

APPLICATIONS OUTSOURCING OPERATIONS MANUAL

Document Reference: ##-APP-OM-001
Version: 1.0
Author: Rhys Williams
Date:

Document Change History

Version	Date	Editor	Description of Change
0.1	07 October 2010	Rhys Williams	Initial outline document
0.2	11 October 2010	Rhys Williams	Further document updates
0.3	14 October 2010	Rhys Williams	Incorporated Service Provider and additional updates
0.4	25 October 2010	Rhys Williams	Incorporated Service Provider feedback and performed additional updates
0.5	25 November 2010	Rhys Williams	Inclusion of major review comments
0.6	29 November 2010	Rhys Williams	Editorial updates and final changes
1.0	30 November 2010	Rhys Williams	First definitive issue

Document Approval

Approved by	
Position	
Signature	
Date	

Approved by	
Position	
Signature	
Date	

Contributors

Name	Organisation

Reviewers

Name	Role

TABLE OF CONTENTS

1. OVERVIEW	6
1.1 Introduction.....	6
1.2 Objectives.....	6
1.3 Scope	6
1.4 Intended Readership	6
1.5 Control of this Manual.....	6
2. TEAM INTRODUCTION	7
2.1 Project Introduction.....	7
2.1.1 High-Level Service Description.....	7
2.1.2 Support Hours.....	7
2.1.3 Delivery Locations	7
2.1.4 Company A End User Locations.....	7
2.2 Organisation Charts.....	7
2.2.1 Service Provider Overall Organisation.....	8
2.2.2 Company A Service Management Team.....	8
2.3 Onshore / Offshore Interaction	8
2.3.1 Onshore / Offshore Interaction Schedule	8
2.3.2 Call Handover	9
2.4 Tools Introduction	9
2.4.1 Maximo	9
2.4.2 Service Management Suite.....	9
2.4.3 Performance Management Reporting.....	9
2.4.4 Rapid Transition Suite	9
2.4.5 Mercury Quality Center	9
2.4.6 Load Runner	9
2.4.7 Quick Test Pro	10
2.5 Shared Knowledge Base.....	10
2.6 Technical Services and Issues	10
2.6.1 Company A Application Connectivity Methods	10
2.6.2 Citrix Server Connectivity Issues and Escalations.....	11
2.6.3 Alternative Connectivity Method	11
2.6.4 ISM Maximo Login Methods	12
2.6.5 ISM Maximo Issues and Escalations	12
3. SYSTEM LANDSCAPE INFORMATION	13
3.1 System Landscape Diagram	13
3.2 Business Critical Systems	13
3.3 In-Scope Applications.....	13
3.3.1 SAP ERP Sub-Modules	13
3.3.2 Other Applications	14
3.4 Application Specifics.....	14
4. POLICIES, STANDARDS AND REGULATORY REQUIREMENTS	15
4.1 Company A Business Principles.....	15
4.1.1 Conduct	15
4.1.2 People.....	15
4.1.3 Society	15
4.1.4 Environment.....	15
4.2 Service Provider Principles.....	15
4.3 HSSE.....	15
4.4 Security.....	15
4.5 Minimum Screening Standards	16

4.6	Insider Information	16
4.7	Service Continuity Management	16
5.	OPERATING MODEL	17
6.	INTERFACES	18
7.	MANAGEMENT AND CONTROL	20
7.1	Service Management and Control Processes	20
7.1.1	Resource Demand and Capacity Management Process	20
7.1.2	Service Catalogue Management Process	20
7.1.3	Continuous Improvement Process	20
7.1.4	Service Provider Quality Assurance Process	20
7.1.5	Client Satisfaction Surveys	20
7.2	Service Reporting	21
7.2.1	Service Report	21
7.2.2	Monthly Performance Report	21
7.2.3	HSSE Report	22
7.2.4	Quality Scorecard	22
7.2.5	Client Satisfaction Survey	22
8.	CORE SERVICES	23
8.1	Core Services Provided	23
8.1.1	Applications Support	23
8.1.2	Information Requests	23
8.1.3	Work Requests	24
8.1.4	Portal Content Requests	24
8.1.5	Testing Requests	24
8.2	Core Service Processes	25
8.2.1	Request Fulfilment Process	25
8.2.2	Incident and Major Incident Management Process	25
8.2.3	Problem Management Process	25
8.2.4	Change Management Process	25
8.2.5	Access Management Process	25
8.2.6	Service Asset and Configuration Management Process	25
8.2.7	Supplier Management Process	25
8.2.8	Service Knowledge Management Process	25
8.2.9	Portal Content Management Processes	26
9.	TRANSFORMATION SERVICES	27
9.1	Transformation Services Provided	27
9.1.1	Projects	27
9.1.2	Transformation and Continual Improvement	27
9.1.3	Provision of Business Solution SMEs	28
9.1.4	BAU Projects	28
9.1.5	Minor Enhancements	29
9.2	Transformation Service Processes	29
9.2.1	AO Request Handling Process	29
9.2.2	Project Management Process	29
9.2.3	Project Delivery Process	29
9.2.4	Transformation and Continual Improvement Process	30
9.2.5	BAU Project Delivery Process	31
9.2.6	Minor Enhancements Delivery Process	31
9.2.7	Service Validation and Testing Management Process	31
9.2.8	Release and Deployment Management Process	31
10.	GOVERNANCE	32
10.1	General Principles	32
10.2	Governance Rules	32

10.3	Management Groups	32
10.3.1	Stakeholder Management Committee	33
10.3.2	Service Management Group	34
10.3.3	Change Control Committee	34
10.4	Governance Processes	35
10.4.1	Annual Review	35
10.4.2	Service Incident Management	35
10.4.3	Dispute Resolution	35
10.4.4	Change Control	36
10.4.5	Benchmarking	36
11.	SERVICE CREDITS	38
11.1	Introduction	38
11.2	Performance Indicators and Service Levels	38
11.3	Performance Measurement and Reporting	38
11.4	Relief Events	38
11.5	Credit Percentages	38
11.6	Service Credits	38
11.7	Managing Changes	38
12.	EXIT MANAGEMENT	40
12.1	Introduction	40
12.2	Exit Plan	40
12.3	Exit Plan Activities	40
13.	SERVICE PROVIDER PERSONNEL	41
13.1	Service Provider Personnel	41
13.2	Performance Review and Appraisal	42
13.2.1	Company A Feedback on Service Provider Personnel Performance	42
13.2.2	Service Provider Annual Performance Management Process	42
14.	CONTACT DETAILS	43
14.1	Service Provider Contacts	43
14.2	Company A Contacts	43
15.	OPERATING MODEL RACI	44
15.1	Introduction	44
15.2	Objectives	44
15.3	RACI Methodology	44
15.4	RACI	44
16.	REFERENCED DOCUMENTS	48
17.	GLOSSARY	50

1. OVERVIEW

1.1 Introduction

This Applications Outsourcing Operations Manual is a mandatory document that provides practical instruction on how the services defined in the Master Applications Services Agreement (S1) are delivered and managed. The manual reflects the business as usual delivery of the services.

1.2 Objectives

The objectives of this document are to define:

- Services provided by Service Provider;
- Applications managed by Service Provider;
- Policies and standards which govern the operation of the services;
- Processes and roles that implement these services;
- Service Provider's roles and responsibilities;
- Company A's roles and responsibilities;
- Interfaces between all parties involved in the provision and use of the services;
- Governance of the applications outsourcing contract; and
- How the exit strategy will be executed on termination of the contract.

1.3 Scope

Throughout this document, all references to the Master Applications Services Agreement (S1) include changes to that agreement as defined in approved Change Control Notes (CCNs). Where specific CCNs are relevant, they are separately referenced. This document is subordinate to the Master Applications Services Agreement (S1) between Company A and Service Provider. If there is any conflict between the two, the former takes precedence.

This version of this document covers all the business as usual activities required to successfully manage and deliver the services defined in the Master Applications Services Agreement (S1) and AO Phase 2, as defined in CCN 003 (S2). It also defines the interfaces between Service Provider and:

- Company A service management;
- Company A end users / customers;
- IBM infrastructure outsourced service; and
- Third party service providers / suppliers.

1.4 Intended Readership

This manual should be read by all parties involved in the management and delivery of the outsourced applications management services.

1.5 Control of this Manual

This manual will be approved by the Company A Service Contract Assurance Manager, Company A Regional CIO - TVP and Enterprise Technologies and Service Provider Technology Lead.

Prior to approval, the document will be reviewed by team members from Company A and Service Provider in addition to the approvers.

Version controlled copies of this manual will be published in Documentum and made available to Company A and Service Provider staff involved in delivering the services.

Changes to the definitive versions of this document will be managed under the Change Control Process (S3).

The document will also be reviewed annually as part of the annual review process (see section 10.4.1 - Annual Review).

2. TEAM INTRODUCTION

2.1 Project Introduction

2.1.1 High-Level Service Description

Service Provider has been contracted by Company A to provide application support services for an agreed list of applications, testing services and portal content services. Service Provider will also provide transformation services, including projects and minor enhancements, on request.

2.1.2 Support Hours

The applications defined in section 3.3 are supported from 08:00-18:00 (UK time) on business days which are Monday to Friday (excluding UK Public Holidays). Priority 1 items are resolved 24 x 7 and, outside of normal working hours, support is covered by an On-Call Rota (S4).

The India Delivery Centre (IDC) standard working hours are from 05:30-15:00 (UK time).

There is a clock concept used to govern the SLAs and this will be active during the UK business day. At the end of the UK business day the SLA clock will stop until the next UK business day, with the exception of priority 1 items.

2.1.3 Delivery Locations

Service Provider provides applications support from the following locations:

- Service Provider delivery centres in Bangalore and Hyderabad (India), Warsaw (Poland) and Sao Paulo (Brazil);
- Company A Headquarters in Reading, UK;
- Other Company A offices as required; and
- Other Service Provider offices as agreed between Company A and Service Provider.

