions of the service organisation to contain the effects, direct and indirect on TFL business operations.

1.3 Document Definitions

Process Document

A process is a document that describes how to undertake a service activity for example Problem Management or Change Management. This type of document is based on commonly accepted IT industry best practice guidelines. It is not procedural, but is descriptive in nature, and designed to support IT resources by introducing a process and commonly used concepts for a service function activity.

Procedure Document

A procedure is a document that describes an instruction or deliverable of a given process. This may be represented by a single deliverable or multiple deliverables within the document. All procedural documents are denoted by clear & mandatory instructions eg. Shall, Will, Must, with each instruction driving the work flow of a given process in an efficient and consistent manner.

Work Instruction

A work instruction is a bespoke low level document that describes a specific instruction or set of instructions carried out by an individual in support of an application, infrastructure component or service task. All scripts are denoted by clear & mandatory instructions applicable to the activity.

Supporting Documentation

Supporting materials are supplementary to the procedures and guidance. Some, such as worked examples and training material are of an educational nature, and of particular interest to new members of a team. Others provide supplementary guidance or "job aids" which are tools that may help perform a task more quickly or completely.



1.4 Target Audience

The target audience for this document includes:

- TfL IM Executives
- TfL Delivery Organisations
- TfL 3rd Parties involved in the Incident Management Process

1.5 Assumptions

- This process assumes that the resources identified within this process will have the appropriate skill sets and professional qualifications required to exercise their responsibilities as defined.
- This process assumes the resources executing the procedures will have sufficient empowerment to coordinate the relevant technical resources responsible for the recovery of the service.
- The process assumes an industry standard call / contact management system will be used to record and track the status of incidents.
- This process assumes that all resources responsible for the execution of the process are appropriately trained in the use of the call / contact management system, and the procedures and working instructions to support these tasks are in place and readily available to all analysts when operating this process.
- This process assumes there is a populated configuration management database will be available and all analysts have access to the database and are fully trained in the use of the data with respect to their individual roles and responsibilities.
- This process assumes there will be a populated known error database and all analysts have access to the database and are fully trained in the use of the data with respect to their individual roles and responsibilities.
- This process assumes there will be working operational level agreements and underpinning contracts in place between the Service Desk, Resolver Groups and 3rd Parties that reflects the responsibilities of all parties in the resolution of major incidents.



1.6 Roles and Responsibilities

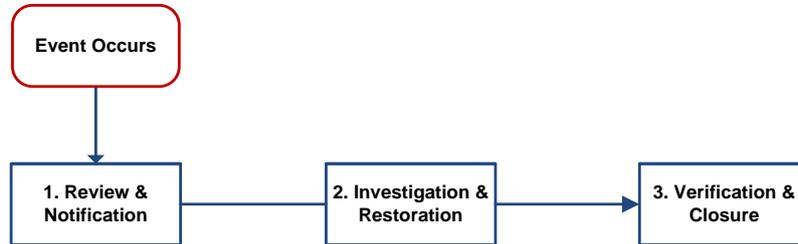
Role
Major Incident Management Process Owner
Role Summary
<ul style="list-style-type: none"> • Has the end-to-end accountability for the Major Incident Management process, standards and strategic direction of the process • Has the appropriate level of authority within the organisation and relationships with TfL 3rd Parties to ensure the success of the process. • Works with the reporting teams to ensure the collection and reporting of Incident Management metrics • Reviews the effectiveness and efficiency of the process
Accountability
<ul style="list-style-type: none"> • Accountable for the overall quality of the Major Incident Management process • Accountable for the process development and improvement, in collaboration with key stakeholder, business units and TfL 3rd Parties
Responsibilities
<ul style="list-style-type: none"> • Is responsible for the success or failure of the process and has the authority to represent management decision. • Ensures that the process is defined, documented, maintained and communicated. • Review effectiveness and efficiency of the process • Establishes and communicates the process roles and responsibilities. • Establishes and communicates the process, service levels, process metrics and process performance metrics • Ensures adequate process training is available for participants and user of the process. • Agrees and maintains targets for process improvement • Monitors and reports on the performance of the process • Identifies and communicates opportunities for process improvement • Manages changes to the process. This includes reviewing and approving all proposed changes and communicating changes to all the participants and affected areas • Participates in other ITSM process initiatives and process reviews • Define and develop management metric requirement then work with the Reporting team to produce reports

Note: Detailed descriptions of the roles and responsibilities for executing the tasks described in process are detailed in each of the procedures that support the process. [Appendix 4.1 - MIM Procedures](#)



2 Incident Management Process Description

High Level Process Flow



Process Objectives

The primary objective of Major Incident Management is to coordinate restoration of normal service operation as quickly as possible, and communicate the resolution. It supports the organisation by seeking to minimise disruption to critical business processes, through the timely resolution of major incidents in the IT environment affecting service availability and performance.

Major Incident Management is not concerned with “fixing” the underlying problem (root cause) of the incident; this is managed by Problem Management. It simply restores service in the fastest way possible, by whatever available means - this may include employing the use of a final resolution, temporary fixes or workarounds.

The process:

- Ensures that all major incidents are managed and co-ordinated in a consistent and controlled manner.
- Evaluates the impact of major incidents and determines what actions are required to restore service with minimum disruption to business operations.
- Provides a platform for the invocation of IT Service Continuity Management (ITSCM) processes in the event of a technical disaster scenario.
- Supports business continuity management drive by ensuring that the required IT technical & services facilities are recovered and restored within the required business time-scales

High Level Process Description

Major incidents owned and progressed through to service recovery and Incident resolution

Scope

This process applies to all major incidents as defined within the TFL Service Catalogue:

- Incidents reported by all TFL users to the TFL Service Desk
- Incidents detected by event monitoring tools e.g. BMC Patrol, Ionix
- Incidents reported to the TFL Service by a 3rd Party Supplier e.g. Fujitsu.

Process Benefits and Business Value

The points presented below represent business goals, for example: risk reduction, quality improvement and cost benefits for the delivery and support of IM services.

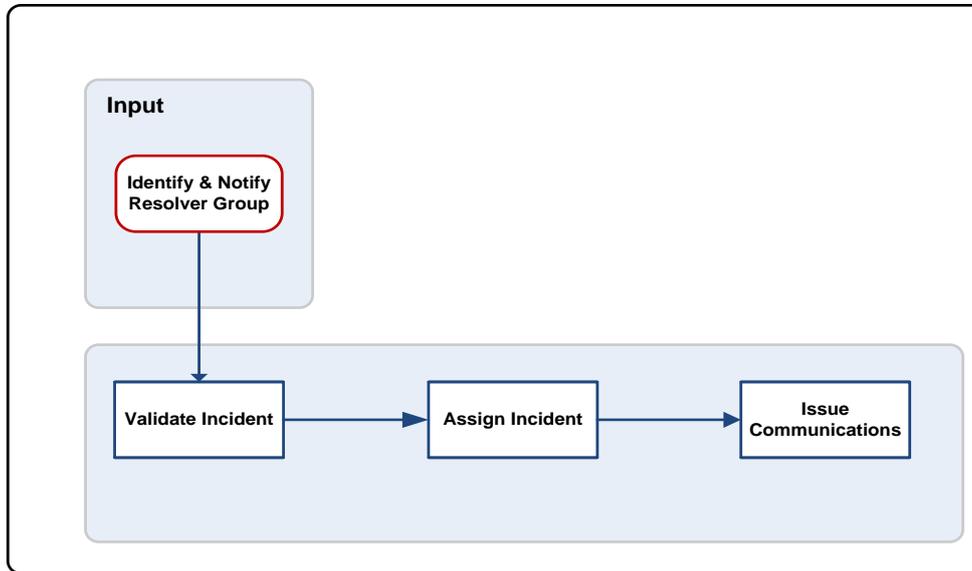
- Increased stability in IT environment.
- Improved service performance and availability.
- Optimised service costs (operational delivery and support).
- Optimised resource usage.
- IT activity aligned to business priorities.
- Potential service improvements identified



3 Major Incident Management Procedures

3.1 Review and Notification Procedure

Review & Notification Procedure Flow



Objective

The objective of this Procedure is to ensure all potential major incident tickets are reviewed and communicated in a consistent manner.

