



INCIDENT MANAGEMENT PROCESS

Computing & Telecommunications Services
Wright State University

ITSM/RF-IM Project Team
Prepared by: Jonathan Jackson
jonathan.jackson@wright.edu

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Overview

A process is defined as a set of linked activities that transform specified inputs into specified outputs, aimed at accomplishing an agreed-upon goal in a measurable manner.

Description

This is the Incident Management process for Wright State University Computing & Telecommunications Services, and any distributed IT department utilizing CaTS as their first-point-of-contact (FPOC) for services provided by the distributed department.

Scope

An Incident is defined as any event which disrupts, or could disrupt a production IT service; this includes services that are in failed or degraded states.

Incidents can be identified in the following ways:

- Reported directly by users
- Reported and/or logged by IT staff
- Detected by Event Management software
- Reported and/or logged by Suppliers

Goals, Objectives, CSFs and KPIs

Goals

- Improved response to service disruptions
- Improved customer relationship
- Better alignment between IT and service the business needs of the university
- Improved Incident monitoring and reporting capability
- Improved cooperation and communication between existing IT functional groups

Objectives

- Ensure that standard methods and procedures are used for efficient and prompt response, analysis, documentation, ongoing management and reporting of Incidents
- Increase visibility and communication of Incidents to business and internal IT staff
- Enhance university perception of IT through the use of a professional approach in quickly resolving and communicating incidents
- Align Incident management activities and priorities with those of the business
- Increase user satisfaction to 90% in annual CaTS Customer Service surveys

Critical Success Factors and associated Key Performance Indicators

Critical Success Factors (CSF) are defined as something that must happen if an IT service, process, plan, project or other activity is to succeed. CSFs are measured by Key Performance Indicators (KPI), which are defined as “metrics that [are] used to manage an IT service, process, plan, project, or other activity” (*ITIL Foundation with Case Study*, Quint Wellington Redwood)

CSF #1 – Commitment to Process

KPI 1.1: Weekly reports provided to all CaTS Management

Description: Highlights usage, trends, and compliance with Incident Management process.

Type: quaLitative
Supporting Details: weekly
Measurement Procedure: ServiceNow metrics/dashboards
Category: Effectiveness

CSF #2 – Improved Customer Satisfaction

KPI 2.1: 95% of Incidents responded to within target response time

Description: 95% of Incidents responded to within target response time (see Appendix A)

Type: quaNitative
Supporting Details: Weekly
Measurement Procedure: ServiceNow metrics/dashboards, Customer Closure Surveys
Category: Value

KPI 2.2: 95% of Incidents resolved within target resolution time

Description: 95% of Incidents resolved within target resolution time (see Appendix A)

Type: quaLitative
Supporting Details: weekly
Measurement Procedure: ServiceNow metrics/dashboards
Category: Value

KPI 2.3: Timely and consistent communication provided to customer

Description: Timely and consistent communication provided to customer by CaTS staff for open incidents

Type: quaNitative

Supporting Details: Weekly and yearly
 Measurement Procedure: Customer satisfaction surveys (Closure and Annual)
 Category: Value
KPI 2.4: 70% First Call Resolution
 Description: 70% of Incidents responded to and resolved at first call

Type: quaNitative
 Supporting Details: Weekly and yearly
 Measurement Procedure: ServiceNow metrics/dashboards
 Category: Value

Roles & Description of Responsibilities

During each activity in the Incident Management process, the following roles have certain responsibilities. Their overall role is described here, with activity-specific roles described further within this document.

| Name | Description of Role |
|--------------------------|--|
| Incident Manager | Accountable for the overall Incident Management process, and responsible to monitor existing incidents to detect trends. |
| Service Desk Manager | Responsible for the day-to-day supervision of the Service Desk. If the Incident Manager and Service Desk Manager are separate individuals, will be responsible to monitor existing incidents to assist the Incident Manager in identifying incident trends. |
| Service Desk Analyst | <ul style="list-style-type: none"> • Responsible for accurately logging all Incidents, prioritizing and categorizing the Incident. • Provide first-line investigation and diagnosis of the Incident. • Resolve as many Incidents as possible on first-contact. • Escalate Incidents that cannot be resolved by Service Desk. • Communicate with users, keeping them informed of the Incident’s progress, troubleshooting, confirming Incident resolution • Initiate the Resolution, Recovery and Closure activity once an Incident resolution is identified. |
| Tier 2 or Tier 3 Manager | <ul style="list-style-type: none"> • Manages the ownership of Incidents within their functional group. • Assign Incidents escalated to their functional group. |

