

ual:

University IT Services

Service Outage

Communication Plan 2017

WIP

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Approvals

This document requires the following approvals

Name	Signature	Title	Date of Issue	Version
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Associated documents and policies

- Major incident definition.docx (S:/)
- Major incident procedure (S:/)
- Planned maintenance policy (S:/)
- Planned maintenance procedure (S:/)
- Service outage communication work instructions (S:/)

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1. Overview

1.1 Purpose

This communication plan outlines the high-level process and responsibilities during any of the following:

1. Major incident
2. Planned maintenance

The purpose of this document is to:

- enable University IT Services to provide clear and up to date communications during service outages
- enable IT Services to send detailed communications to specially targeted audiences
- facilitate collaboration between parties involved in the service communications process

This is not a disaster recovery procedure document.

1.2 Objective

- define and agree the process, service level agreements (SLAs) and responsibilities for service outage communication

1.3 Goals

1. Minimise the financial impact of service outages
 - Minimises lost work hours: providing staff with timely information and appropriate work arounds.
 - Minimises impact to business assets
2. Minimise damage to UAL's reputation
3. Increases stakeholder satisfaction
 - Inconvenience to students and staff are minimised
 - Increases the profile and awareness of the services offered by University IT Services
 - Assists in managing expectations

1.4 Scope

This service outage communication plan applies to Major Incidents and Planned Maintenance.

Out of scope

- Security updates – *[process owned by IT Security, [link to document](#)]*
- Programmes and Project updates *[process owned by IT Programmes and Projects, [P&P Communications Pack.docx](#)]*

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- Communicating to undefined audiences
- Communicating with undefined tools
- Communication with Business service owners during service outages
[process owned by business services]

1.5 Policy

UAL's policy is to have an effective and efficient system for responding to major incidents, which is appropriate to the individual circumstances.

The requirements are:

- to provide an effective communication system across UAL during service outages
- to provide timely information about the causes and relevant findings from investigations

Source: [Major Incident definition.docx](#) (2015)

Specification:

- Inform stakeholders when there is a service outage
- To use agreed communication tools and procedures
- Communicate using plain English and avoiding jargon

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2. Major incident

2.1 Definition

A major incident is defined as an event which has significant impact or urgency for the business/organisation and which demands a response beyond the routine incident management process.

A major incident will be an Incident that is either defined in the major incident procedure or which may either cause, or have the potential to cause, impact on business-critical services or systems (which can be named in the major incident procedure). (Major Incident definition.docx)

Incidents that have a significant impact on reputation, legal compliance, regulation or security of the business/organization are also considered to be a 'Major Incident' but will not be covered by this document.

Specification:

- [insert range] staff are affected and their work is significantly/severely interrupted
- [insert range] students are affected and acutely disadvantaged in some way.
- The financial impact of the Incident is likely to be significant [insert cost range e.g. £1,000- £10,000]
- There is likely to be moderate-high damage to the reputation of the business.

2.2 Categories

Category	Impact	Example
Minor	Low <ul style="list-style-type: none">• A minimal number of staff are affected and/or able to deliver an acceptable service but this requires extra effort.• A minimal number of students are affected and/or inconvenienced but not in a significant way.• The financial impact of the Incident is (for example) likely to be less than £1,000.• The damage to the reputation of the business is likely to be minimal	
Major	Medium <ul style="list-style-type: none">• A moderate number of staff are affected and/or not able to do their job properly.• A moderate number of customers are affected and/or inconvenienced in some way.• The financial impact of the Incident is (for example) likely to exceed £1,000 but will not be more than £10,000.• The damage to the reputation of the business is likely to be moderate.	

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Critical	High <ul style="list-style-type: none"> A large number of staff are affected and/or not able to do their job. A large number of students are affected and/or acutely disadvantaged in some way. The financial impact of the Incident is (for example) likely to exceed £10,000. The damage to the reputation of the business is likely to be high. 	
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2.3 Roles and responsibilities

IT Services are accountable for ...

IT Services are not responsible nor accountable for communicating with tools or audiences outside those defined in this document.