Scope

The procedure will be used by the Service Desk; MIM team (TfL MIMs / CSC MIMs). In addition the procedure is used when the service desk duty team leader hands over a potential major incident to the MIM team via telephone

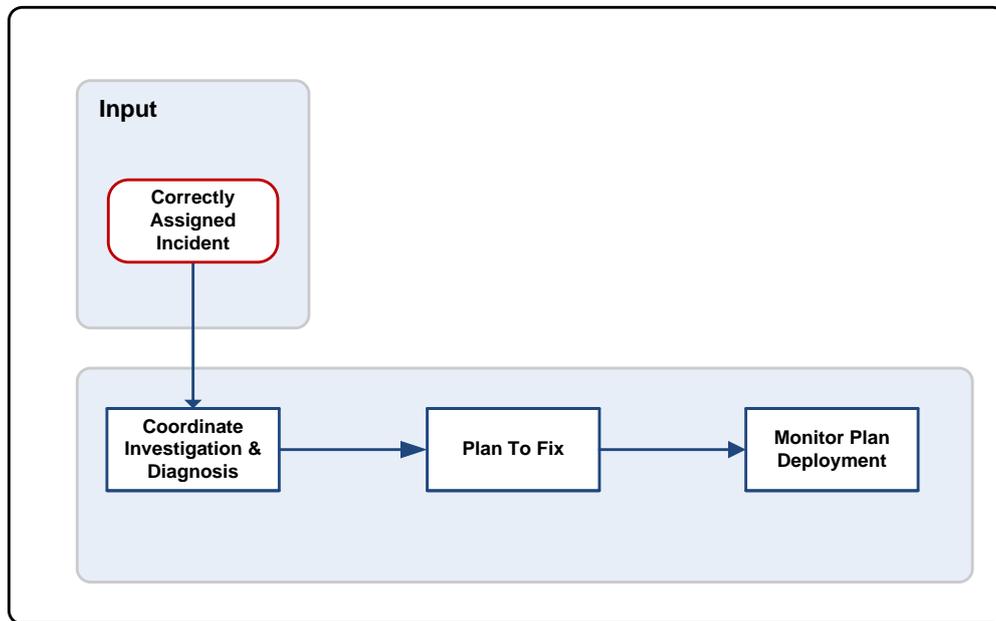
Detailed Procedure

MIM Procedure Ref: [1.0 Review and Notification Procedure](#)



3.2 Investigate and Restore Procedure

Investigate & Restore Procedure Flow



Objective

The objective of the procedures is to ensure all major incident tickets are managed from investigation through to identifying a service restoration plan in a consistent manner.

This procedure is used to:

- Coordinate investigate and diagnose the cause of the major incident
- Obtain a valid plan to fix (which must be agreed with the user).
- To ensure all appropriate approvals are obtained when a service restoration plan and/or an emergency change has been submitted by a resolving team.

Scope

This procedure is used by the Service Desk and MIM team (TfL MIMs / CSC MIMs)

Detailed Procedure

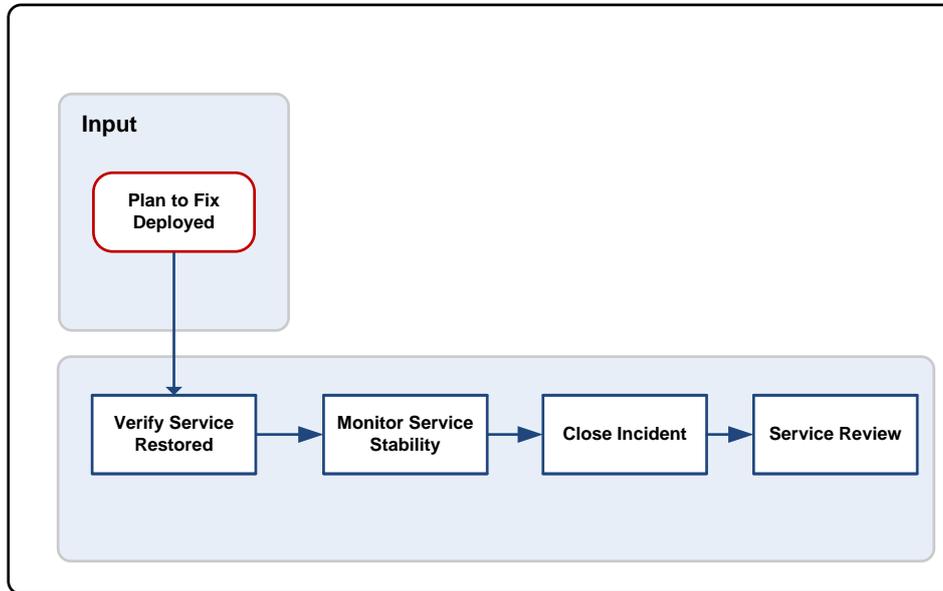
MIM Procedure Ref: [2.0 Coordinate Investigation and Diagnosis Procedure](#)

MIM Procedure Ref: [3.0 Service Restoration Plan \(SRP\) Implement and Monitor Procedure](#)



3.3 Verify and Close Procedure

Verify and Close Procedure



Objective

The objective of the procedure is to ensure all resolved major incident tickets are verified and closed in a consistent manner.

Scope

This procedure is used by the Service Desk and MIM team (TfL MIMs / CSC MIMs)

Detailed Procedure

MIM Procedure Ref: [4.0 Verification and Closure Procedure](#)



3.4 Process Verification and Validation

To ensure compliance the Major Incident Management Process will be independently audited regularly (quarterly). The audit should include an examination of the following items.

- Randomly selected major incident records
- Selected RFC's (Retro or Urgent)
- Minutes for Major Incident Review Meeting
- Detailed checks will be made to ensure that: -
- All Major Incidents are logged correctly within Remedy
- All incident resolutions and implemented fix details, change Identification numbers have been recorded within incident records
- All implemented fixes requiring changes to technical infrastructure have complied with the TFL Change Management Processes, through the completion of the necessary RFC's or retrospectively logged if applicable.
- Actions raised at Major Incident Review Meetings have been recorded and implemented in line with agreed recommendations.
- Entries to Service Level Improvement Register have been progressed

3.5 Process Exit Criteria

The process will be deemed complete when the following tasks have been completed:

- When the Major incident has been resolved
- When service has been restored through the provision of a workaround or temporary fix and a Problem Record has been created.