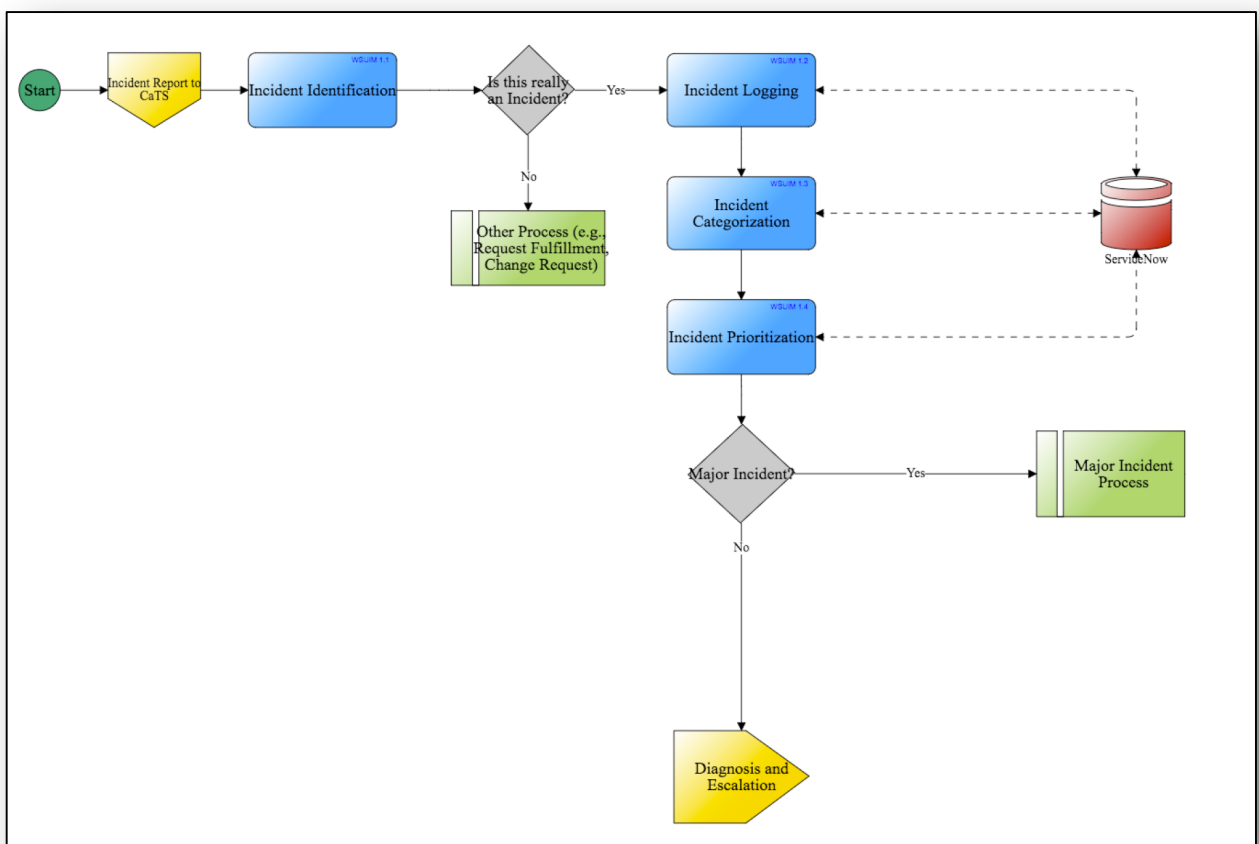
| | |
|--------------------------|---|
| | <ul style="list-style-type: none"> • Notify the Service Desk of any Incidents identified by or reported directly to Tier 2/3 Analysts. • Provide guidance and direction to Tier 2/3 Analysts to achieve Incident resolution within agreed Service Level Targets |
| Tier 2 or Tier 3 Analyst | <ul style="list-style-type: none"> • Notify the Service Desk of any Incidents identified by or reported to a Tier 2/3 Analyst. • If a Tier 2/3 Analyst chooses not to inform the Service Desk of an Incident, the Tier 2/3 Analyst will perform the activities in which the Service Desk Analyst is responsible. • If a Tier 2/3 Manager is unavailable, perform roles assigned to the Tier 2/3 Manager until one is available. • Take ownership of Incidents escalated to the Tier 2/3 Analyst's functional group. • Validates that an Incident is valid and is able to be resolved by that analyst's functional group. • Assign Incidents to others within the functional group as necessary. • Communicate with users, keeping them informed of the Incident's progress, troubleshooting, confirming Incident resolution • As available and necessary, escalate Incidents to higher support Tiers or third-party vendors/support. • Initiate the Resolution, Recovery and Closure activity once an Incident resolution is identified. |