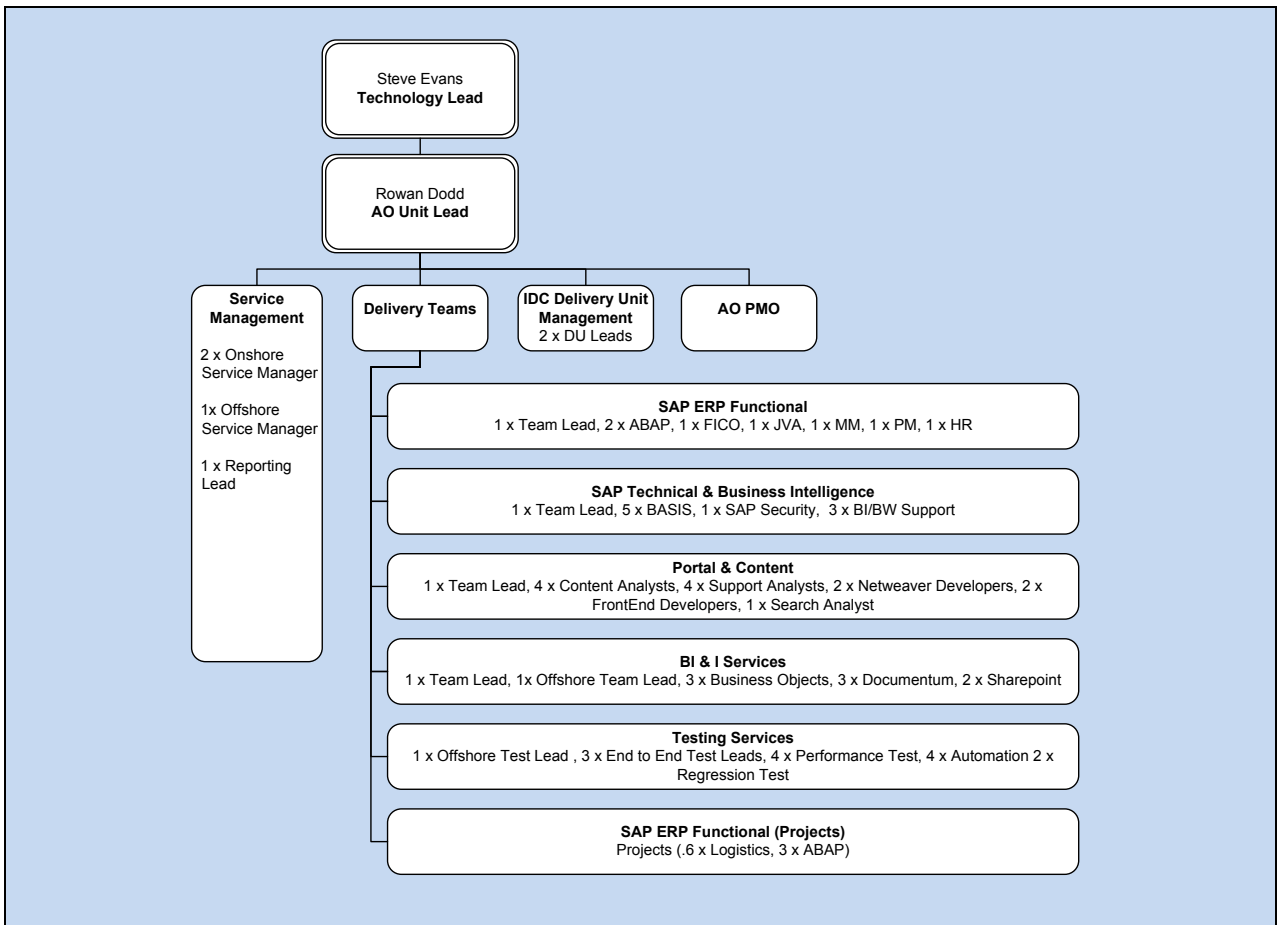
2.1.4 Company A End User Locations

Service Provider provides applications support to the Company A global user base of all in-scope applications.

2.2 Organisation Charts

The Service Provider team structures are shown below by service:

2.2.1 Service Provider Overall Organisation



2.2.2 Company A Service Management Team

TBA.

2.3 Onshore / Offshore Interaction

The onshore and offshore interaction is dependent on the structure of the individual teams involved. Calls assigned to Service Provider will be handled by a combination of onshore and offshore resources. During the initial analysis of a call, if further information is required from the business, the team will contact the caller directly.

As a part of the communication and interaction between these two parties, the following tools are used:

- Office Communicator;
- Cisco Meeting Place;
- Microsoft Outlook; and
- Telephone.

Part of the interaction may require documentation to be shared - this is done by using Documentum, which also acts as the central repository for any additional documentation required for future reference.

2.3.1 Onshore / Offshore Interaction Schedule

There will be continual communication among the varying teams (both Company A and Service Provider onshore and offshore). This will provide the teams with the forum to be able to raise issues or discuss calls.

2.3.2 Call Handover

There may be a requirement during the resolution of a call to re-assign to an alternative team. The correct use of Maximo during this process plays an important role and the history of a call must be continually updated to ensure a seamless handover and complete information of why a call is being passed between teams.

During this process the team member re-assigning a call should contact the receiving team by e-mail to make them aware of the new call in their queue, though all teams should be proactive in monitoring Maximo queues on a regular basis.

The receiving team should review any re-assigned incidents and assess if they have the required level of detail to resolve the call. If it is deemed there is insufficient information the team should contact the assigning team member to request additional information to be able to continue resolving a call.

2.4 Tools Introduction

Service Provider uses the following tools in order to support the delivery of the agreed services to Company A:

2.4.1 Maximo

Maximo is the service management system that is used by IBM, Service Provider and Company A to raise requests and log incidents. It is used to assign requests and incidents to the correct delivery teams. It is also used by the delivery teams to track incidents and log resolution details. For further information on how to use Maximo, refer to the Maximo User Guide (S5).

2.4.2 Service Management Suite

Service Provider's Service Management Suite (SMS) is a single, integrated set of capabilities for internally managing and controlling the delivery in an outsourcing engagement. At Company A, SMS is used to track minor enhancements and projects and the delivery of them and for managing resources, their capacity and time against all categories of work.

2.4.3 Performance Management Reporting

Service Provider's Performance Management Reporting (PMR) provides a set of metrics and tools to deliver a reporting capability that includes balanced scorecards to measure certain chosen metrics. At Company A, this will be an internal tool and only accessible by Service Provider.

2.4.4 Rapid Transition Suite

Service Provider's Rapid Transition Suite (RTS) provides the processes to support knowledge transfer. It provides the toolset and capabilities to be able to do an end-to-end transition. At Company A, the RTS tool will be used in transition activities and used as a knowledge base for up-skilling new Service Provider resources who are joining the Company A team. This tool will be internal and only used and accessed by Service Provider.

2.4.5 Mercury Quality Center

Mercury Quality Center (MQC) is an on-line test management tool which offers an organised framework for testing applications. Service Provider only use part of the functionality offered at Company A which provides the support team with the ability to track tests completed on application changes during unit testing and defect management when fixes need to be applied.

2.4.6 Load Runner

HP Load Runner is an automated performance and load testing tool which allows examination of system behaviour and performance. Load Runner can emulate hundreds or thousands of concurrent users to put an application through real-life user loads, while collecting information from key infrastructure components (e.g. database servers or web servers).

2.4.7 Quick Test Pro

Quick Test Pro (QTP) is an automation tool which provides functional and regression testing for software applications, through a user interface such as a GUI or web interface. QTP mimics the user by performing operations (such as mouse clicks or keyboard events); it can also capture object properties like name or ID.

2.5 Shared Knowledge Base

All documentation relating to the management and operation of the AO services is stored in Company A's Documentum system. Access to Documentum will be granted to all Service Provider personnel engaged in the applications outsourcing service.

2.6 Technical Services and Issues

This section describes the multiple ways in which users are able to connect to the in-scope applications at Company A including the support tool Maximo. There are a number of methods employed to accommodate those working locally at a Company A site and those located offshore.

2.6.1 Company A Application Connectivity Methods

There are three distinct methods for accessing the in-scope applications.

2.6.1.1 Method 1: Direct Access to Company A Network

Connections established at a Company A location using either the LAN or WAN will enable the connection to the in-scope applications

2.6.1.2 Method 2: Access to Company A Applications via Citrix

The ports located in IDC offices (BANG6/HDC2) are configured to enable a connection to the subnet that allows a connection to the Company A network via a 2 Mbps leased line from IDC to TVP.

The applications are accessed via two Citrix servers which are load balanced, they are:

Citrix Server Name	IP Address
SBMWPCTXADMIN01	
THMWPCTXADMIN01	

Resources having valid AD account credentials and belonging to the TVP support group can directly login to the following location where all the applications are available:

Description	IP Address
In-scope application location	

Using this method, applications can be accessed only from within the subnet of Company A VLAN and only from the office locations where it is configured.

2.6.1.3 Method 3: VPN

In this method, the support resource's laptop or desktop must have Checkpoint VPN software installed and functioning.

The resource must have a registered RSA token provided by Company A and a valid AD account credentials. Using this combination the resource can login to Checkpoint VPN.

This method enables all users to access the Company A applications from any location with internet connection using a safe and secure method.

Resources having valid AD account credentials and belonging to the TVP support group can directly login to the following location where all the applications are available:

Description	Address
In-scope application location	Direct access to Company A applications via VPN.

2.6.2 Citrix Server Connectivity Issues and Escalations

The following is an example of the type of issues that may occur and the possible reason, when accessing the in-scope applications through Citrix:

Issue Reported	Reason
Citrix MyAPPS login page not displayed	VLAN issue
Citrix MyAPPS login page not displayed	VPN / checkpoint issue
Unable to login to CITRIX using AD account	AD authentication issue
Relevant applications not displayed in the published page in Citrix	AD authorisation issue
Microsoft Outlook (Company A) not functioning	Citrix connectivity issue
Windows Explorer (Company A) not functioning	Citrix connectivity issue
Microsoft Outlook (Company A) slow / not responding	Citrix / network connectivity issue
Windows Explorer (Company A) access not provided	AD authorisation issue

For all Citrix and AD account related issues the following process must be adhered to:

- All technical issues related to availability, accessibility, performance, applications need to be raised as an incident with Company A's service desk.
- When raising the call with Company A's service desk, the number of support resources impacted needs to be provided as this may impact the priority assigned.

Company A Service Desk Contact Method	Contact Details
Contact via e-mail	
Contact via telephone	

For all VLAN, VPN, Checkpoint configuration and LAN issues the following process must be followed when operating out of the India Delivery Centre:

- Raise a service request (SR) with the Service Provider helpdesk using the internal intranet site or call the centralised technical support desk using the internal Service Provider landline. The SR category 'network connectivity' must be selected.
- Immediate assistance can be requested once an SR is raised. Contact details for escalations are provided below:

Service Provider Help Desk Contact Method	Contact Details
Contact via intranet to raise SR	
Contact via telephone	
Escalation (SR Number required)	

2.6.3 Alternative Connectivity Method

If an issue occurs which causes the Citrix servers to become unreachable there is alternative connection method which can be employed which will bypass the Citrix servers. This requires the use of the Jump servers that can be used to access the in-scope applications. The method should only be used as a last resort.