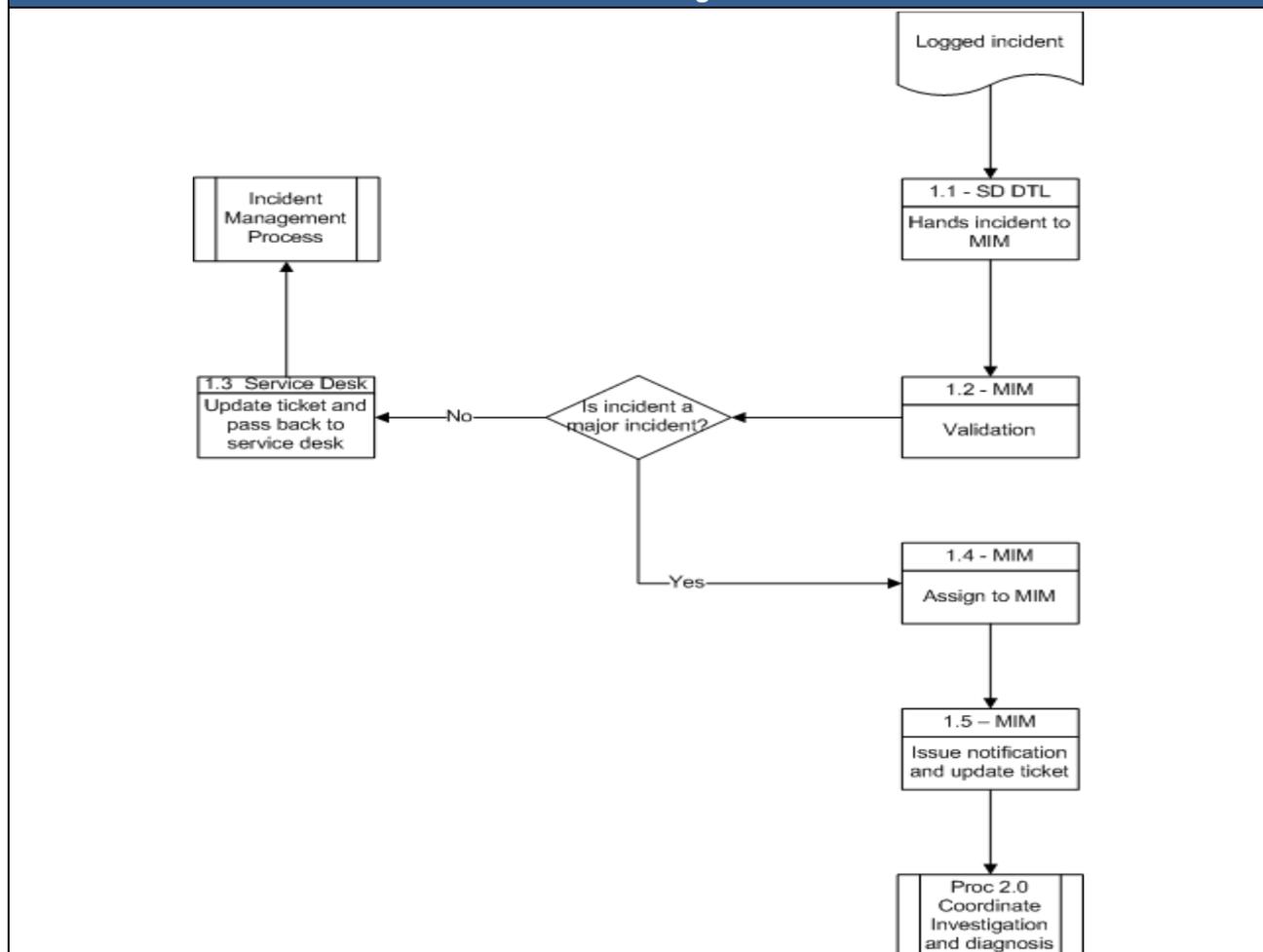


4 Appendices

4.1 Detailed Procedures

Procedure	1.0 Review and Notification
Purpose	This procedure is used by the Service Desk; Major Incident Management team (TfL MIMs / CSC MIMs). This procedure is used when the service desk duty team leader hands over a potential major incident to the Major Incident Management team via telephone. To ensure all potential major incident tickets are reviewed and communicated in a consistent manner.
Scope	All potential major incidents impacting one or more of the following modes: <ul style="list-style-type: none"> • SPECIALIST SERVICES • RAIL & UNDERGROUND • Rail • Surface
Assumptions & Constraints	The potential major incident has been logged into Remedy by the Service Desk and handed over to the Major Incident Management team The user(s) of this procedure <ul style="list-style-type: none"> • Is an experienced (major) incident manager • Has access to Remedy and has received adequate training • Has access to the Major Incident Management / IM service alert mailboxes • Has the high Sev incidents displayed within Remedy on their screen

Procedure Diagram





Entry Criteria	Description		
A logged incident	An incident has been logged as a Sev 1 or a Sev 2 incident and is a potential major incident		
Inputs	Providing Group	Providing Procedure	Comments
A logged Incident ticket	Service Desk	N/A	An incident has been logged in Remedy



Ref	Activities	Responsibility
1.1	<p>1. Once an incident ticket has been logged and the service desk believe that it is a major incident (by checking the incident against the Remedy scripts), the service desk duty team leader will assign and notify the relevant resolving team.</p> <p>2. The service desk will hand over the incident (via a telephone call) to the Major Incident Management team who will validate the incident.</p> <p>3. The Major Incident Manager will ensure that they have the high Sev incidents displayed within Remedy on their screen. To do this the Major Incident Manager will:</p> <ol style="list-style-type: none"> Open the Remedy applications Log into Remedy using your user id and password Select the Incident Management console Select Search Incident Select Advanced – a search criteria bar will appear at the bottom of your screen Type 'Priority*' < "Medium" AND 'Status*' < "Resolved" into the criteria bar and click search (All Sev 1 and Sev 2 incidents will appear at the top of your screen) Click Reported Date once or twice (until the latest date appears at the top) Go to the menu bar Click on view Select Auto refresh (and an Auto Refresh pop up box will appear) Click the on button under Auto Refresh Change the refresh interval (minutes) to 2 minutes Click OK <p>The Major Incident Manager's Remedy system will now refresh the Sev 1 and Sev 2 list every two minutes</p> <p>Proceed to step 1.2</p>	Service Desk DTL
1.2	<p>Once the incident has been handed over to the Major Incident Management team, they will validate the Incident ticket, severity and ensure the incident is assigned to the correct resolving team.</p> <p>In order to validate the incident, the Major Incident Manager will have to answer (or have the information for) the following questions:</p> <ul style="list-style-type: none"> How many users are impacted? How many incidents have been logged relating to the parent incident? - see relationship tab Are there any calls queuing at the service desk? ask the Service Desk Duty Team Leader during the hand over telephone call Has the service desk collated all the relevant information? Review the incident ticket Is the incident service impacting? Is the incident impacting a critical service or application? Check scripts / ask colleague Is the severity of the incident correct? Check scripts / ask colleague Has the incident been assigned to the correct resolving group? Check assignment tab. If unsure Check scripts / ask colleague What do the service desk script say (these are located in the knowledgebase tab within the incident ticket within Remedy) Is a front end message (FEM) required? If yes the Major Incident Manager will request this with the Service Desk Duty Team Leader, during the hand over telephone call 	



Entry Criteria	Description	
	<p>How to view the incident ticket within Remedy:</p> <ol style="list-style-type: none"> 1. Log into remedy 2. Open the high severity incident 3. Click on the work info tab 4. Open the first work info entry and log info <p>If the validation checks show that the incident is not a major incident Proceed to step 1.3 Once the incident has been validated, and confirmed as a major incident Proceed to step 1.4</p>	Major Incident Manager
1.3	<p>If the validation checks show that the incident is not a major incident the Major Incident Manager will:</p> <ul style="list-style-type: none"> • Notify the Service Desk Duty Team Leader • Ask the Service Desk Duty Team Leader to lower the incident severity from a Sev 1/Sev 2 to a Sev 3. • The service desk will update the incident record and manage it via the standard Incident Management Process <p>Proceed to step 1.4</p>	Major Incident Manager / Service Desk DTL
1.4	<p>Once the incident has been validated, and confirmed as a major incident, the MIM would assign the major incident to them self or a colleague in Remedy.</p> <p>How to set yourself as the incident owner:</p> <ol style="list-style-type: none"> 1. Go into the incident ticket in Remedy 2. Click on the assignment tab 3. Go to the Incident owner section 4. Click on the owner drop down menu button 5. Locate your name and select it – your name will be populated in the owner box 6. Click save option and the ticket will update itself with the change of incident owner. <p>Proceed to step 1.5</p>	Major Incident Manager
1.5	<p>Once the major incident ticket has been assigned, the Major Incident Manager must issue an incident communication to IM stakeholders.</p> <p>Sev 1 communications consists of emails and SMS. Sev 2 communications consists of emails only</p> <p>Email Communication must be sent as follows: SEV1 Initial comms must be issued within 15 minutes of the major incident being logged followed with regular updates every 30 minutes. Even if there are no updates to report, update comms must be issued unless otherwise agreed with the IM On Call Escalation Manager. The decision to send an IM Service Alert must be made within 15 minutes of the incident being logged. The IM Service Alert must be sent to the designated distribution list within 45 minutes of the Incident being logged.</p> <p>OOH MIMS - Once the comms has been issued, the Major Incident Manager must inform the IM On Call Escalation Manager about the Incident via telephone.</p> <p><u>When to Inform the IM Duty Manager of a Sev 1 Incident</u></p> <p>If the Incident has been logged by or is impacting one of the below listed Critical departments, then the Major Incident Manager must inform the IM Duty Manager about the Incident via telephone</p> <p>NOC, TAC ,PCR, LU CSC, FRC/MCC, CC, DaR, TICC/Oyster, LSTCC/FCC and any Incident related to Trackernet.</p>	