Workflow

Activities

Incident Identification, Logging Categorization and Prioritization

Cross-Functional Flow Diagram



WSUIM 1.1: Incident Identification

A call first needs to be identified as an Incident and not another process (e.g., Request Fulfillment). An Incident is defined as a production IT service that is not functioning or not functioning at an acceptable level.

RACI Matrix

A RACI Matrix defines who is Responsible, Accountable, Consulted and Informed for a given activity.

| Name | Duties | Type |
|-----------------------------|--|------|
| Incident Manager | Accountable for the entire process, and for identifying changes that may need to be made to the process | A |
| Service Desk Manager | Responsible for the day-to-day supervision of the Service Desk. Will assist Service Desk Analysts in properly logging Incidents. | R |
| Service Desk Analyst | Responsible for handling the incoming contact with the User and properly identifying whether the reported issue is an Incident. | R |
| Tier 2/3 Analyst | Responsible for reporting Incidents to the Service Desk that are either identified by or reported to a Tier 2/3 Analyst. If a Tier 2/3 Analyst chooses not to inform the Service Desk, the Tier 2/3 Analyst will perform the duties assigned to the Service Desk Analyst. | R |
| Tier 2/3 Manager | Responsible for the day-to-day supervision of the Tier 2/3 Analysts. If a Tier 2/3 Analyst chooses not to inform the Service Desk of an Incident, the Tier 2/3 Manager will perform the duties assigned to the Service Desk Manager | R |
| User | User is responsible for notifying the Service Desk of any Incidents they identify. | R |

WSUIM 1.2: Incident Logging

The Incident is logged into ServiceNow. The Incident record will include User details, including name, location of Incident and pertinent contact information. Incident record should also include as many details as possible regarding the Incident, including relevant description information, and if available the Configuration Item experiencing the Incident.

RACI Matrix

A RACI Matrix defines who is Responsible, Accountable, Consulted and Informed for a given activity.

| Name | Duties | Type |
|-----------------------------|--|------|
| Incident Manager | Accountable for the entire process, and for identifying changes that may need to be made to the process | A |
| Service Desk Manager | Responsible for the day-to-day supervision of the Service Desk. Will assist Service Desk Analysts in properly logging Incidents. | R |
| Service Desk Analyst | Service Desk Analyst will be the likely recipient of the reported Incident. Service Desk Analyst is responsible for logging appropriate details of the Incident into ServiceNow | R |
| Tier 2/3 Analyst | If a Tier 2/3 Analyst chooses not to inform the Service Desk, the Tier 2/3 Analyst will perform the duties assigned to the Service Desk Analyst. | R |
| Tier 2/3 Manager | Responsible for the day-to-day supervision of the Tier 2/3 Analysts. If a Tier 2/3 Analyst chooses not to inform the Service Desk of an Incident, the Tier 2/3 Manager will perform the duties assigned to the Service Desk Manager | R |
| User | User can view the status of an Incident via the Self Service Portal. | I |

WSUIM 1.3: Incident Categorization

The Incident will be categorized into an appropriate category/subcategory as pre-defined within ServiceNow. CaTS is using a modified Categorization structure developed by the EDUCAUSE Center for Analysis and Research (ECAR).

