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Zagotavljanje storitev - 3. del: Upravljanje merjenja zmogljivosti - Navodilo za mehanizem merjenja zmogljivosti kot dela storitvenih pogodb

Provision of services - Part 3: Management of Performance Measurement - Guidance on the mechanism to measure performance as part of service contracts

Dienstleistungserbringung - Teil 3: Management der Leistungsmessung - Leitlinien für den Mechanismus zur Leistungsmessung im Rahmen von Dienstleistungsverträgen

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Provision of services - Part 3: Management of Performance Measurement - Guidance on the mechanism to measure performance as part of service contracts

Dienstleistungserbringung - Teil 3: Management der
Leistungsmessung - Leitlinien für den Mechanismus
zur Leistungsmessung im Rahmen von
Dienstleistungsverträgen

This draft European Standard is submitted to CEN members for enquiry. It has been drawn up by the Technical Committee CEN/TC 447.

If this draft becomes a European Standard, CEN members are bound to comply with the CEN/CENELEC Internal Regulations which stipulate the conditions for giving this European Standard the status of a national standard without any alteration.

This draft European Standard was established by CEN in three official versions (English, French, German). A version in any other language made by translation under the responsibility of a CEN member into its own language and notified to the CEN-CENELEC Management Centre has the same status as the official versions.

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Recipients of this draft are invited to submit, with their comments, notification of any relevant patent rights of which they are aware and to provide supporting documentation.

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EUROPEAN COMMITTEE FOR STANDARDIZATION
COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

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European foreword

This document (prEN 17371-3:2019) has been prepared by Technical Committee CEN/TC 447 "Horizontal standards for the provision of services", the secretariat of which is held by BSI.

This document is currently submitted to the CEN Enquiry.

This document has been prepared under a mandate given to CEN by the European Commission and the European Free Trade Association.

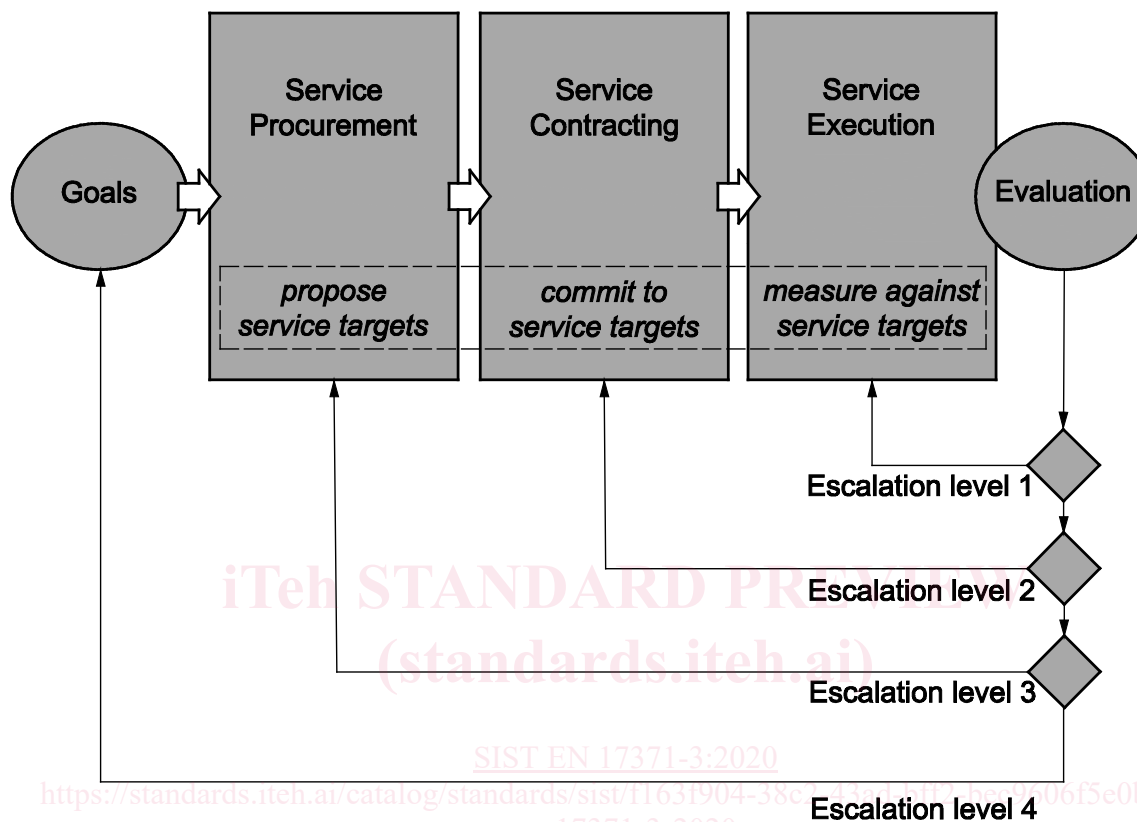
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Introduction

This document is part of a series of European Standards that address different phases in the provision of services: the service procurement phase, the service contracting phase and the service execution phase.