Entry Criteria	Description	
	<p>SEV2 Initial comms must be issued within 30 minutes of the major incident being logged followed with regular updates every 60 minutes. A common sense approach should be used by the Major Incident Manager for the updates. For example, if an engineer is going to site to carry out rectification work, then travelling time should be considered and the next update comms sent accordingly. See incident Comms Pack Work Instructions</p> <p>Any SEV1 / SEV2 Incident for a site losing network connectivity / site down must be logged as a SEV1 with Fujitsu and the Incident comms must state, 'A SEV1 Incident has been logged with Fujitsu'.</p> <p>In the event of a Major Incident affecting Multiple IM Services, please ensure you call Neville Hinchliffe (Resilience & Business Continuity Manager). This applies to both In and Out of hours.</p> <p>Mobile: - 07768490737 (24x7)</p> <p>Home: 02083609109 (Can be used Out of Hours)</p> <p><u>Sending Updates outside the normal SEV1 / SEV2 agreed times:</u></p> <p>SEV1 Incidents OOH – CSC MIMs must contact the IM On Call Escalation Manager and provide a justified reason.</p> <p>SEV2 Incidents – An explanation of why the agreed update frequency is not being followed must be documented in the current Investigation summary in the comms. If unsure then contact the IM On Call Escalation Manager. Example below:</p> <ul style="list-style-type: none"> • It has been agreed with the user to implement the fix at 11:30. Next Update: 12:00 • Hourly Service Check Incident: Application Support is only Mon-Fri 9-5. Incident will be investigated tomorrow 9am. Next Update 18/05/2012 09:00 <p>If for any reason a corrections comms needs to be issued, you must ensure (CORRECTION) is put into the beginning of subject.</p> <p>Total Network Outage: In the event that there is a total network outage, there are 2 communication options:</p> <ol style="list-style-type: none"> 1. Use the Page One manually over the telephone, work instructions 2. Use the Major Incident Management team laptop (which has been set up via the wireless DSL line connection) and follow the work instructions for Page one It is imperative that every issued communication is copied into the Remedy major incident ticket. <p>Keeping Users Updated: The Major Incident Manager must update the user with a telephone call with the Incident progress on a regular basis throughout the life cycle of the Major Incident. Everytime the user is called it must be recorded in Remedy. If the user is unavailable then this also must be recorded in remedy followed by alternative methods of contact such as OCS / Email.</p> <p>How to update an incident ticket in Remedy:</p> <ul style="list-style-type: none"> • Go to the incident ticket in Remedy. Click on Work Info type and select Notify Management. Click on source Type and select Email/SMS • In summary type MIM and what it is (e.g. Update) and how (e.g. Email) • In the Notes paste a copy of the email and the distribution list into the • Click Save and the incident ticket will be updated with the information which the Major Incident Manager has just added. <p>Once the communications have been issued, proceed to procedure 2.0 Coordinate Investigation and diagnosis.</p>	MIM

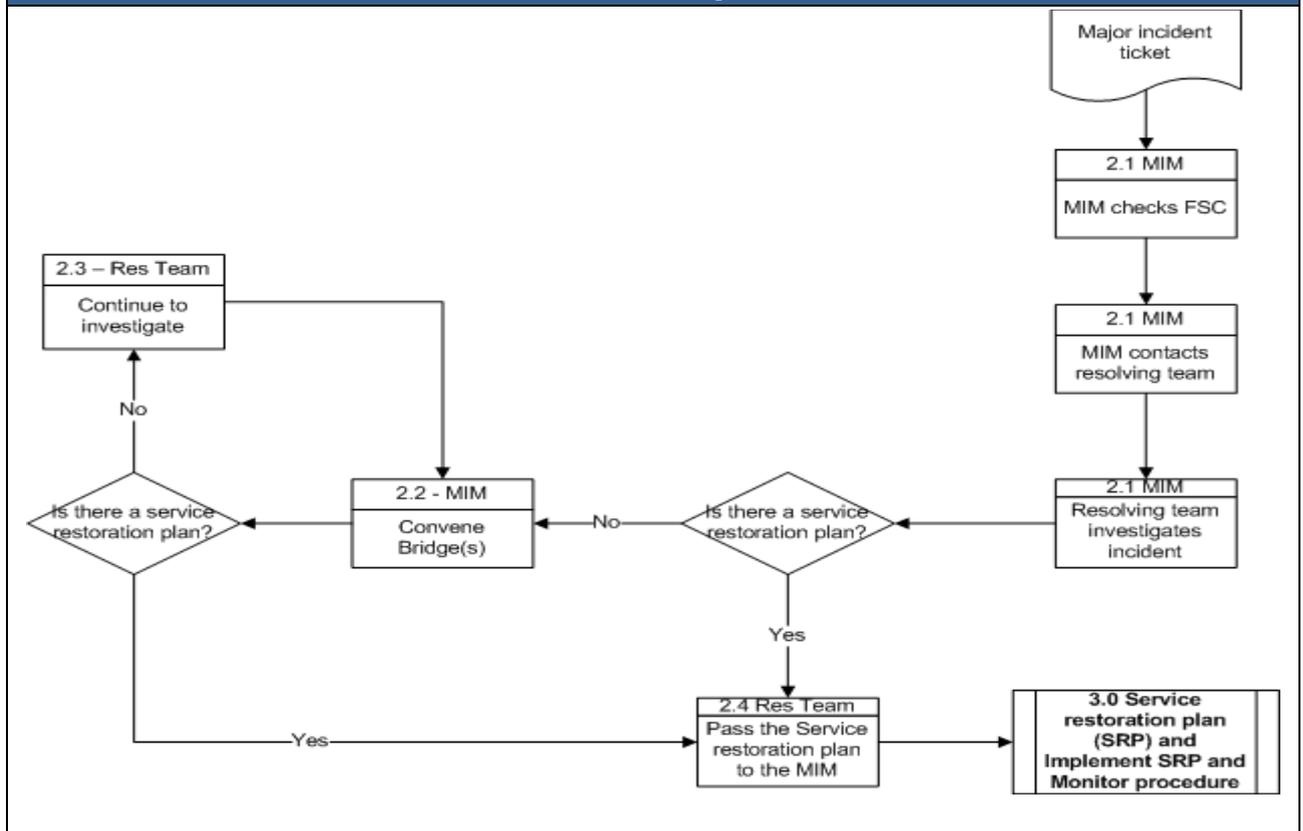


Outputs	Receiving Group	Receiving Procedure	Comments
Updated incident ticket	Resolving team		The proposed service restoration plan has been approved by the required approvers
Incident communications	Relevant parties		Communications have been issued as per the agreed timelines
Exit Criteria	Description		
Validated Incident	The logged incident has been validated as a major incident by the Major Incident Management team		
Incident communications	The incident has been communicated to all relevant parties as per the work instructions		



Procedure	2.0 Coordinate Investigation and Diagnosis
Purpose	<p>This procedure is used by the Service Desk and Major Incident Management team (TfL MIMs / CSC MIMs)</p> <p>To ensure all major incident tickets are managed from investigation through to Identifying a service restoration plan in a consistent manner.</p> <p>This procedure is used to:</p> <ul style="list-style-type: none"> • Coordinate investigate and diagnose the cause of the major incident • Obtain a valid plan to fix (which must be agreed with the user)
Scope	<p>All major incidents impacting one or more of the following modes:</p> <ul style="list-style-type: none"> • SPECIALIST SERVICES • RAIL & UNDERGROUND • Rail • Surface
Assumptions & Constraints	<p>The major incident has been assigned to the correct resolving team(s) and incident communications have been issued.</p> <p>The user(s) of this procedure:</p> <ul style="list-style-type: none"> • Has made initial contact with the resolving team(s) • Has identified whether there is a requirement for further support from other support teams including 3rd parties

Procedure Diagram



Entry Criteria	Description		
A major incident	The major incident has been assigned to the correct resolving		
Incident communications	Communications regarding the major incident have been issued		
Inputs	Providing Group	Providing Procedure	Comments
A Major Incident	Resolving Team		A major incident has been logged , assigned and validated