RACI Matrix

A RACI Matrix defines who is Responsible, Accountable, Consulted and Informed for a given activity.

| Name | Duties | Type |
|-----------------------------|---|------|
| Incident Manager | Accountable for the entire process, and for identifying changes that may need to be made to the process | A |
| Service Desk Manager | Responsible for the day-to-day supervision of the | C |

| | | |
|-----------------------------|--|---|
| | Service Desk. May be consulted in determining the appropriate categorization for an Incident. | |
| Service Desk Analyst | Responsible to use judgment to categorize the Incident appropriately. | R |
| Tier 2/3 Analyst | If a Tier 2/3 Analyst chooses not to inform the Service Desk, the Tier 2/3 Analyst will perform the duties assigned to the Service Desk Analyst. | R |
| Tier 2/3 Manager | Responsible for the day-to-day supervision of the Tier 2/3 Analysts. If a Tier 2/3 Analyst chooses not to inform the Service Desk of an Incident, the Tier 2/3 Manager will perform the duties assigned to the Service Desk Manager | R |
| User | User is able to view the status of an Incident within the Self Service Portal | I |

WSUIM 1.4: Incident Prioritization

An Incident is prioritized based on the Impact and Urgency of the reported Incident.

Impact: Defines how widely the Incident affects users. CaTS will utilize the following to determine Impact:

| | |
|---------------|---|
| High | Impacts teaching and learning, or support services, for the entire university or many departments; or is an imminent threat to public or life safety. |
| Medium | Impacts teaching and learning, or support services, for a single or few departments; or is a moderate threat to public or life safety. |
| Low | Impacts teaching and learning, or support services, for an individual or few users; or is a low threat to public or life safety. |

Urgency: Defines the level of business criticality of the affected service(s)

| | |
|---------------|--|
| High | Core line of business or critical support services are affected; or an imminent threat to public or life safety. |
| Medium | General university support services are affected. |
| Low | Non-critical university services are affected. |

By default, ServiceNow will select the priority of an Incident from a pre-defined matrix based on the selected Impact and Urgency entered by the Service Desk Analyst. However, the Analyst is

able to override the pre-defined priority if they feel the matrix does not provide an adequate priority of the given Incident. An Analyst required to provide a justification of the priority override within a field in the Incident record. All priority overrides will be reviewed by the Incident Manager as part of Continual Service Improvement.

Incidents logged as either priority **1 – Critical** or **2 – High** will be classified as “Major Incidents” and will invoke the Major Incident Process.

Incident Matrix

| | Impact | | | |
|---------|-------------------|-----------------|-------------------|----------------|
| Urgency | | 1 – High | 2 – Medium | 3 – Low |
| | 1 – High | 1 – Critical | 2 – High | 3 – Medium |
| | 2 - Medium | 2 – High | 3 – Medium | 4 – Low |
| | 3 - Low | 3 – Medium | 4 - Low | 5 - Planning |