- The support users can access Jump servers only if they are in the Company A network, either by connecting through VLAN or through VPN.

- Once connected, the user can use the remote desktop login feature available in Windows to login to one of the following IP address:

Description	IP Address
TVMS0050	
TVMS0051	
TVMS0052	
EMTHTS001	

- For this to work, the relevant support user must have a valid AD domain ID (_SYS account) and should belong to the TVP support users group.
- The main advantage of this access method is that it gives direct access to the in-scope applications.

2.6.4 ISM Maximo Login Methods

During account on-boarding, a request will be made for a Maximo account which is the service and incident management tool used at Company A.

The user needs a Company A e-mail address and relevant password to access this tool. Each user belongs to a specific owner group, to which the user id is mapped and the user will be able to view all tickets associated to the group assigned.

There are two methods of accessing the ISM Maximo tool for call handling:

2.6.4.1 Method 1: Internet Access

The support users can use the following link to access the ISM Maximo Tool from any desktop or laptop irrespective of geographical location:

Description	Address
ISM Maximo via internet	

2.6.4.2 Method 2: Citrix Access

The support users can log into the Company A network using either method two or three defined in section 2.6.1 and then use the following link to access the ISM Maximo tool through the Internet Explorer application published on the Citrix MyAPPS site.

Description	Address
ISM Maximo via Citrix	

2.6.5 ISM Maximo Issues and Escalations

For any issues and/or escalations related to the ISM Maximo tool (including access requests and owner groups) an incident should be raised with Company A's service desk.

Company A Service Desk Contact Method	Contact Details
Contact via e-mail	
Contact via telephone	

3. SYSTEM LANDSCAPE INFORMATION

3.1 System Landscape Diagram

Service Provider is responsible for maintaining the following system landscape diagrams:

- SAP Landscape Information;
- Documentum Landscape Information;
- SharePoint Landscape Information; and
- Business Objects Landscape Information.

These system landscape diagrams are held in the AO Systems Landscape Diagrams document (S6).

3.2 Business Critical Systems

Business critical systems are applications, databases or services, including the software and hardware required to run them, which are essential to Company A's ability to perform necessary business functions.

They include any system whose loss or unavailability would result in a serious negative impact upon Company A, for example:

- Inability to perform legal or regulatory obligations;
- Inability to meet contractual obligations;
- Negative impact on health and safety of Company A or JV staff;
- Negative impact on customers, or standards of service;
- Negative impact on Company A's public image; or
- Significant financial loss.

The following applications are classed as business critical for disaster recovery purposes:

- SAP ERP;
- SAP BW; and
- SAP Enterprise Portal.

For more information, refer to the Service Provider BC / DR Plan (S7), which will be implemented in-line with the IT Service Continuity Management Process described in section 4.7.

3.3 In-Scope Applications

The following applications are included in the scope of the agreed services:

3.3.1 SAP ERP Sub-Modules

FI	Finance
CO	Controlling
JVA	Joint Venture Accounting
PS	Project Systems
HR	Human Resources
MM	Material Management
SD	Sales & Distribution
IM	Inventory Management
WM	Warehouse Management
QM	Quality Management
PM	Plant Maintenance

WF	Work Flow
LIV	Logistics Invoice Verification
CATS	Cross Application Time System
ABAP	Advanced Business Application Programming
BASIS	BASIS Administration

3.3.2 Other Applications

SAP BW / BI	Business Information Warehouse / Business Intelligence
SAP EP	Enterprise Portal
EMC Documentum	Documentum
MOSS	Microsoft Office SharePoint Server
SAP BO	BusinessObjects

3.4 Application Specifics

Application-specific documents and templates are stored in Documentum.

4. POLICIES, STANDARDS AND REGULATORY REQUIREMENTS

4.1 Company A Business Principles

Service Provider and Service Provider personnel must comply with and conduct themselves in accordance with the Company A business principles which are set out below:

4.1.1 Conduct

- We act with integrity, fairness and transparency.
- We comply with legal, regulatory and licence requirements.
- We do not tolerate corruption in any form, whether direct or indirect.
- Our investment criteria take account of economic returns, environmental impacts, social consequences and human rights.
- High standards of corporate governance are integral to the way we manage our business.

4.1.2 People

- We treat people with fairness, respect and decency.
- We help employees develop their potential.
- We believe that all injuries are preventable.
- We provide healthy, safe and secure work environments.

4.1.3 Society

- We work to ensure that neighbouring communities benefit from our presence on an enduring basis.
- We listen to neighbouring communities and take account of their interests.
- We support human rights within our areas of influence.

4.1.4 Environment

- We make a positive contribution to the protection of the environment.
- We go beyond compliance with local environmental regulation to meet internationally accepted best practice.
- We reduce to the minimum practicable any adverse effects of our operations on the environment.

4.2 Service Provider Principles

Service Provider and Service Provider personnel must comply with and conduct themselves in accordance with Service Provider's business principles, as defined in the Code of Business Ethics: Our core values in action (S8).

4.3 HSSE

Service Provider and Service Provider personnel must comply with and conduct themselves in accordance with Service Provider's HSSE Policy (S9), which implements the requirements of Schedule 5C of the Master Applications Services Agreement (S1).

All Service Provider personnel working at a Company A site will be required to undertake Company A health and safety training.

4.4 Security

Security is managed in accordance with the following:

- Data Protection Policy (S10)
- Global IT Information Security Standard (S11).

4.5 Minimum Screening Standards

All members of Service Provider personnel involved in delivering services to Company A must be vetted in accordance with Service Provider's Personnel Screening Process (S12), which implements the requirements of Schedule 5, Part A, of the Master Applications Services Agreement (S1).

4.6 Insider Information

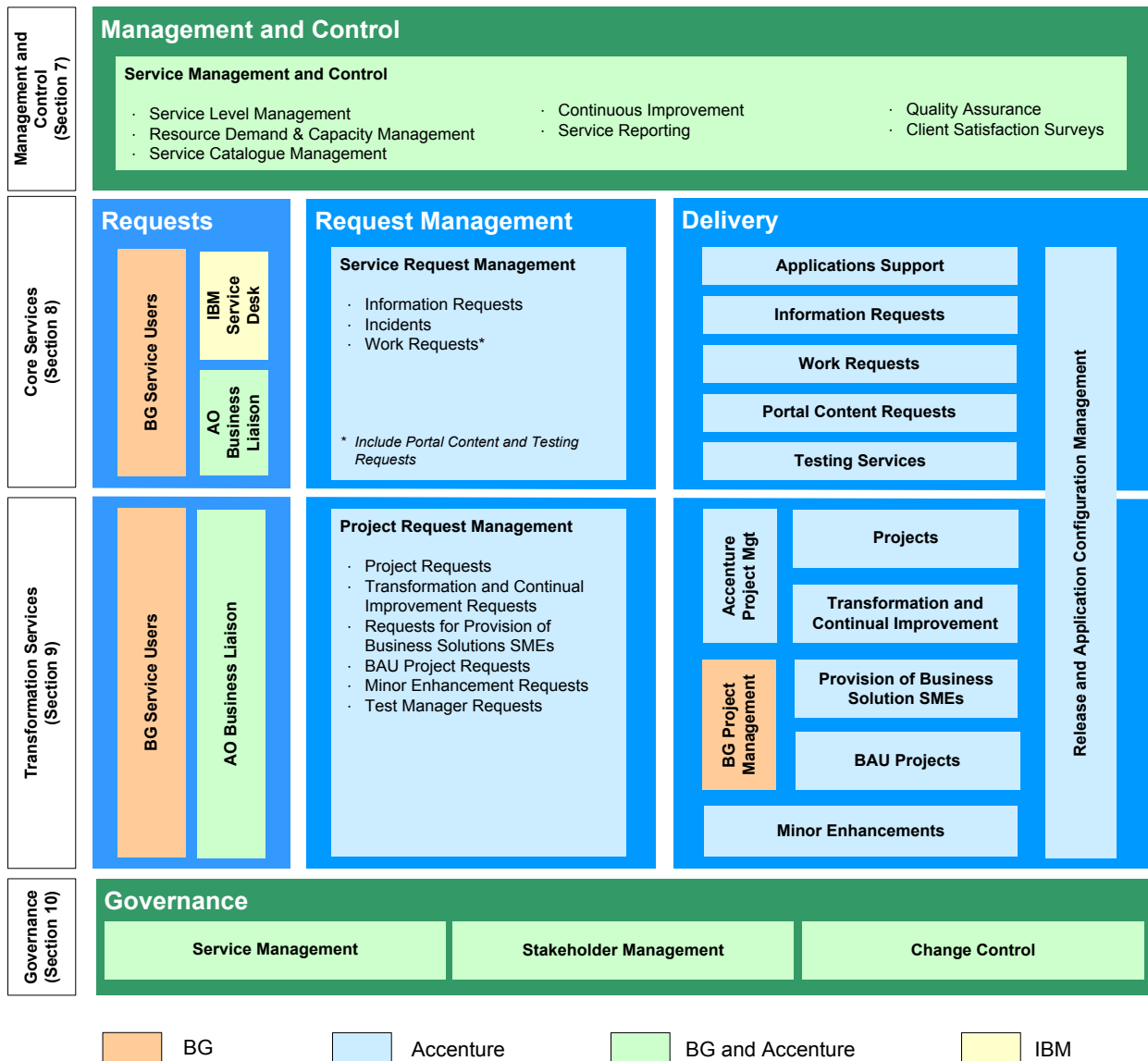
All members of Service Provider personnel with access to inside information are required to agree and sign the Inside Information Notification and Form of Acknowledgement (S13).

Any Service Provider personnel who have access to business critical data may be required to undergo enhanced vetting.

4.7 Service Continuity Management

Any service continuity activities performed under the Master Applications Services Agreement (S1) must adhere to the Global IT Service Continuity Management Standard (S14).