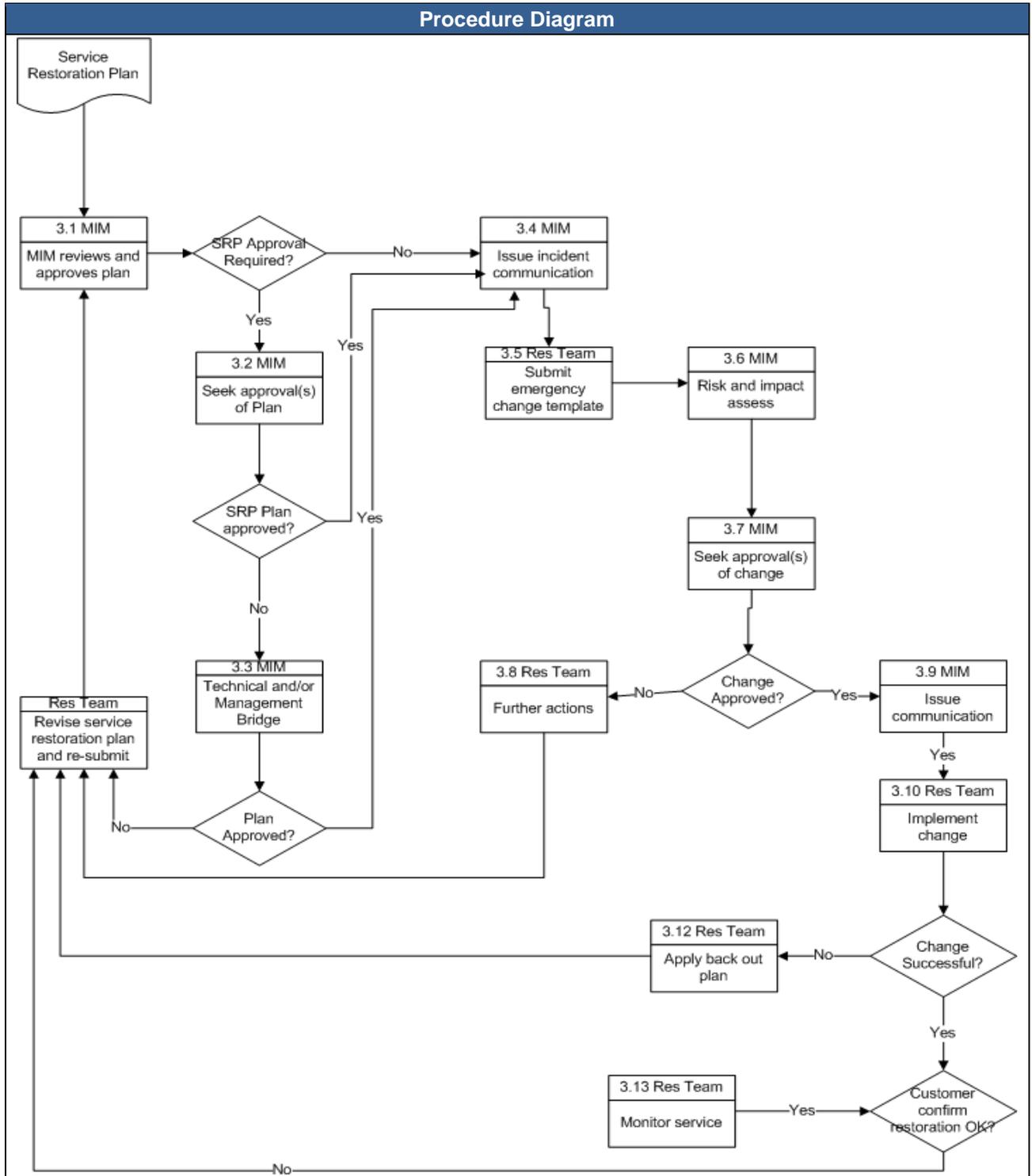


Ref	Activities	Responsibility
2.1	<p>Once the initial communication has been issued, the Major Incident Manager will need to chase the resolving team(s) for updates and to ascertain whether additional support is required and if a plan to fix has been identified. The Major Incident Manager will also check the FSC (Forward Schedule of Change) to see if any changes could have caused the incident.</p> <p>The resolving teams will start to investigate the major incident and diagnose the fault. It is imperative that the incident ticket within Remedy is kept updated at all times with actions taken.</p> <p>The Major Incident Manager will check Remedy for updates from the resolving team and will make contact with the assignee.</p> <p>The Major Incident Manager will ask whether additional support is required.</p> <p>If additional support is required, the Major Incident Manager will contact the relevant team and request their assistance. If additional support is required from a 3rd party supplier, the Major Incident Manager will request assistance from the service desk. The service desk will log a call with the relevant 3rd party. If the 3rd party is Fujitsu, the service desk will log a call with them but the Major Incident Manager must make contact with the Fujitsu engineer, update them on the incident and initiate the investigation. Please see on call rota for contact details of the Fujitsu engineers.</p> <p>Instructions on Lowering the Severity of an Incident</p> <p>If for any reason you think the criteria of an Incident Severity is not correct and requires lowering, then you must obtain the approval as per the below:-</p> <p><u>In Working Hours 0700 - 1800</u></p> <p>SEV2 → SEV3 – Careful consideration must be given, if unsure you can discuss amongst the team and with Team Lead.</p> <p>SEV1 → SEV2 – TFL MIMs must seek approval from the Team Leader and/or IM Service Operations Manager / IM SDM</p> <p>SEV1 → SEV3 – TFL MIMs must seek approval from the Team Leader and/or IM Service Operations Manager / IM SDM</p> <p><u>Out of Hours</u></p> <p>SEV2 → SEV3 – Service Desk must call the IM On Call Escalation Manager for approval</p> <p>SEV1 → SEV2 – CSC MIM must call the TfL Duty Manager for approval</p> <p>SEV1 → SEV3 – CSC MIM must call the TfL Duty Manager for approval</p> <p>An incident must NOT be lowered without the approval of the designated manager as above.</p> <p>Proceed to step 2.2</p>	Major Incident Manager



2.2	<p>If there is no current plan to fix within 50% - 75% of a SLA breach, then the Major Incident Manager must convene a Technical Bridge. <u>Please refer to the Technical Bridge SOP</u></p> <p>After a technical bridge but prior to a SLA breach, a management bridge should be convened. <u>Please refer to the Management Bridge SOP</u></p> <p>Due to time constraints, there may be instances when a technical bridge and a management bridge will run in parallel with each other. If this is the case, the Major Incident Manager must seek assistance from a team colleague.</p> <p>It is imperative that the guidelines and procedures for these bridges are referred and adhered to.</p> <p>These bridges will assist in making sure a service restoration plan is developed.</p> <p>In the event that service is restored via a manual workaround then investigations must continue to restoring service to its previous fully functioning state with the appropriate process followed i,e (technical / management bridges). Under no circumstances should we stand down investigations on the request of users.</p> <p>Proceed to step 2.3</p>	Major Incident Manager	
2.3	The resolving team will continue to investigate and diagnosis and seek any additional assistance as required until a service restoration plan is developed.	Resolving team	
2.4	Once the plan has been developed by the resolving team proceed to the <u>Service restoration plan (SRP) SOP procedure</u> .	Major Incident Manager/ Resolving Team	
Outputs	Receiving Group	Receiving Procedure	Comments
Service restoration Plan	Resolving Team		A service restoration plan has been developed
Exit Criteria	Description		
Service Restoration plan	The resolving team have identified a fix and developed a service restoration plan		

Procedure	3.0 Service Restoration Plan (SRP) Implement and Monitor
Purpose	This procedure is used by the Service Desk; Major Incident Management team (TfL MIMs / CSC MIMs) to ensure all appropriate approvals are obtained when a service restoration plan and/or an emergency change has been submitted by a resolving team.
Scope	<p>All major incidents impacting one or more of the following modes:</p> <ul style="list-style-type: none"> • SPECIALIST SERVICES • RAIL & UNDERGROUND • Rail • Surface
Assumptions & Constraints	<p>All technical investigations and diagnosis by the resolving team(s) have taken place and are completed</p> <ul style="list-style-type: none"> • A service restoration plan has been submitted to the Major Incident Management (MIM) team.