RACI Matrix

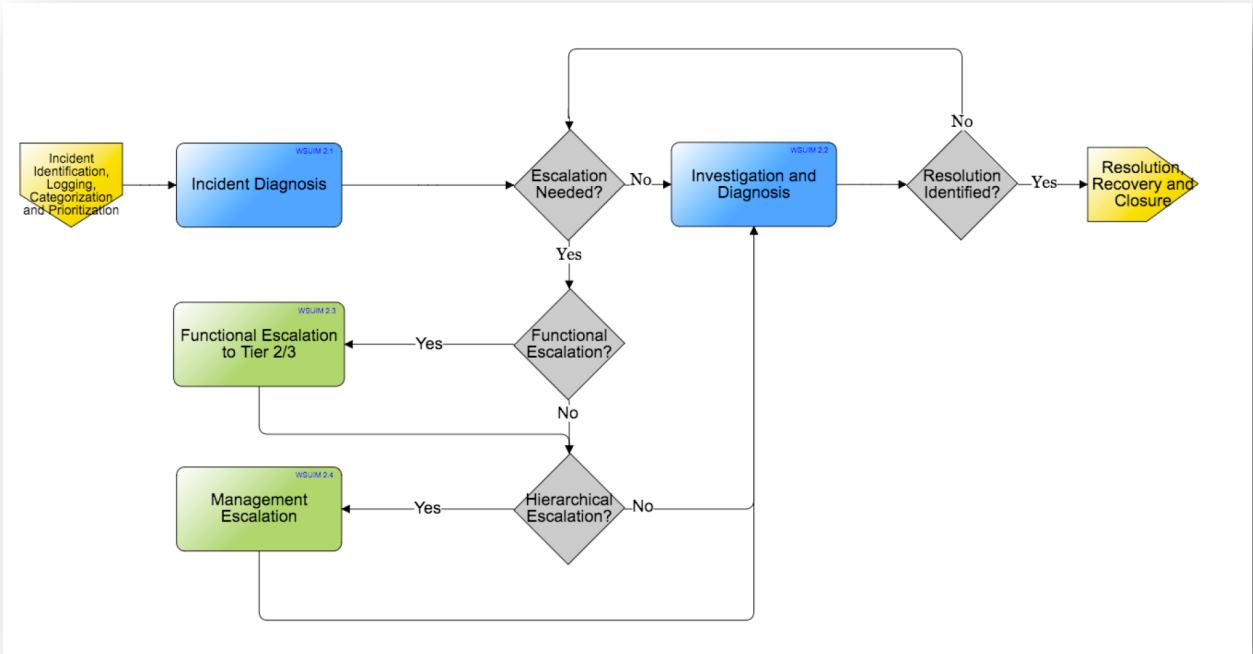
A RACI Matrix defines who is Responsible, Accountable, Consulted and Informed for a given activity.

| Name | Duties | Type |
|-----------------------------|--|------|
| Incident Manager | Accountable for the entire process, and for identifying changes that may need to be made to the process Responsible for reviewing priority overrides as part of Continual Service Improvement. | A/R |
| Service Desk Manager | Responsible for the day-to-day supervision of the Service Desk. May be consulted by Service Desk Analysts to determine the appropriate Impact and Urgency of a reported Incident, and if necessary indicate that the priority should be overridden. | C |
| Service Desk Analyst | Responsible to use judgment to select the appropriate Impact and Urgency of a reported Incident, and to override the pre-defined priority if necessary. | R |
| Tier 2/3 Analyst | If a Tier 2/3 Analyst chooses not to inform the Service Desk, the Tier 2/3 Analyst will perform the duties assigned to the Service Desk Analyst. | R |

| | | |
|-------------------------|--|---|
| Tier 2/3 Manager | Responsible for the day-to-day supervision of the Tier 2/3 Analysts. If a Tier 2/3 Analyst chooses not to inform the Service Desk of an Incident, the Tier 2/3 Manager will perform the duties assigned to the Service Desk Manager | R |
| User | User is consulted to assist the Service Desk Analyst in choosing the appropriate Impact of a reported Incident. | C |

Incident Diagnosis and Escalation

Cross Functional Diagram



WSUIM 2.1: Incident Diagnosis

The Analyst who logs the Incident will attempt to discover the full symptoms of the Incident and determine the cause and possible resolution. A resolution may be found by using a combination of: referencing a Known Error Database (KEDB), use of diagnostic scripts, or utilizing Incident Matching. If a Resolution is found, the Incident can be resolved; otherwise it will be escalated. If escalated, the user is informed of this fact and is provided the Incident record number.

RACI Matrix

A RACI Matrix defines who is Responsible, Accountable, Consulted and Informed for a given activity.

| Name | Duties | Type |
|-----------------------------|--|------|
| Incident Manager | Accountable for the entire process, and for identifying changes that may need to be made to the process | A |
| Service Desk Manager | Responsible for the day-to-day supervision of the Service Desk. May be consulted by Service Desk Analysts to assist in the Incident Diagnosis process. | C |
| Service Desk Analyst | Responsible to properly diagnose the Incident using available documentation and resources. | R |
| Tier 2/3 Analyst | If a Tier 2/3 Analyst chooses not to inform the Service Desk, the Tier 2/3 Analyst will perform the duties assigned to the Service Desk Analyst. | R |
| Tier 2/3 Manager | Responsible for the day-to-day supervision of the Tier 2/3 Analysts. If a Tier 2/3 Analyst chooses not to inform the Service Desk of an Incident, the Tier 2/3 Manager will perform the duties assigned to the Service Desk Manager | R |
| User | User is consulted to assist the Service Desk Analyst in properly diagnosing the Incident. This may involve receiving instruction from the Service Desk Analyst and performing instructed tasks. | C |