The drafting of the series was initiated after CEN presented the findings of a study on the potential and a possible impact of horizontal service standards on the EU single market for services. This study was as a response to the standardization request M/517 from the European Commission for programming and development of horizontal service standards. The objective of this standardization request was to encourage the development of voluntary European Standards covering issues common to many service sectors. Such standards should aim to facilitate compatibility between services supplied by providers in different Member States, improve information to the recipient and the quality of services offered in the EU.

This document aims to facilitate the discussion between the service buyer and the service provider on service performance. For example, service buyer and service provider can use this standard to:

- a) enable benchmarking;
- b) facilitate the setting of industry-specific best practice KPI's;
- c) enable fair comparison of different approaches;
- d) enable comparison between external providers and an internal department;
- e) make a clear distinction between facts and, anecdotes or exceptions; and
- f) enable escalations to be performed in a structured and well-informed way.

This document also aims at specifying targets for regular services, e.g. in terms of reliability, defect density, quality as well as targets for response services, e.g. in terms of response and resolution times and defect removal efficiency. The aim of this document is to provide input to the performance management.

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prEN 17371-3:2019 (E)**1 Scope**

This document provides guidance on setting up the mechanism for Performance Measurement management as a part of an entire service contract.

This document is applicable to:

- a) Any organization regardless of its type or size
- b) service buyers; and
- c) service providers who may be inside or outside the service buyers' organization.

This document is not applicable to business-to-consumer (B2C) service contracts or for works contracts.

NOTE 1 'Works contracts' are contracts that have as their object the execution, or both the design and execution, of a work are not covered. Contracts having as their object only the design of a work are covered.

NOTE 2 'Work' means the outcome of building or civil engineering works taken as a whole which is sufficient in itself to fulfil an economic or technical function.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- IEC Electropedia: available at <http://www.electropedia.org/>
- ISO Online browsing platform: available at <http://www.iso.org/obp>

3.1 Terms related to services in general**3.1.1****service**

intangible product of service provider to help or do work for someone, which service buyer values and wishes to achieve

Note 1 to entry: While the results are usually intangible, they may also include tangible components.

Note 2 to entry: For the purposes of this standard, a service is not to be confused with the actual resources to deliver it. A service is an intangible product of service provider, while goods may be tangible products. As such, a service is not storable and cannot be taken in stock. Examples of resources are human, technology, financial, facilities, equipment and utilities. Resources to deliver the service may also have a consumable nature, such as person-hours, spare parts and products in stock.

Note 3 to entry: For the purposes of this standard, a service is not to be confused with the actual processes to deliver, which are at the discretion of service provider. A process is defined by its activities, while services are a useful result of performing those activities.

3.1.2**service buyer**

organization that buys services from a service provider

Note 1 to entry: In public procurement, the service buyer may also be known as the contracting authority/entity.

3.1.3**service provider**

organization or part of an organization that offers, supplies and/or manages one or more services

Note 1 to entry: Service providers can be external or internal to the service buyer's organisation.

3.1.4**service recipient**

organization or a natural person who receives a service

Note 1 to entry: Examples of service recipients include end users, consumers, clients, beneficiaries, and retail customers.

3.1.5**service facilitator**

party acting to introduce and ensure a good agreement between service buyer and service provider, or, party acting on behalf of either service buyer or service provider

3.1.6**regular service**

continuous or periodic provision of a service by service provider

Note 1 to entry: The primary focus is on satisfying pre-documented and agreed requirements of service buyer.

3.1.7**response service**

process between service buyer and service provider to deal with service requests and to respond to service incidents

Note 1 to entry: The primary focus is on satisfying unplanned requirements of service buyer and dealing with unexpected issues.

3.1.8**service request**

request for information, advice, investigation, access to a service or a pre-approved change within the scope of the services

Note 1 to entry: A service request is usually unplanned or ad hoc.

3.1.9**service incident**

unplanned interruption to a service, or a reduction in the quality of a service, or an event that can impact the service to a service recipient

3.1.10**quick fix**

method to address the symptoms of a service incident as initial response and to reach at least a level of minimum acceptable service performance

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Note 1 to entry: A quick fix is not a permanent solution to fix the root cause of an incident. It can also be known as a work-around.