Entry Criteria		Description	
A Major Incident		A major incident has been logged, assigned and validated	
An identified fix		The resolving team have identified a fix which will be used to resolve the major incident	
Inputs	Providing Group	Providing Procedure	Comments
A service restoration plan	Resolving Team		A restoration plan has been developed and requires approval



Ref	Activities	Responsibility
3.1	<p>The Major Incident Manager receives the service restoration plan from the resolving team. Once received the Major Incident Manager will:</p> <ul style="list-style-type: none"> • Review the plan to establish its validity e.g.: <ul style="list-style-type: none"> ○ Is the plan provided the fastest route to restore service ○ What are the risks? ○ What are the alternative recovery options? ○ What is the roll back procedure ○ Has the plan been tested? If so what were the results. If no, what are the testing criteria for the plan? • Identify whether IM and business approval(s) are required • Approve the plan without seeking business approval if the incident is not service impacting and there are no significant financial costs associated with the plan. <p>Once the plan has been approved by the Major Incident Manager, Proceed to step 3.2</p>	Major Incident Manager
3.2	<p>IM approval will be required for a number of reasons e.g.: <i>(please note that this is not an exhaustive list)</i></p> <ul style="list-style-type: none"> • If there are significant costs associated with the implementation of the plan • The Major Incident Manager is unclear about the impact of the plan • The incident is service impacting <p>The Major Incident Manager must seek approval from the relevant parties. The Major Incident Manager will follow the criteria below:</p> <p>For ALL Sev 1 incidents – these tasks only apply to the CSC MIM team:</p> <ul style="list-style-type: none"> • All restoration plans that are service impacting must be approved by the IM On Call Escalation Manager / TFL Duty Manager. Please see section 3.7 <p>For ALL Sev 2 incidents – these tasks only apply to the CSC service desk:</p> <ul style="list-style-type: none"> • In the event that the restoration plan is not service impacting, the Major Incident Manager (Service Desk) can approve the plan without any additional approval. If uncertain or concerned then the Major Incident Manager (Service Desk) may call the IM On Call Escalation Manager for assistance. • In the event that the restoration plan is service impacting, the Major Incident Manager (Service Desk) must obtain approval from the IM On Call Escalation manager. <p>TfL Major Incident Management team must:</p> <ul style="list-style-type: none"> • Obtain the Service restoration plan • Validate the plan • Follow the emergency change process <p>If approval is not obtained Proceed to step 3.3</p> <p>If approval is successfully obtained Proceed to step 3.4</p>	Major Incident Manager, IM On Call Escalation Manager



3.3	<p>In the event that the service restoration plan is NOT initially approved, the MIM will discuss it with the resolving team(s) and request alternative options.</p> <p>In the event that the relevant approval(s) are NOT obtained within the agreed SLA, a Technical and Management Bridges must be convened via the <u>Technical Bridge Procedure</u> and the <u>Management Bridge Procedure</u> and the meeting minutes must be issued as per the procedures.</p> <p>Important:</p> <ul style="list-style-type: none"> • A technical bridge must be convened if no plan to fix has been identified or agreed within 50% - 75% of the agreed SLA. • A management bridge must be convened prior to the SLA breach (and either after a technical bridge or in parallel with a technical bridge) <p>You will also need the work instructions for opening and joining a management bridge and a technical bridge.</p> <p>(Please note if only 1 resolving team is required for the planning, then a 1-2-1 call could be held rather than an open technical bridge)</p> <p>Once approval(s) are obtained Proceed to step 3.4</p>	Major Incident Manager, Technical Leads, IM On Call Escalation Manager, other relevant parties
3.4	<p>Once the relevant approval(s) have been obtained, the Major Incident Manager will issue a communication to the correct IM modal distribution list.</p> <p><i>The Major Incident Manager will issue communication updates as follows or unless otherwise agreed with management:</i></p> <p>Sev1 = every 30 minutes Sev2 = every 60 minutes</p> <p>Once the communications have been issued Proceed to step 3.5</p>	Major Incident Manager
3.5	<p>Submitting an Emergency Change Template</p> <p>The Major Incident Manager must send the resolving team a blank emergency template via email, to complete.</p> <p>The Major Incident Manager will also advise the resolving team of where to send the completed template.</p> <p>During Working Hours , the completed template and required documentation must be submitted via email to:</p> <ul style="list-style-type: none"> • MIM Distribution List (majorincidentmanagementDL@tfl.gov.uk) • Technical Change Team(IMTechnicalChangeManagement@tfl.gov.uk) <p>During Out of Hours, the completed template must be submitted via email to:</p> <ul style="list-style-type: none"> • IM Service Desk • +CSC MIM Distribution List • +Major Incident Management List • Technical Change Team <p>Once you have sent out the blank template, reminded the resolving team which distributions list(s) to use proceed and have received a completed template, Proceed to step 3.6</p>	Resolving Team, Major Incident Manager



3.6

Change Approvals – The team will review, risk and assess, approve and / or reject the change

Sev1 – (Please note that the IM On Call Escalation Manger covers all bank holidays)

	IM On Call Escalation Manager / TfL Duty Manager	TfL Day MIMs	Change Mgmt	TfL Day MIMs	IM On Call Escalation Manager / TfL Duty Manager
Monday	00:00-06:59	07:00-07:59	08:00-17:59	18:00-18:59	19:00-23:59 19:00- 06:59
Tuesday	00:00-06:59	07:00-07:59	08:00-17:59	18:00-18:59	19:00-23:59
Wednesday	00:00-06:59	07:00-07:59	08:00-17:59	18:00-18:59	19:00-23:59
Thursday	00:00-06:59	07:00-07:59	08:00-17:59	18:00-18:59	19:00-23:59
Friday	00:00-06:59	07:00-07:59	08:00-17:59	18:00-18:59	19:00-23:59
Saturday	00:00-23:59				
Sunday	00:00-23:59				

Sev2 – (Please note that Service Desk cover all bank holidays)

	Service Desk	Change Mgmt	Service Desk
Monday	00:00-07:59	08:00-17:59	18:00-23:59
Tuesday	00:00-07:59	08:00-17:59	18:00-23:59
Wednesday	00:00-07:59	08:00-17:59	18:00-23:59
Thursday	00:00-07:59	08:00-17:59	18:00-23:59
Friday	00:00-07:59	08:00-17:59	18:00-23:59
Saturday	00:00-23:59		
Sunday	00:00-23:59		

In each case, a risk and impact assessment of the emergency change must be carried out. To do this, the Major Incident Manager must ask and/or answer the following questions :

- Has the emergency change template been accurately completed?
- Has the change been raised as per the Major Incident Management Process?
- Can or should the change be moved to a later date or time?
- Has the back out plan been successfully tested?
- Are there any issues/risks outstanding from the testing?
- If yes, have these issues /risks been accepted and signed off by the business?
- Is the change being implemented outside of normal service hours?
- Is there a scheduled and agreed outage associated with this change?
- Has the risk of implementing this change been accurately / sufficiently assessed?
- Have all resources required to deliver the change been identified?
- Has the impact of the change on the other changes been considered?
- Has the impact been considered by all stakeholders?
- Is the change at the month or year end and therefore could impact Finance?
- Once a risk and impact assessment of the emergency change, has been completed, **Proceed to step 3.6**

IM On Call
Escalation / Major
Incident
Managers / OOH
Service Desk /
Technical Change
Team