WSUIM 2.2: Investigation and Diagnosis

The Analyst logging the Incident will investigate and diagnose the Incident in order to understand as fully as possible all relevant details of the Incident. This can include: establishing exactly what has gone wrong; the chronological order of events; confirming full impact of the Incident including number of users affected; identifying any events that could have triggered the Incident (e.g., a recent change, or user action); and performing detailed searches of previous Incidents or Problems, entries in Known Error Databases, vendor knowledge databases or available error logs.

Once the potential resolution has been identified, the actions to be undertaken to resolve should be applied. This may require asking the user to follow certain directions or activities,

may involve CaTS staff performing certain activities (e.g., restarting a failed service, remote control session of user’s computer, etc), or may involve a third-party vendor to perform activities.

RACI Matrix

A RACI Matrix defines who is Responsible, Accountable, Consulted and Informed for a given activity.

| Name | Duties | Type |
|-----------------------------|--|-------------|
| Incident Manager | Accountable for the entire process, and for identifying changes that may need to be made to the process. | A |
| Service Desk Manager | Responsible for the day-to-day supervision of the Service Desk. May be consulted by Service Desk Analysts to assist in investigating the Incident and its causes. | C |
| Service Desk Analyst | Responsible for Investigating and Diagnosing the Incident. | R |
| Tier 2/3 Analyst | If a Tier 2/3 Analyst chooses not to inform the Service Desk, the Tier 2/3 Analyst will perform the duties assigned to the Service Desk Analyst. | R |
| Tier 2/3 Manager | Responsible for the day-to-day supervision of the Tier 2/3 Analysts. If a Tier 2/3 Analyst chooses not to inform the Service Desk of an Incident, the Tier 2/3 Manager will perform the duties assigned to the Service Desk Manager | R |
| User | User is consulted to assist the Service Desk Analyst in properly investigating the Incident. This may involve receiving instruction from the Service Desk Analyst and performing instructed tasks. | C |

WSUIM 2.3: Functional Escalation to Tier 2/3

If an Incident is not able to be resolved by the Service Desk Analyst, the Service Desk Analyst will escalate the Incident to the appropriate Tier 2 support group. The receiving Tier 2/3 group and/or analyst is responsible for completing the Incident Management lifecycle.

RACI Matrix

A RACI Matrix defines who is Responsible, Accountable, Consulted and Informed for a given activity.

| Name | Duties | Type |
|-----------------------------|--|------|
| Incident Manager | Accountable for the entire process, and for identifying changes that may need to be made to the process. | A |
| Service Desk Manager | Responsible for the day-to-day supervision of the Service Desk. May be consulted by Service Desk Analysts to determine whether an Incident needs to be escalated to a higher Tier. | C |
| Service Desk Analyst | Responsible for determining whether an Incident needs escalated. | R |
| Tier 2/3 Analyst | If a Tier 2/3 Analyst chooses not to inform the Service Desk, the Tier 2/3 Analyst will perform the duties assigned to the Service Desk Analyst. Once the Tier 2/3 Analyst receives the escalated Incident, they are responsible for remaining activities in the Incident Management process. | R |
| Tier 2/3 Manager | Responsible for the day-to-day supervision of the Tier 2/3 Analysts. If a Tier 2/3 Analyst chooses not to inform the Service Desk of an Incident, the Tier 2/3 Manager will perform the duties assigned to the Service Desk Manager | R |
| User | User is informed that the Incident has been escalated, and is provided the Incident Record Number. | I |

WSUIM 2.4: Management Escalation

Certain Incidents may require escalation through management and higher levels of the organization. This may include Incidents reported for VIP users, if an Incident appears to be taking too long to resolve, an Incident is nearing a breach of an SLA, an Incident involving sensitive or confidential matters, or if the receiving Analyst feels the standard Incident workflow is insufficient to resolve the Incident.