5. OPERATING MODEL



6. INTERFACES

From	To	What	How
IBM service desk	Relevant Service Provider delivery teams	<ul style="list-style-type: none"> Incidents Problems Information requests Service requests 	Maximo
IBM service delivery	Service Provider - onshore service manager	<ul style="list-style-type: none"> Escalations 	Phone / e-mail
Relevant Service Provider delivery teams	IBM service desk	<ul style="list-style-type: none"> Incidents (closed / rejected) Problems (closed / rejected) Information requests (closed / rejected) Service requests (closed / rejected) 	Maximo
Service Provider - onshore service manager	IBM service delivery	<ul style="list-style-type: none"> Requests for change 	Maximo
Service Provider - AO unit lead	IBM service delivery	<ul style="list-style-type: none"> Escalations 	Phone / e-mail
End users	Relevant Service Provider delivery teams	<ul style="list-style-type: none"> Incidents* Information requests* Service requests* <p>*Handled in line with the Request Fulfilment Process (S23)</p>	Phone / e-mail
Relevant Service Provider delivery teams	End users	<ul style="list-style-type: none"> Status updates Requests for further information 	Phone / e-mail
3 rd party service providers	Relevant Service Provider delivery teams	<ul style="list-style-type: none"> Status updates 3rd party references Requests for further information 	Phone / e-mail
Relevant Service Provider delivery teams	3 rd party service providers	<ul style="list-style-type: none"> Incidents Problems Information requests Service requests 	Phone / e-mail
Company A service management	Service Provider - onshore service manager	<ul style="list-style-type: none"> Project requests Transformation and continual improvements requests Business solution SME requests BAU project requests Minor enhancement requests Escalation 	Phone / e-mail / meetings / Maximo
Service Provider - onshore service manager	Company A service management	<ul style="list-style-type: none"> Response to: <ul style="list-style-type: none"> Project requests Transformation and continual improvements requests Business solution SME requests BAU project requests Minor enhancement requests 	Phone / e-mail / meetings / Maximo

Company A service management	Service Provider - AO unit lead	<ul style="list-style-type: none"> • Contract Change requests • Governance meetings • Escalation 	Phone / e-mail / meetings
Service Provider - AO unit lead	Company A service management	<ul style="list-style-type: none"> • Contract Change control proposals • Service Reports • Escalations • Governance meetings • Service level default notifications 	Phone / e-mail / meetings / reports

7. MANAGEMENT AND CONTROL

7.1 Service Management and Control Processes

7.1.1 Resource Demand and Capacity Management Process

This is the process responsible for understanding and influencing customer demand for resources and the provision of capacity to meet these demands.

For more information, refer to the Resource Demand and Capacity Management Process (S15).

7.1.2 Service Catalogue Management Process

This is the process responsible for managing the information contained within the Service Catalogue (S16) and to ensure that it is accurate and reflects the current details, status, interfaces and dependencies of all services that are being provided by Service Provider.

For more information, refer to the Service Catalogue Management Process (S17).

7.1.3 Continuous Improvement Process

This process is responsible for managing improvements to IT service management processes and services. The performance of the IT service provider is continually measured and improvements are made to processes, services and infrastructure in order to increase efficiency, effectiveness and cost effectiveness.

Service Provider will work with Company A to define a continuous improvements programme.

Continuous improvements will be grouped into two categories:

- Core Service Continuous Improvements - focus on improving core services delivered.
- Service Improvement Projects - require additional investment but can deliver a significant improvement to the services.

A joint continuous improvement workshop is held quarterly to consolidate continuous improvement ideas into proposals to be presented to the Service Management Group. The requirement is to generate at least four continuous improvement initiatives each contract year and document them in the Core Service Continuous Improvements Log (S18) or the Service Improvements Projects Log (S19).

For more information, refer to the Continuous Improvement Process (S20).

7.1.4 Service Provider Quality Assurance Process

The Service Provider Quality Assurance Process (S21) involves formal reviews of client engagements by experienced and objective Service Provider Senior Executives called Quality Assurance Directors (QADs). The primary purpose of the QA review is to verify that work is proceeding in alignment with stakeholder expectations and that risks are identified and managed. The QA policy and procedures emphasise proactive follow up and corrective action to efficiently and effectively carry out any required remedial actions.

The delivery QA director has responsibility for scheduling QA reviews and determining the frequency of the reviews. Delivery QA reviews should be aligned with key project milestones but can be scheduled more frequently at the discretion of the QA director.

A meeting with Company A should take place as part of the delivery QA review, where the key findings of the review are shared.

7.1.5 Client Satisfaction Surveys

Both as a management feedback tool and in an effort to help ensure that Service Provider's performance of the services achieves Company A's objectives, Service Provider periodically assess client satisfaction using a Company A approved approach.

Subject to Company A approval, Service Provider administer an independent survey and a wider web-based survey (together these are termed the client satisfaction surveys), which are in a mutually agreed form and sent to selected stakeholders identified by Company A.

Subject to client approval, the first client satisfaction surveys are conducted during the month beginning six months after the service commencement date, and subsequent client satisfaction surveys will be conducted annually for the remainder of the term subject to Company A's approval.

The survey results, ratings (the client satisfaction rating) and supporting analysis are reported to the respective relationship managers by Service Provider within one month after client satisfaction surveys have been completed. Service Provider will develop and implement a mutually agreeable plan to improve Service Provider's performance in any areas where the client satisfaction ratings are not at levels acceptable to Company A.

7.2 Service Reporting

7.2.1 Service Report

Description	A Service Report containing performance of the services Service Provider provide to Company A.
Frequency	Monthly - within 10 business days after the end of each month.
Author	Service Provider PMO
Recipient(s)	Company A Service Management Group
Approval	Company A Service Management Group
Contents	<ul style="list-style-type: none"> • Performance of the services against service levels (including performance targets) • Operational metrics (management information) • Testing services demand and capacity and project status • Item volume breakdowns and information • Summary of any security breaches • Summary of any service incidents • Trend analysis data covering a rolling 13 month period • Progress against any service improvement plan and current status of any remediation activities • On a quarterly basis, the staff turnover rate for the preceding 12 months, as defined in the Master Applications Services Agreement (S1) • Any other issues for Company A to resolve <p>Service Provider will provide the detailed supporting information used to generate the report on request.</p>

7.2.2 Monthly Performance Report

Description	<p>The Monthly Performance Report documents Service Provider's performance during the previous month in relation to the Company A agreed performance indicators and service levels. This will be provided to Company A in a printed and electronic format.</p> <p>Note: The Monthly Performance Report and any supporting data and information will be classified as confidential information as determined in the Company A service contract.</p>
Frequency	Monthly - within 10 business days after the end of each month.
Author	Service Provider PMO
Recipient(s)	Company A Service Management Group
Approval	Company A Service Management Group
Contents	<p>The Monthly Performance Report identifies and describes each service level and calculates the amount of any corresponding service credits Company A is entitled to.</p> <p>Service Provider shall provide the detailed supporting information which was used to generate the report.</p>

7.2.3 HSSE Report

Description	HSSE Report containing all Service Provider HSSE incidents in the reporting period. Note: Service Provider will keep records of sickness absence and analyse trends in sickness absence every 6 months. These trends can be reported to Company A if required.
Frequency	Monthly (at month-end)
Author	Service Provider PMO
Recipient(s)	Company A Service Management Group and HSSE
Approval	Company A Service Contract Assurance Manager
Contents	A report of all HSSE incidents in the reporting period.

7.2.4 Quality Scorecard

Description	Executive scorecards both for project evaluation and readiness for stability and for the existing service model. The scorecards will be defined during the transition phase.
Frequency	Monthly (in accordance with GSRB timetable)
Author	Service Provider PMO
Recipient(s)	Company A Service Contract Assurance Manager and GSRB
Approval	Company A Service Contract Assurance Manager
Contents	High level business scorecard focussing on four critical perspectives: <ul style="list-style-type: none"> • Financial • Internal process / business process • Customer • Knowledge (growth, progress or learning)

7.2.5 Client Satisfaction Survey

Description	Subject to Company A's approval, Service Provider will administer an independent client satisfaction survey and a wider web-based survey. Service Provider uses web-based Client Satisfaction Surveys which are sent out to users who have logged an incident which has been resolved by an Service Provider delivery team. The survey requests that the user rate the service experienced and add any comments as applicable. The feedback received from the surveys is then collated. For more information, refer to the SNAP and CSS Guidelines (S22).
Frequency	6 months after the service commencement date then annually.
Author	Service Provider PMO
Recipient(s)	Company A stakeholders identified by Company A
Approval	Company A Service Contract Assurance Manager
Contents	<ul style="list-style-type: none"> • Response rate • Customer comments - excellent, good, satisfactory and unsatisfactory • Identification of continuous improvement themes and actions

8. CORE SERVICES

8.1 Core Services Provided

8.1.1 Applications Support

Description	<p>Applications support refers to the resolution of incidents, major incidents and problems:</p> <ul style="list-style-type: none"> • Incident: Any event which is not part of the standard operation of part or all of any of the in-scope applications and which causes, or may cause, an interruption or a reduction in the quality of part or all of any of the in-scope applications. • Major Incident: A priority 1 incident. • Problem: A condition caused by multiple incidents or from a single significant incident, for which the cause is unknown, but for which the impact is significant, as determined by Company A.
Request Mechanism	<p>End users report IT issues through the IBM service desk which creates incident records in Maximo as required. These are passed on to the relevant Service Provider delivery team. Either the IBM service desk or the Service Provider delivery team can create a problem record in Maximo.</p> <p>These mechanisms are defined in the following processes:</p> <ul style="list-style-type: none"> • Request Fulfilment Process (S23) • Incident and Major Incident Management Process (S24) • Problem Management Process (S25)
Fulfilment	<p>The Service Provider delivery team resolves the incident or problem in accordance with local working instructions and the incident and major incident and problem management processes.</p>
Entitlement	<p>Incidents can be reported by all Company A staff and contractors, all IBM staff working for Company A and all Service Provider staff working for Company A.</p>
Global Policies	<p>Incidents are prioritised according to the following rules:</p> <ul style="list-style-type: none"> • Priority 1: A major in-scope application failure, whereby the in-scope application is unavailable and Company A is unable, in Company A's opinion, to adequately perform its business transactions. • Priority 2: Localised in scope application failure or partial loss of service for an in-scope application whereby, in Company A's opinion, Company A's business transactions are severely disrupted. • Priority 3: Degraded or partial loss of service for an in-scope application, which Company A does not deem business critical. • Priority 4: Minimal disruption to service and a workaround can be found for the in-scope applications, which Company A does not deem business critical. <p>Service Provider and Company A agree that at certain Company A business critical periods, an item's priority for business critical transactions (as determined by Company A) is classified as a priority 1 incident.</p> <p>Service levels are defined in Schedule 1 Part A of the Master Applications Services Agreement (S1).</p>
Local Policies	<p>None</p>

8.1.2 Information Requests

Description	<p>An information request means a request for information in relation to any in-scope application.</p>
Request Mechanism	<p>Service request raised in Maximo ISM through the IBM service desk and, where necessary, passed on to the Service Provider delivery team in line with the Request Fulfilment Process (S23).</p>
Fulfilment	<p>Either the IBM Service Desk or the Service Provider delivery team fulfil the request in accordance with local working instructions, depending on what information is requested.</p>