Role	Staff cover	Respons	
IT Service Desk IT Support Services IT Technical Teams		<ul style="list-style-type: none"> Service monitoring using appropriate tools Alerts team Manager or senior analysts of any p incident 	Commented [HDP1]: •Consult with individual teams to check whether they use service monitoring tools e.g. Marval, customer reports, Opsview •Define tools in separate document?
IT Service Desk Manager Head of IT Support Services		<ul style="list-style-type: none"> Service monitoring using appropriate tools Liases with Major Incident Management team Declares Major incident Communicates with their own teams once Major Incident has been declared 	
Team leads/Senior Analysts		In absence of team Manager: <ul style="list-style-type: none"> Service monitoring appropriate tools Liases with Major Incident Management team Declares Major incident (with agreement from Major Incident Management team) 	Commented [HDP2]: Check if this also includes IT Support Service Analysts or technical team analysts
Head of IT Technical Services		<ul style="list-style-type: none"> Liases with Associate Director for Service Management, Service Desk Manager, and Head of Business Services. Provides a 'state of play' report with services and action plans to be undertaken by Technical Services. 	
IT Major Incident Manager		<ul style="list-style-type: none"> Nominates themselves as Major Incident Manager once Major Incident has been declared* Manages IT Services' communications, target a from start of incident to resolution. Keeps IT Services senior management up to date on the 'state of play' and progress of resolution. 	Commented [HDP3]: Insert note on page: if no-one comes forward as Major Incident manager, roles named
Incident Management Team		<ul style="list-style-type: none"> 	
Digital Communications Assistant		<ul style="list-style-type: none"> Liases with Internal Communications Proof read communications and, where necessary, reword into plain English Send or publish via relevant communication tools once approved by Head of IT Communications & Engagement 	
Internal Communications		<ul style="list-style-type: none"> Co-ordinates targeted communication plans Liases with College Communications teams Communicates with Heads of College and senior management 	Commented [HDP4]: Insert other teams

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Role	Staff cover	Respons
		<ul style="list-style-type: none"> Send or publish via relevant communication tools Co-ordinates a 'command group' for critical incidents
Associate Director for Service Management		<ul style="list-style-type: none"> Accountable overall for Major Incident management.
Head of IT Communications & Engagement		<ul style="list-style-type: none"> Approves communications drafted by digital communications assistants Responsible for Major Incident management process Monitors adherence to Major Incident management

Commented [HDP5]: Needs to be discussed with Lise/Jon

2.3.1 Definitions

IT Major Incident Manager is usually one of the following:

- Head of IT Communications & Engagement
- Head of Service Operations
- Head of IT Support Services
- IT Service Desk Manager
- Head of Technical Services

Incident Management Team:

- Head of IT Communications & Engagement
- Head of Service Operations
- Head of IT Support Services
- IT Service Desk Manager
- Head of Technical Services

Commented [HDP6]: Check this is correct with Jon/Lise

2.3.2 Staff cover

If absent, the responsibilities of team managers are covered by a team lead, with the assistance of the Incident Management team. If team leads are not available, escalate upwards to one of the Incident Management Team or the major incident manager (once declared).

If all are absent, the responsibilities of digital communications assistants are covered by a senior service desk analyst.

If head of technical services is absent.... [does this role need to be defined in this way? Can it just be in the Incident management team?]

The minimum staff cover needed to execute IT responsibilities in this communications plan is [one incident manager, one of each 1st/2nd/3rd line team, one digital communications assistant]. Therefore, the associate director for service management will ensure that the minimum staff required will be available

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whenever possible. This impacts staff away days, flexible working hours and [anything else?].

2.4 Audience, tools and timeframes

		SLA					
		Audience	Tool	Declared	Updates	Resolved	
Minor (L)	MI manager	IT Services management	In person/phone	10 mins			
		IT Communications	In person/phone/email	15 mins			
	IT Communications	High level					
		Internal Communications	Email	20 mins			
		Executive Board UoB	SMS Alert	25 mins			
		College Comms groups	SMS Alert	25 mins			
		Impacted users					
		Staff (at a specific college or site)	MyIT, College distribution lists	30 mins			
		Students (at a specific college or site)	MyIT, College distribution lists	35 mins			
		Staff	MyIT, College distribution lists	30 mins			
Students	MyIT, College distribution lists	25 mins					
Major (M)	MI manager	IT Services management	In person/phone	10 mins			
		IT Communications	In person/phone/email	15 mins			
	IT Communications	High level					
		Head of Internal Communications	In person/phone	20 mins			
		Internal Communications	Email	25 mins			
		Executive Board UoB	SMS Alert	30 mins			
		College Comms groups	SMS Alert	30 mins			
		Impacted users					
		Staff (at a specific college or site)	MyIT, College distribution lists, IT Facebook, IT Twitter	35 mins			