In these cases, Management will make best judgment to determine how the Incident will flow to resolution; however, will make every effort to follow the standard process as closely as possible. The Manager receiving the escalation may take ownership of the Incident or may provide consultation to the receiving Analyst.

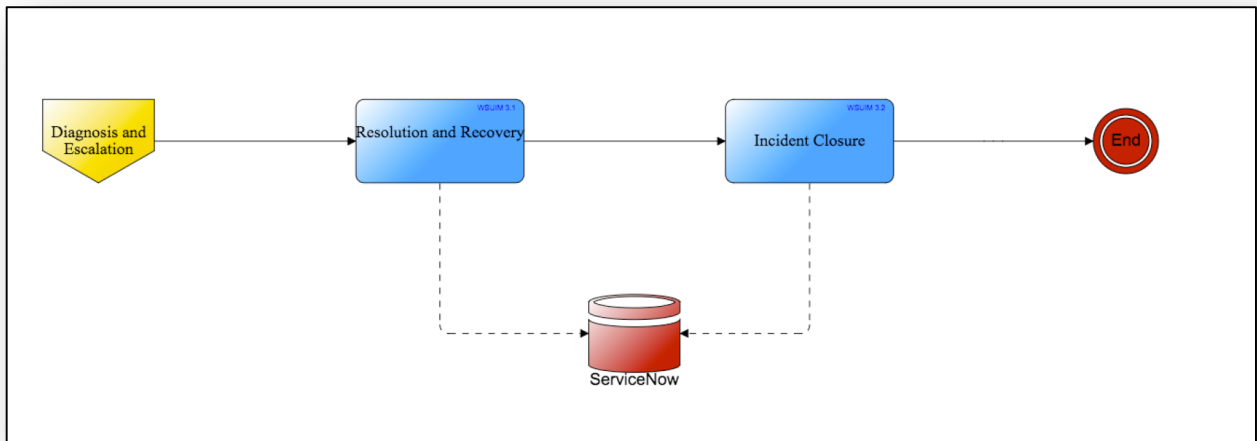
RACI Matrix

A RACI Matrix defines who is **R**esponsible, **A**ccountable, **C**onsulted and **I**nformed for a given activity.

| Name | Duties | Type |
|-----------------------------|--|-------------|
| Incident Manager | Accountable for the entire process, and for identifying changes that may need to be made to the process. May be responsible for escalating the Incident through further Management levels or functional Tiers. | A/R |
| Service Desk Manager | Responsible for the day-to-day supervision of the Service Desk. May be consulted by Service Desk Analysts to determine whether an Incident needs to be escalated through Management. If so, may be responsible for escalating the Incident through further Management levels or functional Tiers. | R/C |
| Service Desk Analyst | Responsible for determining whether an Incident needs escalated. | R |
| Tier 2/3 Analyst | If a Tier 2/3 Analyst chooses not to inform the Service Desk, the Tier 2/3 Analyst will perform the duties assigned to the Service Desk Analyst. | R |
| Tier 2/3 Manager | Responsible for the day-to-day supervision of the Tier 2/3 Analysts. If a Tier 2/3 Analyst chooses not to inform the Service Desk of an Incident, the Tier 2/3 Manager will perform the duties assigned to the Service Desk Manager | R |
| User | User is informed that the Incident has been escalated, and is provided the Incident Record Number. | I |

Resolution, Recovery and Closure

Cross Functional Diagram



WSUIM 3.1: Resolution and Recovery

Once a resolution has been identified as successful, the details leading to the successful resolution are recorded into ServiceNow. This information includes: closure notes, closure code, and the closure configuration item (e.g., the CI that was actually at fault).

The Incident will be marked as Resolved, at which point the user will have five (5) days to indicated whether they accept that the Incident has been resolved.