Entitlement	Information requests may be raised by all Company A staff and contractors, and all IBM and Service Provider staff working for Company A.
Global Policies	All information requests are classed as priority 4. Service levels are defined in Schedule 1 Part A of the Master Applications Services Agreement (S1).
Local Policies	None

8.1.3 Work Requests

Description	A request for configuration or general maintenance that is not an incident and is set out in the Service Catalogue (S16).
Request Mechanism	Service request raised in Maximo ISM through the IBM service desk and, where necessary, passed on to the Service Provider delivery team in line with the Request Fulfilment Process (S23). Requests may be created by the IBM service desk or Service Provider delivery teams.
Fulfilment	Either the IBM Service Desk or the Service Provider delivery team fulfil the request in accordance with local working instructions, depending on which service is requested.
Entitlement	Entitlement to work requests is defined in the Service Catalogue (S16).
Global Policies	All work requests are classed as priority 3. Service levels are defined in Schedule 1 Part A of the Master Applications Services Agreement (S1).
Local Policies	None

8.1.4 Portal Content Requests

Description	A request for an update, change, removal or addition of content to the Company A Portal.
Request Mechanism	Service request raised in Maximo ISM through the AO Portal & Content Team in line with the Request Fulfilment Process (S23).
Fulfilment	The AO Portal & Content Team fulfils the request in accordance with local working instructions.
Entitlement	Portal content requests can be raised by all Company A staff and contractors and all Service Provider staff working for Company A.
Global Policies	All portal content requests are classed as priority 3 or 4. Service levels are defined in Schedule 1 Part A of the Master Applications Services Agreement (S1).
Local Policies	None

8.1.5 Testing Requests

Description	A request for the provision of regression or performance testing, portal testing or end to end test management.
Request Mechanism	Service request raised in Maximo ISM through the AO Testing Services Delivery Team in line with the Request Fulfilment Process (S23).
Fulfilment	The Service Provider AO Testing Services Delivery Team fulfils the request in accordance with local working instructions.
Entitlement	Testing requests may be raised by functional area team leads and Service Provider / Company A project managers.
Global Policies	All testing requests are classed as priority 3. Service levels are defined in Schedule 1 Part A of the Master Applications Services Agreement (S1).
Local Policies	None

8.2 Core Service Processes

8.2.1 Request Fulfilment Process

This is the process responsible for managing the lifecycle of all requests from service users.

For more information, refer to the Request Fulfilment Process (S23).

8.2.2 Incident and Major Incident Management Process

This is the process responsible for managing the lifecycle of all incidents. The primary objective of incident and major incident management is to return the IT service to users as quickly as possible.

For more information, refer to the Incident and Major Incident Management Process (S24).

8.2.3 Problem Management Process

This is the process responsible for managing the lifecycle of all problems. The primary objectives of problem management are to prevent incidents from happening and to minimise the impact of incidents that cannot be prevented.

For more information, refer to the Problem Management Process (S25).

8.2.4 Change Management Process

This is the process responsible for controlling the lifecycle of all configuration item changes. The primary objective of change management is to enable beneficial changes to be made with minimum disruption to IT services.

For more information, refer to the Change Management Process (S27).

8.2.5 Access Management Process

This is the process responsible for allowing users to make use of IT services, data or other assets. Access management helps to protect the confidentiality, integrity and availability of assets by ensuring that only authorised users are able to access or modify the assets.

For more information, refer to the Access Management Process (S28).

8.2.6 Service Asset and Configuration Management Process

This is the process responsible for both configuration management and asset management.

Asset management is the process responsible for tracking and reporting the value and ownership of financial assets throughout their lifecycle.

Configuration management is the process responsible for maintaining information about configuration items required to deliver an IT service, including their relationships. This information is managed throughout the lifecycle of the CI.

For more information, refer to the Service Asset and Configuration Management Process (S29).

8.2.7 Supplier Management Process

This is the process responsible for ensuring that all contracts with suppliers support the needs of the business, and that all suppliers meet their contractual commitments.

For more information, refer to the Supplier Management Process (S30).

8.2.8 Service Knowledge Management Process

This is the process responsible for gathering, analysing, storing and sharing knowledge and information within an organisation. The primary purpose of knowledge management is to improve efficiency by reducing the need to rediscover knowledge.

This will be carried out by two approaches:

- Capturing lessons learnt and ensuring mitigations are put in place to avoid the recurrence of an issue; and
- Delivering knowledge enhancements through the continuous improvement programme which is a contractual element in place at Company A.

For more information, refer to the Service Knowledge Management Process (S31).

8.2.9 Portal Content Management Processes

The management of portal content will be delivered in-line with existing processes (S32-S35) and guidelines documents (S36-S39). Portal content requests will be handled in line with the AO Request Handling Process (S26).

9. TRANSFORMATION SERVICES

9.1 Transformation Services Provided

9.1.1 Projects

Description	<p>Projects are pieces of work which may be cross functional and will usually involve more than 19 mandays total work to complete.</p> <p>Projects may be initiated by Company A and may emanate from a variety of sources, including:</p> <ul style="list-style-type: none"> • A change in Company A business requirements connected to the services • New Company A business requirements connected to the services • Required technical enhancements connected to the services • An opportunity to improve and supplement existing services
Request Mechanism	<p>There are 3 types of project request:</p> <ul style="list-style-type: none"> • Request for information • Request for budgetary estimate • Request for project proposal <p>Project requests are raised and processed in accordance with the AO Request Handling Process (S26) which is defined in section 9.2.1</p>
Fulfilment	<p>Projects are fulfilled in accordance with the following sections of this document:</p> <p>9.2.3 - Project Delivery Process</p> <p>9.2.2 - Project Management Process</p>
Entitlement	<p>Project requests must be approved by a Company A member of the Service Management Group.</p>
Global Policies	None
Local Policies	None

9.1.2 Transformation and Continual Improvement

Description	<p>At any time during the term, Company A may request that Service Provider provides transformation services which may include the elements set out below. The service transformation and continuous improvement services are not included in the charges and are considered as additional charges to be agreed through the Change Control Process (S3). Service Provider provides a dedicated personnel team located at the Company A offices in the UK. The dedicated personnel team work under Company A's direction to deliver the following:</p> <ul style="list-style-type: none"> • Service Transformation <ul style="list-style-type: none"> - Implement the agreed elements of ITIL leading practices - Define and build the framework for service reporting and performance indicators - Run an annual service QA assessment in line with ITIL standards in conjunction with Company A - Develop and implement continuous improvement initiatives to the core services • Transformation Manager <ul style="list-style-type: none"> - Manage the transformation services workstream - Be accountable for the overall improvement of the services being delivered by Service Provider - Be responsible for Service Provider end-to-end service quality, acting as a key point of escalation and governance - Manage the demand and capacity planning process for the services - Be responsible for the services being consistently deployed to the Company A - Bring thought leadership to the relationship
--------------------	---

Request Mechanism	Transformation and continual improvement requests are raised and processed in accordance with the AO Request Handling Process (S26) which is defined in section 9.2.1. Company A provides as much notice of the requirement as possible, but no less than 10 working days, except in extremis.
Fulfilment	Service Provider will provide a dedicated personnel team located at the Company A offices in the UK.
Entitlement	Transformation and continual improvement services may only be requested by a Company A member of the Service Management Group.
Global Policies	None
Local Policies	None

9.1.3 Provision of Business Solution SMEs

Description	The procurement of ad hoc business solution subject matter experts from Service Provider either on a time and materials or a fixed price basis by Company A members.
Request Mechanism	Requests for the provision of business solution SMEs are raised and processed in accordance with the AO Request Handling Process (S26) which is defined in section 9.2.1. These resources may be onshore or offshore, depending on where the need arises. Company A provide as much notice of the requirement as possible, but no less than 10 working days, except in extremis.
Fulfilment	This process is governed by a monthly meeting between Service Provider and Company A to update the resource forecasts and determine if any additional resources need to be allocated. SMEs carry out work under the direction of Company A.
Entitlement	Provision of SMEs must be approved by a Company A member of the Service Management Group.
Global Policies	The request and supply of business solution SMEs is in accordance with the joint demand and capacity planning process or as otherwise reasonably required by Company A.
Local Policies	None

9.1.4 BAU Projects

Description	A BAU project means a project related to the in-scope applications which does not require formal project methodology and which Service Provider delivers under the direction of Company A including Company A's Corporate Business Solutions Centre of Excellence.
Request Mechanism	Business as usual project requests are raised and processed in accordance with the AO Request Handling Process (S26) which is defined in section 9.2.1.
Fulfilment	Service Provider follows the BAU Project Delivery Process (S40) which is defined in section 9.2.5. This includes deliverables, defined by Company A for BAU project delivery and does not require formal project methodology. This work is completed under the direction of Company A.
Entitlement	BAU projects may be requested by all Company A staff and contractors and all Service Provider staff working for Company A, but must be approved by the Service Management Group before fulfilment.
Global Policies	BAU projects are not subject to contracted SLA measures, but will be subject to agreed deliverables and timescales.
Local Policies	None

9.1.5 Minor Enhancements

Description	A minor enhancement means any change to the in-scope applications where, in Company A's opinion, project management is not required (usually requiring less than 20 man days but this period may in some circumstances be longer). Minor enhancements are treated in a similar manner to BAU Projects in section 9.1.4. They are related to the in-scope applications, and do not require formal project methodology. Service Provider deliver minor enhancements under the direction of Company A
Request Mechanism	Minor enhancement requests are raised and processed in accordance with the AO Request Handling Process (S26) which is defined in section 9.2.1.
Fulfilment	The Service Provider delivery team fulfil the request using the Service Provider dedicated resource pool in-line with the Minor Enhancements Delivery Process (S41) which is defined in section 9.2.6.
Entitlement	Minor enhancements may be requested by all Company A staff and contractors and all Service Provider staff working for Company A, but must be approved by the Service Management Group before fulfilment.
Global Policies	Minor enhancements are not subject to contracted SLA measures, but will be subject to agreed deliverables and timescales.
Local Policies	None

9.2 Transformation Service Processes

9.2.1 AO Request Handling Process

This process defines the mechanism for handling requests for transformation services covered by the Master Applications Services Agreement (S1).

This process defines how services are requested and approved, how Service Provider responds to these requests and how the proposals are produced and accepted / rejected.

For further information, refer to the AO Request Handling Process (S26).

9.2.2 Project Management Process

As part of the Service Provider project management process the standard Service Provider Delivery Methodology (S42) will be followed.