3.1.11**capacity management**

process at the discretion of service provider to forecast resource requirements to meet future demand for services

3.1.12**problem management**

process at the discretion of service provider to undertake root cause analysis and determine potential actions to prevent the occurrence or recurrence of service incidents, to minimise the impact of service incidents that cannot be prevented, or to address instances of service nonconformity

3.1.13**change management**

process between service buyer and service provider to control changes to the services

3.1.14**service nonconformity**

failure to meet a service performance target or other contractual obligations

3.2 Terms related to Performance Measurement**3.2.1****service performance**

actual level of a key performance indicator relative to the agreed upon service performance target

3.2.2**service performance target**

target level of a key performance indicator to express the need, expectation, or obligation of service buyer

3.2.3**minimum acceptable service performance**

level of a key performance indicator that may be lower than the service performance target but that allows service buyer to meet the business obligations aimed by the service

3.2.4**key performance indicator**

measure that quantifies performance of a service

Note 1 to entry: A key performance indicator provides quantitative information about regular services, e.g. in terms of reliability, defect density, quality and availability, and about response services, e.g. in terms of response times, resolution times and defect removal efficiency.

Note 2 to entry: Key performance indicators refer to a certain time period, e.g. hour, day, week, month, quarter or year. It is important to follow the development of the value of a key performance indicator with the course of time (trend).

3.2.5**service indicator**

measure obtained by analysing and summarising service metrics in a representative way

Note 1 to entry: Summarising service metrics can include statistical analysis to balance accuracy and cost relative to sampling.

3.2.6

service metric

measure obtained by measuring and collecting data points of a single attribute over time

Note 1 to entry: A service metric can also be composed of base measures and derived measures.

Note 2 to entry: A service metric can also be delivered out-of-the-box by an instrument, device or programmatic tool.

3.2.7

attribute

measurable and tangible aspect (often a physical observation or a perception of an service recipient) relevant to service delivery

3.2.8

measurement period

time period in which the measurement is done and service metrics are gathered

Note 1 to entry: The start of a measurement period is characterised by resetting all data points of the Performance Measurement Model.

3.2.9

operating window

time period for the operation of regular services

Note 1 to entry: Service provider may define additional windows where different service performance targets apply, e.g. to differentiate between office hours and night shifts and between office days and weekends.

3.2.10

maintenance window

planned time period mutually agreed between service provider and service buyer during which service provider is allowed to carry out maintenance services and during which service buyer accepts that temporary failure to meet the service performance targets may occur

3.2.11

service unit

granularity with which services are measured and reported

Note 1 to entry: A service unit can be expressed as a 'single delivery of service to a person' or as the delivery of services per 'unit of time', 'unit of space', 'volume of work' (e.g. number of people, number of locations or number of function points) or any other relevant unit.

3.2.12

sampling

taking a number of service units into account relative to the total number of service units

3.2.13

reaction time

service metric that represents the time between the logging or notification of a service incident (or the issuance of a service request and the moment service provider acknowledges to service buyer

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Note 1 to entry: Examples of logging or notification of a service incident include an alert or a phone call by an impacted person.

Note 2 to entry: Example of a service request is a ticket.

3.2.14**restoration time**

service metric that represents the time between the logging or notification of a service incident or the issuance of a service request, and the moment service provider provides a quick fix

3.2.15**resolution time**

service metric that represents the time between the logging or notification of a service incident or the issuance of service request, and the moment a definitive solution is implemented that meets the service performance target

Note 1 to entry: The implementation a definitive solution may be dependent on processes of third parties or on processes of service buyer.

4 Context

Before starting the service procurement phase, the service buyer should articulate its 'business goals.' Goals might be expressed as balanced business objectives that include financial, organizational, customer, corporate identity and legal perspectives. Service provider should show that its services contribute to meeting these goals and performance targets should be derived from these goals.

This document addresses the different phases of service sourcing: the service procurement phase, the service contracting phase and the service execution phase.

During the service procurement phase, the service provider and service proposition are selected that efficiently meet service buyer's business goals. The service provider should use service performance targets to demonstrate how their service proposition meets the goals. The service buyer and service provider may use benchmarking to compare performance with an industry sample, with another part of the same organization or with the same part of the organization from a previous period of time.

During the service contracting phase, the agreement between the service buyer and service provider is defined. The service buyer and service provider should use this document to specify the service provider's commitment for the service performance targets relative to their service proposition in the form of a Service Level Agreement.

During the service execution phase, the services are delivered to the service buyer and additional requests and service incidents are responded to. The service buyer and service provider should use this standard to measure service performance against the set service performance targets.

Measuring service performance is a part of a "control cycle" (see Figure 1). The key performance indicators should provide the information which is required by the management of service buyer and service provider in a manner that eliminates misinterpretation. Careful selection of suitable key performance indicators together with clear and unequivocal definitions is therefore necessary. In practice the service performance target is often defined not as a single value but as a range within which the value of a key performance indicator should stay.

Failure to meet service performance targets might result in the following considerations:

- improving the processes at the discretion of service provider (escalation level 1);
- renegotiating the service agreement or applying service penalties / service credits (escalation level 2 to the service contracting);