RACI Matrix

A RACI Matrix defines who is **R**esponsible, **A**ccountable, **C**onsulted and **I**nformed for a given activity.

| Name | Duties | Type |
|-----------------------------|--|------|
| Incident Manager | Accountable for the entire process, and for identifying changes that may need to be made to the process. | R |
| Service Desk Manager | Responsible for the day-to-day supervision of the Service Desk. | R |
| Service Desk Analyst | Responsible for ensuring the Incident is Resolved, consulting with the User; and marking the Incident record as Resolved | R |
| Tier 2/3 Analyst | If a Tier 2/3 Analyst chooses not to inform the Service Desk, the Tier 2/3 Analyst will perform the duties assigned to the Service Desk Analyst. | R |

| | | |
|-------------------------|--|-----|
| | If an Incident has been escalated to Tier2/3, the Tier 2/3 Analyst is responsible for ensuring the Incident is Resolved, consulting with the User; and marking the Incident record as Resolved | |
| Tier 2/3 Manager | Responsible for the day-to-day supervision of the Tier 2/3 Analysts. If a Tier 2/3 Analyst chooses not to inform the Service Desk of an Incident, the Tier 2/3 Manager will perform the duties assigned to the Service Desk Manager | R |
| User | User is consulted to verify that the Incident has been resolved; and is informed when the Incident goes into Resolved status. | C/I |

WSUIM 3.2: Incident Closure

After 5 days of being in resolved states, an Incident will automatically be closed. At anytime during the 5 day window, the user can indicate that they feel the resolution is inaccurate. The user can do this by either clicking the appropriate link send to them in the resolution email, or can indicate by re-opening the Incident in the self-service portal.

The user is also able to Close the Incident sooner than 5 days by clicking the appropriate button within the self-service portal.

Once the Incident has been moved into closed status, the user will receive an email inviting them to complete a Satisfaction Survey.

RACI Matrix

A RACI Matrix defines who is **R**esponsible, **A**ccountable, **C**onsulted and **I**nformed for a given activity.

| Name | Duties | Type |
|-----------------------------|--|-------------|
| Incident Manager | Accountable for the entire process, and for identifying changes that may need to be made to the process. | R |
| Service Desk Manager | Responsible for the day-to-day supervision of the Service Desk. | R |
| Service Desk Analyst | Is informed once the Incident goes into closed status. | I |
| Tier 2/3 Analyst | If a Tier 2/3 Analyst chooses not to inform the Service Desk, the Tier 2/3 Analyst will perform | I |

| | | |
|-------------------------|---|---|
| | the duties assigned to the Service Desk Analyst. | |
| Tier 2/3 Manager | <p>Responsible for the day-to-day supervision of the Tier 2/3 Analysts.</p> <p>If a Tier 2/3 Analyst chooses not to inform the Service Desk of an Incident, the Tier 2/3 Manager will perform the duties assigned to the Service Desk Manager</p> | R |
| User | User is responsible to indicate whether an Incident was not resolved to their satisfaction. If the User does not respond to the resolution email notification within 5 days, the Incident will automatically close. | R |

Appendix

Appendix A – Service Level Targets: Response and Resolution

Default Service Level Targets (SLTs)*

(Goal of all priorities is to achieve response and resolution time 95%)

| Priority | Response | Resolution |
|--------------|-----------------------|--------------------|
| 1 - Critical | 30 continuous minutes | 4 continuous hours |
| 2 - High | 90 continuous minutes | 1 continuous day |
| 3 - Moderate | 1 business day | 3 business days |
| 4 - Low | 2 business days | 5 business days |
| 5 - Planning | 2 business days | 5 business days |

Individual Classroom Incident Service Level Targets (SLTs)*

(Goal of all priorities is to achieve response and resolution time 95%)

| Priority | Response | Resolution |
|--------------|---------------------|---------------------|
| 3 - Moderate | 10 business minutes | 30 business minutes |
| 4 - Low | 60 business minutes | 8 business hours |
| 5 – Planning | 4 business hours | 8 business hours |

Individual Workstation Virus/Malware Incident Service Level Targets (SLTs)*

(Goal of all priorities is to achieve response and resolution time 95%)

| Priority | Response | Resolution |
|--------------|---|-----------------|
| 3 - Moderate | 9 business hours (1 business day) | 3 business days |
| 4 - Low | 13.5 business hours (1 ½ business days) | 3 business days |
| 5 - Planning | 2 business days | 5 business days |

Due to the presence of sensitive data, Virus/Malware Incidents in the following departments will automatically receive a priority of 3, and Networking Services will be notified immediately to turn off network connectivity to the affected workstation: Business and Finance, Human Resources, Payroll.