The Service Provider Delivery Methodology (S42) provides the framework for project management and is broken down into the following activities:

Project Management Phase	High Level Activities
Plan and Mobilise project	<ul style="list-style-type: none"> Produce project plan Define project milestones Define project entry and exit criteria Assign resources to work plan
Monitor and control project	<ul style="list-style-type: none"> Manage project scope and requirements Manage project work plan and time Manage project risks and issues
Sign off and close project	<ul style="list-style-type: none"> Produce project closure report

9.2.3 Project Delivery Process

As part of the Service Provider project delivery process the standard Service Provider Delivery Methodology (S42) will be followed.

The Service Provider Delivery Methodology (S42) provides the framework for project delivery and is broken down into the following phases:

Project Delivery Phase	High Level Activities
Plan	<ul style="list-style-type: none"> • Provide project scope • Provide project approach • Define high level requirements
Analyse	<ul style="list-style-type: none"> • Analyse business processes • Identify application requirements • Define inventories
Design	<ul style="list-style-type: none"> • Design detailed business processes • Design reports and forms • Design workflows • Confirm application design deliverables • Produce design documentation
Build	<ul style="list-style-type: none"> • Produce technical design • Build application to specification defined • Confirm application build • Plan component test
Test	<ul style="list-style-type: none"> • Complete assembly testing • Complete product testing • Complete user acceptance testing • Complete performance testing
Deploy	<ul style="list-style-type: none"> • Plan for deployment • Prepare for deployment • Go-live execution • Post go-live support

9.2.4 Transformation and Continual Improvement Process

There are opportunities for IT to transform and drive the success of Company A. IT transformation typically delivers three key benefits:

- Alignment of IT to business strategy;
- Improved IT value for money; and
- Optimised IT service and quality levels.

Typically, the ITIL processes are looked at in order to aid a transformation programme. The application outsourcing operation offers opportunities for transformation through the implementation of new processes, procedures and continual improvement. The quality scorecard will facilitate the delivery of a strategic approach to assess the performance of a project or a management system based on four critical perspectives, namely:

- Financial;
- Internal process;
- Customer; and
- Learning and growth.

Further service excellence programmes will be evolved over time through the life of the contract. As opportunities arise in transformation, they will be brought to the Company A stakeholders for consideration, discussion and funding.

Continual improvement is the process of self-review in the service delivery team to ensure consistent value for money on the service delivered. It also offers an ability to maintain capacity against increasing workloads through learning curve reduction and lessons learned application. This is an actively managed process whereby the service delivery team ensure they are constantly enhancing their procedures and reducing their resolution time in order to provide the optimal services to Company A at all times.

For more information, refer to Transformation and Continual Improvement Process (S43).

9.2.5 BAU Project Delivery Process

Service Provider will follow the process defined by Company A for BAU project delivery and does not require formal project methodology. This work will be completed under the direction of Company A.

For more information, refer to the BAU Project Delivery Process (S40).

9.2.6 Minor Enhancements Delivery Process

Service Provider will provide a dedicated resource pool which can be used at Company A's discretion for minor enhancements. The resources will provide technical analysis, design, code, test, impact analysis and service introduction of the minor enhancement.

For more information, refer to the Minor Enhancements Delivery Process (S41).

9.2.7 Service Validation and Testing Management Process

This is the process responsible for validation and testing of a new or changed IT service. Service validation and testing ensures that the IT service matches its design specification and will meet the needs of the business.

For incident resolution, work requests and requests for change, Service Provider is responsible for the following:

- Unit testing - completed by the developer and/or functional analysts.
- Test results - recorded in Mercury Quality Center along with the call reference number and screen prints.
- Proof of testing - forwarded prior to the release into production.

Project testing will be completed in accordance with the agreed requirements.

For more information, refer to the Service Validation and Testing Management Process (S44).

9.2.8 Release and Deployment Management Process

This is the process responsible for both release management and deployment.

Release management is the process responsible for planning, scheduling and controlling the movement of releases to test and live environments. The primary objective of release management is to ensure that the integrity of the live environment is protected and that the correct components are released.

Deployment management is the process responsible for movement of new or changed hardware, software, documentation, process, etc. to the live environment.

For more information, refer to the Release and Deployment Management Process (S45).

10. GOVERNANCE

10.1 General Principles

This and the following sub-sections set out the governance structure through which Company A and Service Provider manage their relationship under the Master Applications Services Agreement (S1). Company A and Service Provider have established three management groups which are described in section 10.3.

The following governance principles apply:

- Company A has strategic and directional control of the services as set out in the Master Applications Services Agreement (S1).
- The governance structure provides a clear distinction between the management of each of the services, whilst providing for communication between the different levels of governance at review points set out below.
- The focus of the governance structure is to ensure that all activities remain aligned to the objectives of the Company A and Service Provider's business relationship in relation to the Master Applications Services Agreement (S1).
- Issues and disputes are resolved within the governance structure as far as possible and any unresolved issues or disputes are escalated in accordance with the process defined in section 49 of the Master Applications Services Agreement (S1).
- The governance structure is subject to periodic review and any changes are agreed through the Change Control Process (S3).

10.2 Governance Rules

The Stakeholder Management Committee, the Service Management Group and the Change Control Committee must all, unless the Stakeholder Management Committee otherwise specifies, abide by the following rules of governance:

- A chairman of the respective committees and groups is appointed by Company A.
- The function of the chairman is to manage the proceedings of the meetings and issue all minutes of meetings.
- The chairman is responsible for:
 - Giving a minimum of 5 business days' notice to all proposed attendees of any governance meeting (stating the time and place of the meeting) unless Company A and Service Provider agree that reduced notice is required for reasons arising from the urgency of issues for discussion or attendee availability. In this case, the chairman may give as much notice of the meeting as is reasonably practicable to provide in the circumstances.
 - Proposing an agenda and duration for the meeting. The agenda is agreed between Company A and Service Provider.
 - Recording meeting minutes.
- A meeting is only validly convened if at least one member of Service Provider's management team and one member of Company A's management team are present.
- All decisions of the committees and groups defined in section 10.3 must be made jointly by Service Provider and Company A, regardless of the number of representatives of each party attending the meeting.

10.3 Management Groups

To ensure that the contract and relationship is managed effectively from an operational and commercial perspective through the lifespan of the agreement, a governance model has been defined within schedule 10 of the Master Applications Services Agreement (S1). The governance model is designed to provide management and strategic direction, day-to-day operational management and commercial contract control.

With this in mind, three management groups have been defined:

- Stakeholder Management Committee;
- Service Management Group; and
- Change Control Committee.

The overarching governance rules are outlined in Schedule 10 of the Master Applications Services Agreement (S1) and refer to the frequency, subject matter and context of these groups, but a brief description is provided below.

10.3.1 Stakeholder Management Committee

Description	<p>The Stakeholder Management Committee is responsible for overseeing the overall success of the relationship between Company A and Service Provider and to demonstrate executive commitment. It is accountable for:</p> <ul style="list-style-type: none"> • Overseeing the relationship between Service Provider and Company A, and to facilitate positive working attitudes and approaches • Complete an annual review of the agreement • Provide strategic direction for the relationship • Provide strategic direction on areas relating to projects and project lifecycle including market trends and costs efficiencies • Review reports from the project and operational teams
Frequency	Quarterly
Schedule	3 rd full working week of each month
Chairperson	Company A Service Contract Assurance Manager
Attendees	<ul style="list-style-type: none"> • Company A Service Contract Assurance Manager • Company A, CIO - TVP and Enterprise Technologies • Company A Business Services Manager • Service Provider technology lead • Service Provider AO unit lead
Agenda	<ul style="list-style-type: none"> • Safety moment • Review of previous minutes and actions • Review of change control notes • Review of project status reports • Review of monthly performance report against SLAs • Review of exit planning status • Annual review (annually from October 2011) • Dispute resolution • Risks and issues
Inputs	<ul style="list-style-type: none"> • Previous meeting minutes • Risks and issues log • Change control notes • Project status reports • Monthly performance report • Benchmarking report • Exit plan
Outputs	<ul style="list-style-type: none"> • Updated risks and issues log • Resolved disputes • Meeting minutes and actions

10.3.2 Service Management Group

Description	The Service Management Group has primary responsibility for the day-to-day management of the relationship between Company A and Service Provider for the services. This group meets monthly and is responsible for the following activities: <ul style="list-style-type: none"> Managing the continuous improvement activities and lifecycle Managing the day to day performance of the services Reviewing performance against service levels on a monthly basis
Frequency	Monthly
Schedule	3 rd full working week of each month
Chairperson	Company A Service Contract Assurance Manager
Attendees	<ul style="list-style-type: none"> Company A Service Contract Assurance Manager Company A Business Services Manager Service Provider stakeholder manager Service Provider AO unit lead
Agenda	<ul style="list-style-type: none"> Safety moment Review of previous minutes and actions Review of continuous improvement proposals and initiatives Review service report Review of monthly performance report Review of HSSE report Review and approval of project and work requests Review of resource demand and supply Review anticipated changes to service Items for escalation Risks and issues
Inputs	<ul style="list-style-type: none"> Previous meeting minutes Risks and issues log Service report Monthly performance report HSSE report Exception report Continuous improvement proposals Project and work requests
Outputs	<ul style="list-style-type: none"> Updated risks and issues log Meeting minutes and actions Escalations

10.3.3 Change Control Committee

Description	The Change Control Committee assesses, agrees or rejects Change Control Notes associated to the Master Applications Services Agreement and AO contract and references these agreements back to the Stakeholder Management Group.
Frequency	Monthly
Schedule	2 nd full working week of each month
Chairperson	Company A Service Contract Assurance Manager
Attendees	<ul style="list-style-type: none"> Company A Service Contract Assurance Manager Service Provider stakeholder manager Service Provider AO unit lead
Agenda	<ul style="list-style-type: none"> Safety moment Review and approval of change control proposals

Inputs	<ul style="list-style-type: none"> • Emergency changes • Change control proposals
Outputs	<ul style="list-style-type: none"> • Change control notes

10.4 Governance Processes

10.4.1 Annual Review

The annual review process is performed annually between 1st October and 31st December and is defined in the Annual Review Process (S46).

The subjects covered in the annual reviews are:

- Scope of service
- Service levels
- Quality scorecard
- Project resourcing requirements
- Customer business changes
- IT market changes
- Benchmarking
- Baseline price
- Index

The objectives of this process are to identify and agree changes to:

- Service levels
- Services
- Charges
- Applications Outsourcing Operations Manual
- Quality scorecard elements

The changes result from:

- Service Provider's performance to-date
- Improvements in processes and tools
- Changes in Company A's business
- Changes in the external IT market

Changes identified as part of the annual review process are managed via the Change Control Process (S3).

If, by 31st December, Company A and Service Provider do not agree on the outcome of the annual review process (and any related change requests), the outstanding issues are handled in accordance with the process defined in section 49 of the Master Applications Services Agreement (S1).