<p>3.7</p>	<p>The Major Incident Manager must seek business approval from the relevant parties. The MIM will follow the criteria below:</p> <p>For ALL Severity 1 incidents – these tasks only apply to the CSC MIM team:</p> <ul style="list-style-type: none"> The Major Incident Manager must obtain approval for all emergency changes as per the below: <p>Non business impacting changes are approved by the IM On Call Escalation Manager</p> <ul style="list-style-type: none"> Example – A server / service / switch requires a restart / reboot where service is already down with no further impact. <p>If the change is business impacting then a management bridge must be held between the CSC MIM, IM On Call Escalation Manager, TFL Duty Manager and lead engineer. During the conference call the TFL Duty Manager will approve / reject the change.</p> <ul style="list-style-type: none"> Example – A server / service / switch requires a restart / reboot, firewall change, network routing change or similar which will / may affect other working services. <p>Please note following verbal approval, written approval must be sought and provided to engineers for all changes as per the process.</p> <p>For ALL Severity 2 incidents – these tasks only apply to the CSC Service Desk:</p> <ul style="list-style-type: none"> Major Incident Manager (Service Desk) can approve emergency changes without any additional approval. If uncertain or concerned then the Major Incident Manager (Service Desk) may call the IM On Call Escalation Manager for assistance. If the change is service impacting then approval referral must be made to the IM Duty Manager. <p>All emergency changes for Congestion Charging LRUC Service Severity 1/2 Incidents</p> <p>Can only be approved by Sarah Green (London Road User Ops Contract Manager), Paul Cowperthwaite (Head of Contracted Services) or Martin Gubby (On Street Operations and Contract Manager) You must phone Sarah, Paul or Martin and obtain verbal and/or written approval.</p> <p><u>1st Sarah Green</u> 020 7088 9314 (day time) 07872 820866 (out of hours). Email Address sarahgreen@tfl.gov.uk</p> <p><u>2nd Paul Cowperthwaite</u> 0203 054 1529 (day time) 07973 158991 (out of hours) Email Address paulcowperthwaite@tfl.gov.uk</p> <p><u>3rd Martin Gubby</u> 020 3054 1597 (day time) 07973 714941 (out of hours) Email Address martingubby@tfl.gov.uk</p>	<p>Major Incident Manager</p>
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	<p>The MIM team must:</p> <ul style="list-style-type: none"> • Obtain the Service restoration plan • Validate the plan • Follow the emergency change process <p>If approval is obtained for the emergency change Proceed to step 3.9</p> <p>If approval is not obtained for the emergency change, Proceed to step 3.8</p>	
3.8	<p>In the event that the emergency change is rejected due to lack of submitted information, (e.g. No back out plan has been submitted) the Major Incident Manager will:</p> <ul style="list-style-type: none"> • Capture the reasons on the template • Send the template back to the resolving team • Communicate to the resolving team via telephone for further action and to request the service restoration plan to be revised. • Ensure the incident is updated in Remedy <p>If the further actions are completed and the change is approved proceed to step 3.9</p> <p>If the further actions are completed but the change is still not approved go back to steps 3.1 then proceed to step 3.5</p> <p>NB: If the plan has already been reviewed at the Technical and/or Management Bridges, no further business approvals may be required for the revised plan and the resolving team will Proceed to step 3.5</p>	Resolving Team, Major Incident Manager
3.9	<p>Once the relevant approval(s) have been obtained, the Major Incident Manager will issue a communication to the correct IM distribution list.</p> <p>Once the communications have been issued Proceed to step 3.10</p>	Major Incident Manager
3.10	<p>The resolving team will schedule the implementation, and complete the implementation at the agreed time.</p> <p>The Major Incident Manager will monitor the implementation plan for completeness and to ensure agreed timelines are maintained.</p> <p>If the implementation is successful, Proceed to step 3.11 If the implementation is unsuccessful, Proceed to step 3.12</p>	Major Incident Manager, and Resolving Team(s)

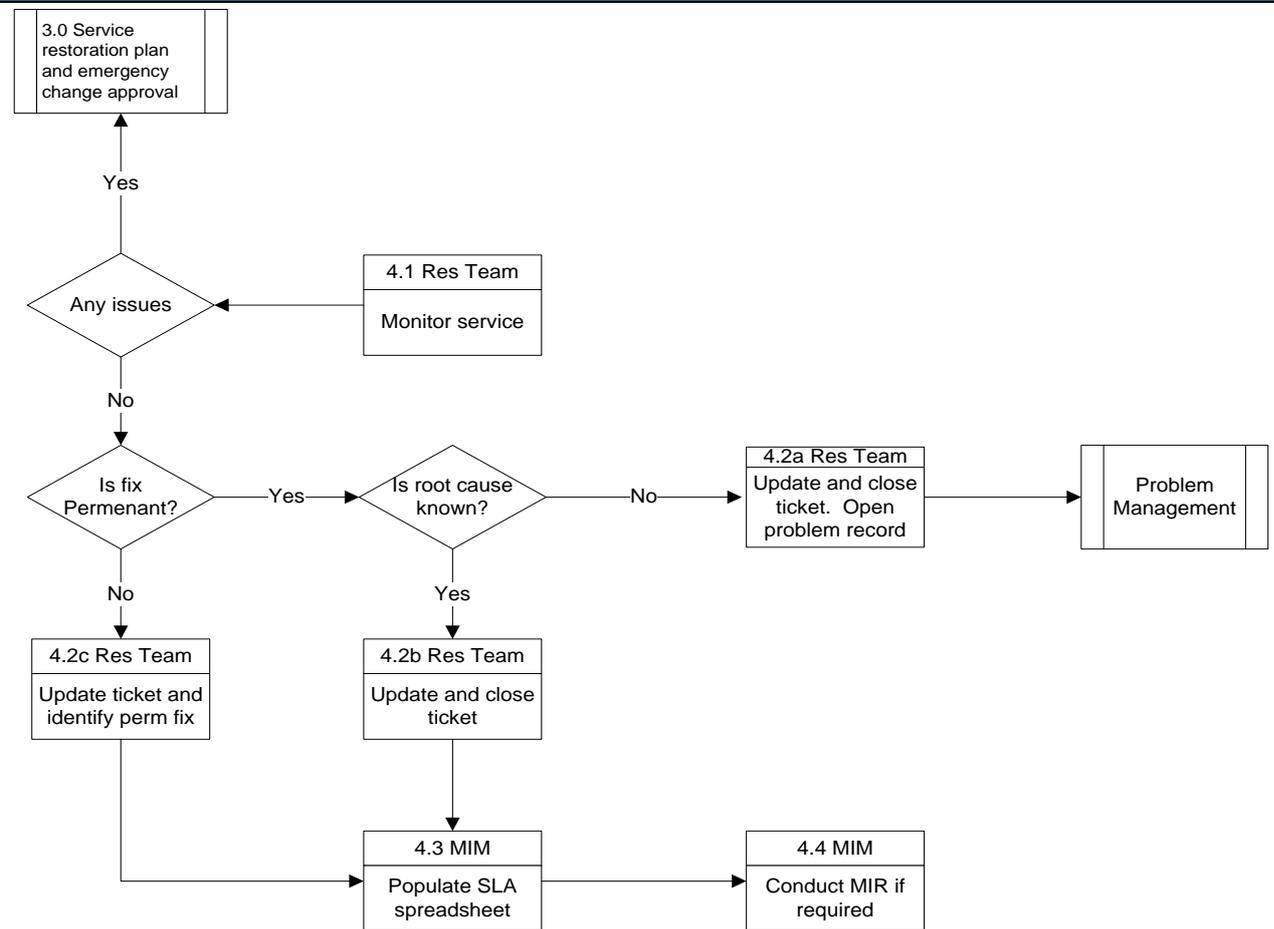


3.11	<p>In the event that the implementation is successful, the resolving team will check that service is restored.</p> <p>The resolving team will carry out some tests and contact impacted users to confirm service restoration.</p> <p>The resolving team will also notify the Service Owners (if known) as per the agreement.</p> <p>If the impacted user(s) confirm that they are no longer impacted by the incident, Proceed to step 3.13</p> <p>If the impacted user(s) confirm that they are still impacted by the incident, go back to step 3.1</p>	Resolving team(s)		
3.12	<p>In the event that the implementation is unsuccessful, the resolving team will document the errors and roll the change back to its current state. The resolving team will then update the Major Incident Management team and continue their investigations.</p> <p>The resolving team must go back and review the service restoration plan, make any necessary amendments and re submit it to the Major Incident Management team at step 3.1</p>	Resolving team(s)		
3.13	<p>The resolving team will monitor the service for the agreed time and document any findings.</p> <p>In the event that any errors appear or further incidents arise, the Major Incident Manager will be contacted by the resolving team who in turn will contact the IM On Call Escalation Manager and investigations will re-commence from step 3.1</p> <p>Proceed to the 4.0 Verification and Closure procedure</p>	Resolving Team(s)		
Outputs		Receiving Group	Receiving Procedure	Comments
An approved Service Restoration plan		Major Incident Management Team		The proposed service restoration plan has been approved by the required approvers
An approved Emergency Change		Major Incident Management Team		The emergency change request has been approved by the required approvers
Exit Criteria		Description		
Implemented emergency change		The resolving team have implemented the emergency change and its performance has been sufficiently monitored		