10.4.2 Service Incident Management

This process is defined in the Service Incident Management Process (S47).

A service incident is any event which is not part of Company A's required normal operation of services and which causes or may cause a reduction in the quality of the services.

The service report includes a summary of any service incidents.

10.4.3 Dispute Resolution

Disputes should be handled in accordance with the process defined in section 49 of the Master Applications Services Agreement (S1).

10.4.4 Change Control

Change control is defined in more detail in the Change Control Process (S3). The following provides a summary:

10.4.4.1 Change Request

If Company A or Service Provider wish to propose a change to the contract or services, they must send a change request to the other party's relationship manager, specifying the nature of the change.

Within 14 days (or as otherwise agreed) after sending or receiving a change request, Service Provider provides Company A's appropriately appointed representative with a brief written proposal in relation to the relevant change, including:

- Brief details of the likely impact of the change on the services.
- An estimate of the price and associated expenses of the implementation and ongoing operation of the change, including any proposed alteration to the charges or any additional charges payable.

10.4.4.2 Change Control Proposal

Company A notifies Service Provider if they wish to proceed with the proposed change. Within 30 days (or as otherwise agreed) after receiving notification, Service Provider provides Company A's appropriately appointed representative with a written change control proposal. This includes:

- Full details of the proposed change and its impact on the services including any changes to the service levels and any other variations to this agreement.
- A statement of the price and associated expenses of the implementation and ongoing operation of the proposed change, including any proposed alteration to the charges or additional charges.
- A timetable for the implementation of the change.
- Details of the impact of the proposed change on any existing services and on regulatory compliance by Service Provider, Company A and Company A's affiliates.

10.4.4.3 Change Control Note

Company A reviews the change control proposal on receipt and either accepts or rejects it by giving notice to Service Provider no later than 10 business days after its receipt. If Company A and Service Provider agree the proposed change control proposal, the change control committee issues a change control note authorising the change. If Company A and Service Provider cannot agree a change control proposal, either may escalate the matter for resolution in accordance with the process defined in section 49 of the Master Applications Services Agreement (S1).

10.4.4.4 Emergency Changes

If a change is required to respond to an emergency, Service Provider must attempt to obtain Company A's prior consent. Service Provider may, however, make the change without consent if it is necessary to respond to the emergency. They must then retrospectively inform Company A and comply with the Change Control Process (S3).

10.4.5 Benchmarking

Benchmarking has the aim of measuring:

- The quality of the Service Provider's provision of services against the service levels;
- The quality of the provision of similar services to other companies; and
- The cost of benchmarked services compared to similar services provided to other companies.

Benchmarking involves, at a high-level:

- Identifying a benchmarker;
- Supplying the benchmarker with the necessary information;
- Providing a benchmarking report;
- Reviewing the benchmarking report;
- Producing the benchmarking remediation plan; and
- Implementing the benchmarking remediation plan.

A benchmarking process will be defined as and when required by Company A.

11. SERVICE CREDITS

11.1 Introduction

The following sub-sections provide a summary of the contractual arrangements for service credit management, as defined in Schedule 1 Part A of the Master Applications Services Agreement (S1).

Service Provider is required to meet or exceed the service levels defined. If they fail to do this, there is a defined mechanism for Company A to obtain financial compensation via service credits.

11.2 Performance Indicators and Service Levels

The contract defines a series of performance indicators, for example the resolution time for a priority 1 SAP Basis incident. Associated with each performance indicator is a service level (for example, the percentage of priority 1 incidents that must be resolved within the given resolution time).

The contract identifies Critical Performance Indicators (CPIs). These are performance indicators which attract service credits if the associated service levels are not met or exceeded. Other performance indicators are known as Key Performance Indicators (KPIs). These have no applicable service credits.

11.3 Performance Measurement and Reporting

Service Provider produces a monthly performance report (see section 7.2.2) which includes:

- Measures of performance in accordance with the defined performance indicators;
- Service level calculations, including and excluding any relief events; and
- Relief events and the service levels that they affected.

The report also identifies any service level failures and calculates service credits accordingly.

11.4 Relief Events

Certain defined events are not included in the measurement of service levels (for example, a failure by Company A to provide suitable systems access for incident investigation).

Service Provider is required to inform Company A promptly of any problem that is going to cause a service level default and any relief event associated with this default. This will be done by raising a service incident (see section 10.4.2 - Service Incident Management).

11.5 Credit Percentages

Credit percentages have been assigned to the individual service levels for CPIs. These credit percentages are used to calculate an overall service credit, depending on service level defaults occurring during the measurement period.

11.6 Service Credits

Service credits are calculated as the product of the sum of each credit percentage allocated to each service level within each CPI and the monthly core services charges.

11.7 Managing Changes

Section 5 of Schedule 1 Part A of the Master Applications Services Agreement (S1) defines the changes to performance indicators, service levels and credit percentages and the circumstances under which they can be made. These changes include:

- Re-designations of performance indicators;
- Changes to credit percentages;
- Deletion of performance indicators;
- Addition of new performance indicators;
- Determination of new service levels; and

- Creation of credit percentages for new CPIs.

These changes are all handled in accordance with the Change Control Process (S3). For more information, refer to section 10.4.4 - Change Control.

12. EXIT MANAGEMENT

12.1 Introduction

Service Provider is required to ensure the orderly transition of the services from Service Provider to Company A or any replacement supplier on termination or expiry of the contract. All reasonable endeavours should be used to ensure that there is minimal disruption in the supply of services or deterioration in the quality of delivery of the services during the exit period.

Service Provider must produce an Exit Plan (S48) within 6 months of the effective date (1st October 2010). Within 30 days of the exit plan being submitted, Company A and Service Provider will meet to review and agree the contents.

12.2 Exit Plan

An exit plan is required to capture the activities that need to be performed by Service Provider to ensure that there is an orderly transition of the services from Service Provider to Company A or any replacement supplier on termination or expiry of the contract.

Service Provider and Company A will review the latest exit plan at least every 6 months (at the stakeholder management committee meeting) to determine whether the exit plan requires updating to reflect changes in the services. Service Provider will incorporate updates in the exit plan as soon as is practical.

Service Provider will update the exit plan within 30 days of each anniversary of the services commencement date to reflect changes in the services. Following each update, Service Provider will submit the revised exit plan to Company A for review. Within 30 days of the exit plan being submitted, Company A and Service Provider will meet to review and agree the contents.

When the exit plan is updated, Service Provider must ensure that this Operations Manual is also updated to reflect the changes in the plan.

12.3 Exit Plan Activities

Company A and Service Provider will each appoint an exit manager to manage the exit plan and the transition of the services from Service Provider to Company A or a replacement supplier during the exit period.

The exit plan will incorporate activities relating to:

- Plan management
- Risks and issues
- Transferring staff
- Transferring assets and premises
- Logistics
- Services and knowledge transfer
- Security
- Intellectual property
- Company A data
- Documentation
- Projects and work in progress
- Third party contracts

13. SERVICE PROVIDER PERSONNEL

13.1 Service Provider Personnel

The following personnel are identified as being involved in delivering services to Company A:

Name	Role	Job Description
	AO Unit Lead	Manages the Service Provider service delivery unit according to the agreed service level agreements.
	Technology Lead	Oversees and provides the strategic direction for the relationship between Service Provider and Company A. Provides strategic direction for areas relating to projects and project lifecycle and acts as the Service Provider escalation point and manages the resolution of significant issues.
	Transformation Manager	Manages transformation activities, planning, reporting and coordinating with all work streams.
	Exit Manager	Manages the service exit, planning, reporting and coordinating with Company A and all work streams.
	AO Transition Manager	Manages the overall transition, planning, reporting and coordinating with all work streams.
	IDC Delivery Unit Manager	Manages the offshore delivery of services.
	IDC Service Manager	Manages offshore service management activities.
	Onshore Service Manager	Manages onshore service management activities.
	BI&I Services Delivery Team Lead	Application management team lead for BI&I activities and resources. Includes: <ul style="list-style-type: none"> • Documentum • SharePoint • BusinessObjects
	SAP Technical and Business Intelligence Delivery Team Lead	Application management team lead for SAP Technical activities and resources. Includes: <ul style="list-style-type: none"> • BASIS • SAP Security • SAP BI/BW
	SAP ERP Functional Delivery Team Lead / SAP ERP Functional (Projects) Delivery Team Lead	Application management team lead for SAP ERP functional activities and resources. Includes: <ul style="list-style-type: none"> • ABAP • FICO • JVA • MM • PM • HR • Projects (ABAP and Logistics)
	Portal & Content Delivery Team Lead	Application management team lead for portal and content activities and resources.
	Test Manager	Overall responsibility for the End to End Test management, Performance Testing, Regression Testing and Portal Testing performed by Service Provider.

13.2 Performance Review and Appraisal

13.2.1 Company A Feedback on Service Provider Personnel Performance

Company A can provide Service Provider with feedback on Service Provider key personnel providing the services to them in the following ways:

- By formal e-mail to the individual or individual's line manager.
- Informally, verbally or by e-mail to the individual or individual's line manager. Service Provider will capture this information.

Service Provider take account of all formal and informal performance feedback provided by Company A on Service Provider key personnel in the Service Provider Annual Performance Management Process (S49).

13.2.2 Service Provider Annual Performance Management Process

Service Provider performance management activities are designed around a "performance period". Service Provider follows the twelve-month period during which each employee receives ongoing feedback. In some locations the performance period may differ and be more frequent. The performance period varies per workforce.

- The Service Provider performance period is measured between 1st June and 31st May for the consulting, services and solutions workforce.
- The Service Provider performance period is measured between 1st September and 31st August for the enterprise workforce.

Information on an Service Provider individual's resource workforce may be requested by Company A from the individual's line manager or the Service Provider PMO team.

Service Provider's performance management framework and process is supported by myPerformance, a web-based global technology solution used internally at Service Provider, for all Service Provider resources working at Company A.

14. CONTACT DETAILS

14.1 Service Provider Contacts

Name	Role	Telephone	E-mail
	AO Unit Lead		
	Technology Lead		
	Transformation Manager		
	Onshore Service Manager / Exit Manager		
	IDC Delivery Unit Manager		
	IDC Service Manager		
	Onshore Service Manager		
	BI & I Services Delivery Team Lead		
	SAP Technical And Business Intelligence Delivery Team Lead		
	SAP ERP Functional Delivery Team Lead / SAP ERP Functional (Projects) Delivery Team Lead		
	Portal & Content Delivery Team Lead		
	Testing Test Manager		

14.2 Company A Contacts

Name	Role	Telephone	E-mail
	Regional CIO - TVP and Enterprise Technologies		
	Interim Business Services Manager		
	Service Contract Assurance Manager		
	Group Contracts & Procurement Manager		

15. OPERATING MODEL RACI

15.1 Introduction

This RACI describes the AO operating model in a manner which identifies each component of the service and who is accountable for that component.