Procedure	4.0 Verification and Closure
Purpose	This procedure is used by the Service Desk and Major Incident Management team (TfL MIMs / CSC MIMs) To ensure all resolved major incident tickets are verified and closed in a consistent manner.
Scope	All major incidents impacting one or more of the following modes: <ul style="list-style-type: none"> • SPECIALIST SERVICES • RAIL & UNDERGROUND • Rail • Surface
Assumptions & Constraints	The major incident has had a fix implemented The user(s) of this procedure <ul style="list-style-type: none"> • Has access to Remedy • Is fully trained on the Major Incident Management Validation and Communication procedures

Procedure Diagram



Entry Criteria	Description		
Implemented restoration plan	The resolving team have implemented the service restoration plan		
Inputs	Providing Group	Providing Procedure	Comments
Updated Incident ticket in Remedy	Resolving Team		The resolving team have implemented the service restoration plan and updated the Incident ticket in Remedy



Ref	Activities	Responsibility	
4.1	<p>The resolving team will monitor the service for the agreed time and document any findings.</p> <p>In the event that whilst monitoring was taking place and further incidents re-occurred, then go back to procedure SRP - Service restoration plan SOP</p> <p>In the event that whilst monitoring was taking place no incidents re-occurred, then Proceed to step 4.2</p>	Resolving team(s)	
4.2	<p>If the implemented fix is a permanent fix, the incident record in remedy will be updated and it's status will be changed to resolved</p> <p>a) If the root cause is unknown, a problem ticket is raised and the incident ticket will be resolved.</p> <p>b) If the root cause is known, the incident ticket will be updated and resolved.</p> <p>c) If the implemented fix is a temporary workaround, permanent fix, the incident record in remedy will be updated and will remain open until a permanent fix has been identified by the resolving team.</p> <p><i>If a problem ticket is raised the problem management process is followed by the Problem Management team</i></p> <p>Proceed to step 4.3</p>	Resolving team (and problem management team if PB record is raised)	
4.3	<p>Populate the incident SLA spreadsheet – SLA Spreadsheet - Select the year/month</p> <p>In ensure for the SLA spreadsheet is accurately completed, the MIM must refer to the Work Instructions for conducting a SLA Review.</p> <p>(Please note that this task only applies to TfL MIMs)</p> <p>Proceed to step 4.4</p>	Major Incident Manager	
4.4	<p>In the event that senior management requests a Major Incident Review (MIR) the Major Incident Manager will follow the MIR procedure.</p> <p>End of procedure</p>	Major Incident Manager	
Outputs	Receiving Group	Receiving Procedure	Comments
Closed and updated major incident ticket in Remedy	Service Desk		Service desk has updated and closed the record
An open problem ticket	Problem management		A problem ticket has been raised as the root cause of an incident is unknown
Updated SLA spreadsheet	Major Incident Management team		This information is captured and a weekly senior management report
Exit Criteria	Description		
Resolved major incident	The resolving team have implemented the emergency change and its performance has been sufficiently monitored		
Fully restored service	When service has been restored through the provision of a workaround or permanent fix and a Problem Record has been created.		



4.2 Process Documentation Trace Matrix

Ref	Document Title	Document Number	Document Version	Document Type
1	Major Incident Management Process	Major_Incident_Management_Process-1.9	V2.0	Process
2	IM On Call Escalation Manager On Call Guidelines	IM On Call Escalation Manager On Call Guidelines v3.0	V3.0	Process
	Review and Notification	Review_Notification_SOP_1.1	v1.1	Procedure
	Coordinate Investigation and Diagnosis	Coordinate_Investigate_SOP_1.0	v1.0	Procedure
	Service Restoration Plan (SRP) Implement and Monitor	MIM_SRP_SOP_1.1	v1.1	Procedure
	Verification and Closure	Verification_Closure_SOP_1.0	v1.0	Procedure
	TfL Major Incident Review Process	Major_Incident_Review_Process_1.1	v1.1	Procedure
	Technical Bridge	MIM_Technical_Bridge_SOP_1.1	v1.1	Procedure
	Management Bridge	MIM_Management_Bridge_SOP_1.1	v1.1	Procedure
	Incident Comms Pack	Incident_Comms_Pack_1.8	v1.8	Supporting Documentation
	Opening a Technical Bridge	Opening_Technical_Bridge_WI_1.0	v1.0	Work Instruction
	Joining a Technical Bridge	Joining_Technical_Bridge_WI_1.1	v1.1	Work Instruction
	Opening a Management Bridge	Opening_Management_Bridge_WI_1.0	v1.0	Work Instruction
	Joining a Management Bridge	Joining_Management_Bridge_WI_1.0	v1.0	Work Instruction
	SLA Spreadsheet	SLA_Spreadsheet	N/A	Supporting Documentation
	Completing a SLA Review	Completing_A_SLA_Review_WI_1.1	v1.1	Work Instruction
	MIM Morning Handover Report	Morning_Handover_Report_WI_1.3	v1.3	Work Instruction
	MIM Evening Handover Report	Evening_Handover_Report_WI_1.3	v1.3	Work Instruction
	DSOR	Daily_Service_and_Operations_Review_WI_1.4	v1.4	Work Instruction
20	Daily High Sev Incident Report	Daily_High_Sev_Incident_Report_WI_1.1	v1.0	Work Instruction



4.3 Major Incident Report Template

See document located under \\CISVFL008.CIS.TFL.LOCAL\IMSD\Problem Management\Major Incident Reports or access via the following link -

[TFL Major Incident Report Template](#)



4.4 Key Terms, Acronyms or Abbreviations and Definitions

Term	Definition
Availability	Ability of a component or service to perform its required function at a stated instant or over a stated period of time. It is usually expressed as the availability ratio, i.e. the proportion of time that the service is actually available for use by the Customers within the agreed service hours.
Change	The addition, modification or removal of approved, supported or base lined hardware, network, software, application, environment, system, desktop build or associated documentation.
Change control	The procedure to ensure that all Changes are controlled, including the submission, analysis, decision making, approval, implementation and post implementation of the Change.
Change Management	Process of controlling Changes to the infrastructure or any aspect of services, in a controlled manner, enabling approved Changes with minimum disruption.
Closure	When the Customer is satisfied that an incident has been resolved.
Configuration Management	The process of identifying and defining Configuration Items in a system, recording and reporting the status of Configuration Items and Requests for Change, and verifying the completeness and correctness of Configuration Items.
Event	An event is a change of state that has significance for the management of a configuration item or IT service.
Impact	Measure of the business criticality of an Incident. Often equal to the extent to which an Incident leads to distortion of agreed or expected service levels.
Incident	Any event that is not part of the standard operation of a service and that causes, or may cause, an interruption to, or a reduction in, the quality of that service.
Known Error	An Incident or Problem for which the root cause is known and for which a temporary Work-around or a permanent alternative has been identified. If a business case exists, an RFC will be raised, but, in any event, it remains a known error unless it is permanently fixed by a Change.
Priority	Sequence in which an Incident or Problem needs to be resolved, based on impact and urgency.
Problem	Unknown underlying cause of one or more Incidents.
Process	A connected series of actions, activities, Changes etc. performed by agents with the intent of satisfying a purpose or achieving a goal.
Request for Change (RFC)	Form, or screen, used to record details of a request for a Change to any CI within an infrastructure or to procedures and items associated with the infrastructure.
Resolution	Action that will resolve an Incident. This may be a Work-around.
Service Level Agreement	A written agreement between a service provider and Customer(s) that documents agreed service levels for a service.



Term	Definition
Work-around	Method of avoiding an Incident or Problem, either from a temporary fix or from a technique that means the Customer is not reliant on a particular aspect of a service that is known to have a problem.