Each component of the AO service is described in detail in the specific documentation associated with that component, referenced elsewhere in this document. In many cases, such as process documentation, there will be detailed RACI charts describing the different roles and responsibilities involved with the provision of that component.

This RACI does not attempt to replicate that level of RACI detail, nor is it practical to summarise such detail accurately. Instead this RACI focuses on the accountability for each component and the primary responsibility for its high-level activities.

15.2 Objectives

The primary objective of this RACI is to ensure there are clear responsibilities between Company A and Service Provider so that there is minimal risk of operational activities not being completed.

15.3 RACI Methodology

The RACI notation is used to describe who is responsible, accountable, consulted, and informed for each of the identified service components (processes and activities).

In this RACI there are two types of component. A major component denoted in <bold> typeface. In some cases it is of value to sub-divide the service component into a number of minor components denoted in <normal> typeface. These minor components are identified to help describe significant differences in responsibilities between high level activities / processes contained within that service component.

A major component that has no child minor components will have at a minimum the accountability and responsibility assigned.

Example Major Component	A	I	R	C	I
--------------------------------	---	---	---	---	---

If a major component has child components the major component will only have an accountability assigned. The child components will describe the different R/C/I for each sub-component.

Example Major Component	A				
Example Sub-component		R	C	I	C
Example Sub-component		I		R	I

15.4 RACI

Service Components (Processes and Activities)	Company A Service Management	Service Provider AO Management	Service Provider Delivery Team	IBM
Management And Control				
Financial Management	A			
License Management	R / A	C		
Service Credit and Invoice Management	I	A / R		

Service Components (Processes and Activities)	Company A Service Management	Service Provider AO Management	Service Provider Delivery Team	IBM
Service Catalogue Management	R / A	C	C	I
Service Level Management	A			
Business Customer SLM	R / A	C		C
IO SLM	A / R	C		R
AO SLM	A / R	R		C
3 rd Party Service Provider SLM	R / A	C		
Resource Demand and Capacity Management	R	A / R		
Information Security Management	A			
Define Policies and Standards	A / R	I	I	I
Security Standard Compliance	I	A / R	R	R
Business Principle Compliance	I	A / R	R	R
HSSE Policy Compliance	I	A / R	R	R
Security Policy Compliance	I	A / R	R	R
Personnel Security Vetting	I	A / R		
Insider List Management	A / R	C		
Knowledge Management		A		
Maintain ISA Landscape Diagrams		A	R	
Maintain Knowledge Library	R	A	R	R
Service Measurement		A		
Quality Assurance Review	I	A	R	
Client Satisfaction	C	A	R	
Core Services				
IT Service Continuity Management	A			
AO Service Continuity	C	A / R	R	I
ISA Disaster Recovery - Maintain Procedure		A	R	C
ISA Disaster Recovery - Invoke	A / R	C	I	C
ISA Disaster Recovery - Implement / Manage	I	A	R	C
ISA Disaster Recovery - Test	I	A	R	C
Change Management	A		R	I
Patch Management	A	R	R	I
Event Management		A		
ISA Event Response		A	R	C
ISA Infrastructure Process Monitoring		I	I	A / R
Incident Management	A			
Incident Record Management			I	A / R

Service Components (Processes and Activities)	Company A Service Management	Service Provider AO Management	Service Provider Delivery Team	IBM
Major Incident Communication	I	I	I	A / R
Incident Analysis and Resolution (ISA)	I	A	R	I
Service Request Fulfilment	A			
Service Request Record Management			I	A / R
Service Request Fulfilment (ISA)		A	R	I
Problem Management	A			
Problem Record Management			I	A / R
Problem Analysis and Resolution		A	R	I
Operations Management		A		
Maintain and Operate ISA Daily Task List		A	R	
Access Management	A		R	
Transformation Services				
Project Request	A			
Request	A / R	I		
Respond	I	A / R		
Deliver Project Delivery		A		
Deliver Plan PID	I	A	R	
Project Management (Service Provider Project Mgt Process)	C	A	R	
Deliver Projects (Service Provider Project Delivery Process)	C	A	R	
BAU Project Delivery	A / C	C	R	
Minor Enhancements Delivery	C	A	R	
Transformation and Continuous Improvement	A			
Transformation Opportunity	A / R	C		C
Continuous Improvement	C	A / R	R	
Provision of Business Solution SMEs	C	A / R		
Service Validation and Testing		A		
ISA Service Availability Testing		A	R	
Code Unit Testing (Changes)		A	R	
System Functional Testing (Changes / Projects)		A	R	
Release and Deployment Management	I	A	R	I
Governance				
Supplier Management	A			
AO Supplier Management	R	C		
AO Annual Review	A	R		
AO Supplier Incident Management	A / R	R	R	

Service Components (Processes and Activities)	Company A Service Management	Service Provider AO Management	Service Provider Delivery Team	IBM
AO Dispute Resolution	A / R	R		
AO Change Control	A / R	R	R	
AO Service Benchmarking	A / R	C		
Produce and Maintain Exit Plan	C	A / R		
AO Service Reporting	I	A	R	

Key to RACI Chart:

- Responsible **(R)** : The person / group who has to perform the task
Accountable **(A)** : The person / group who is accountable for the deliverables of the task
Consulted **(C)** : Persons who must always be consulted before a decision / action is taken
Informed **(I)** : Persons who must always be informed after a decision / action is taken

16. REFERENCED DOCUMENTS

Ref. No.	Document Name	Controller	Location
S1	JUCR/SACO/120223.00001: Master Applications Services Agreement	Company A	Documentum
S2	Change Control Note No. 003 dated 20/12/2010	Company A	Documentum
S3	Change Control Process	Company A	Documentum
S4	Service Provider On-Call Rota	Service Provider	Documentum
S5	Maximo User Guide	IBM	Documentum
S6	AO System Landscape Diagrams	Service Provider	Documentum
S7	Service Provider BC / DR Plan	Service Provider	Documentum
S8	Code of Business Ethics: Our core values in action (v4.11)	Service Provider	Service Provider
S9	Service Provider HSSE Policy	Service Provider	Documentum
S10	Company A Data Protection Policy	Company A	Documentum
S11	Global IT Information Security Standard	Company A	Documentum
S12	Service Provider Personnel Screening Process	Service Provider	Documentum
S13	Inside Information Notification and Form of Acknowledgement	Company A	Documentum
S14	Global IT Service Continuity Management Standard	Company A	Documentum
S15	Resource Demand and Capacity Management Process	Company A	Documentum
S16	Service Catalogue	Company A	Documentum
S17	Service Catalogue Management Process	Company A	Documentum
S18	Core Service Continuous Improvement Log	Service Provider	Documentum
S19	Service Improvements Projects Log	Service Provider	Documentum
S20	Continuous Improvement Process	Service Provider	Documentum
S21	Service Provider Quality Assurance Process	Service Provider	Documentum
S22	SNAP and CSS Guidelines	Service Provider	Documentum
S23	Request Fulfilment Process	IBM	Company A Portal
S24	Incident and Major Incident Management Process	IBM	Company A Portal
S25	Problem Management Process	IBM	Company A Portal
S26	AO Request Handling Process	Company A	Documentum
S27	Change Management Process	Company A	Documentum
S28	Access Management Process	Company A	Documentum
S29	Service Asset and Configuration Management Process	Company A	Documentum
S30	Supplier Management Process	Company A	Documentum
S31	Service Knowledge Management Process	Company A	Documentum

Ref. No.	Document Name	Controller	Location
S32	Content Request Handling, Authoring & Approval Process	Company A	Documentum
S33	Content Design & Build Process	Company A	Documentum
S34	Content Feedback Process	Company A	Documentum
S35	Content Evaluation Process	Company A	Documentum
S36	Portal Content Authoring Guidelines	Company A	Documentum
S37	Portal Content Editing Guidelines	Company A	Documentum
S38	Portal Accessibility Guidelines	Company A	Documentum
S39	BTEXX easyWCM Publisher Guide	Company A	Documentum
S40	BAU Project Delivery Process	Service Provider	Documentum
S41	Minor Enhancements Delivery Process	Service Provider	Documentum
S42	Service Provider Delivery Methodology	Service Provider	Service Provider
S43	Transformation and Continual Improvement Process	Service Provider	Documentum
S44	Service Validation and Testing Management Process	Service Provider	Documentum
S45	Release and Deployment Management Process	Company A	Documentum
S46	Annual Review Process	Company A	Documentum
S47	Service Incident Management Process	Company A	Documentum
S48	Exit Plan	Service Provider	Documentum
S49	Service Provider Annual Performance Management Process	Service Provider	Documentum

17. GLOSSARY

ABAP	Advanced Business Application Programming
AD	Active Directory
AMG	Application Management Group
AO	Applications Outsourcing
BAU	Business As Usual
BI	Business Information
BI&I	Business Information & Intelligence
BO	BusinessObjects
BPS	Business Performance Scorecard
BW	Business Warehouse
C&P	Contracts and Procurement
CBS	Corporate Business Solutions
CCN	Change Control Note
CI	Configuration Item
COB	Close of Business
CoE	Centre of Excellence
CPI	Critical Performance Indicator
CR	Change Request
CSS	Customer Satisfaction Survey
ERP	Enterprise Resource Planning
FTE	Full Time Equivalent
GMT	Greenwich Mean Time
GSRB	Global Service Review Board
HR	Human Resources
HSSE	Health, Safety, Security & Environment
ID	Identification
IDC	India Data Centre
ISM	IBM Service Manager
IT	Information Technology
ITIL	IT Infrastructure Library
ITSCM	IT Service Continuity Management
JV	Joint Venture
JVA	Joint Venture Accounting
KPI	Key Performance Indicator
LAN	Local Area Network
MQC	Mercury Quality Center
OSS	On-line Service System
PF&R	Production Forecasting & Reporting

PMO	Programme (Project) Management Office
PMR	Performance Management Reporting
QA	Quality Assurance
QAD	Quality Assurance Director
QGC	Queensland Gas Company
QTP	Quick Test Pro
SAP	Systems, Applications and Products in data processing
SLA	Service Level Agreement
SLM	Service Level Management
SME	Subject Matter Expert
SMS	Service Management Suite
SR	Service Request
TVP	Thames Valley Park
UK	United Kingdom
VLAN	Virtual Local Area Network
VPN	Virtual Private Network
WAN	Wide Area Network

- End of Document -