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		Students (at a specific college or site)	MyIT, College distribution lists, IT Facebook, IT Twitter	35 mins			
		Staff	MyIT, All staff distribution lists?, IT Facebook, IT Twitter	35 mins			
		Students	MyIT, All staff distribution lists?, IT Facebook, IT Twitter	35 mins			
Critical (H)	MI manager	IT Services management	In person/phone	10 mins			
		IT Communications	In person/phone/email	15 mins			
	IT Communications	High level					
		Head of Internal Communications	In person/phone	20 mins			
		Internal Communications	Email	25 mins			
		Executive Board UoB	SMS Alert	25 mins			
		College Comms groups	SMS Alert	25 mins			
		Impacted users					
		Staff (at a specific college or site)	MyIT, College distribution lists, IT Facebook, IT Twitter	35 mins			
		Students (at a specific college or site)	MyIT, College distribution lists, IT Facebook, IT Twitter	35 mins			
		Staff	MyIT, College distribution lists, IT Facebook, IT Twitter	35 mins			
		Students	MyIT, College distribution lists, IT Facebook, IT Twitter	35 mins			

2.5 Message attributes

Minimum

- User impact e.g. what customer facing services are affected and how
- Scope of impact e.g. how many sites, how many users
- Start time
- Current status

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- Next update by

Ideal

- User impact
- Scope of impact
- Work around
- Start time
- Current status
- Estimated restoration time
- Next update by

2.6 Process

2.6.2 Declaring a major incident

1. **1st/2nd/3rd line team members** monitor services using customer reports and service monitoring tools
2. **1st/2nd/3rd line team members** inform team manager/leads of any potential major incident
3. **Team manager/Leads** assesses if incident is, or is likely to be, a major incident
4. **Team manager/Leads** declare major incident
 - Log a 'major incident' call (Marval)
 - Sends out notification to incident management group

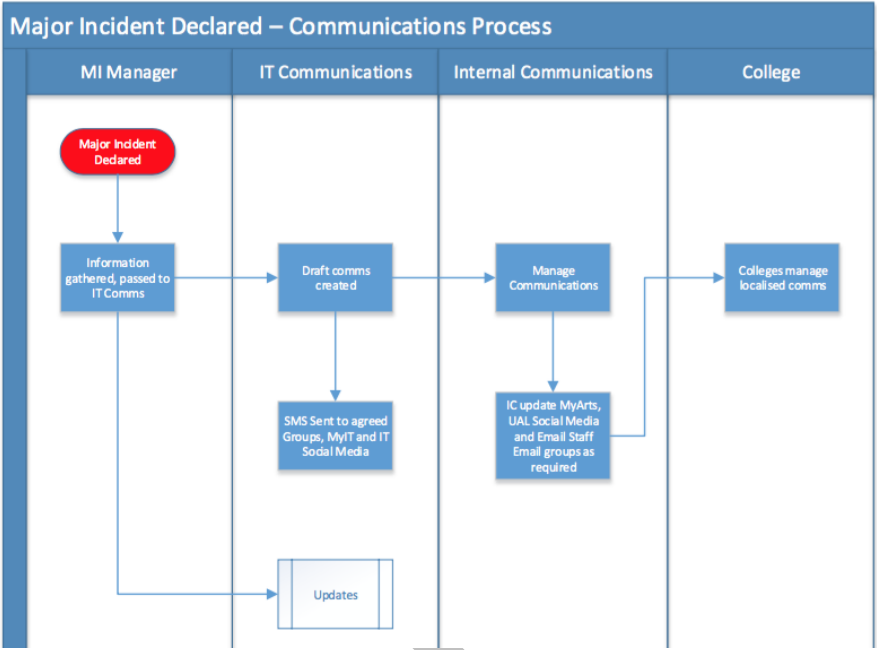
Commented [HDP7]: Do these notifications bypass any rules set up on Outlook to put Marval notifications in specific folders?

2.6.3 Initial communications

1. **Major incident manager** makes themselves known as major incident manager
2. **Major incident manager** gathers information from appropriate teams and consult Incident management group
3. **Major incident manager** informs IT Services Management and IT Communications
4. **IT Communications** drafts communications, approved by [x]
5. **IT Communications** sends out communications
6. **Internal communications**
7. **Collegess**

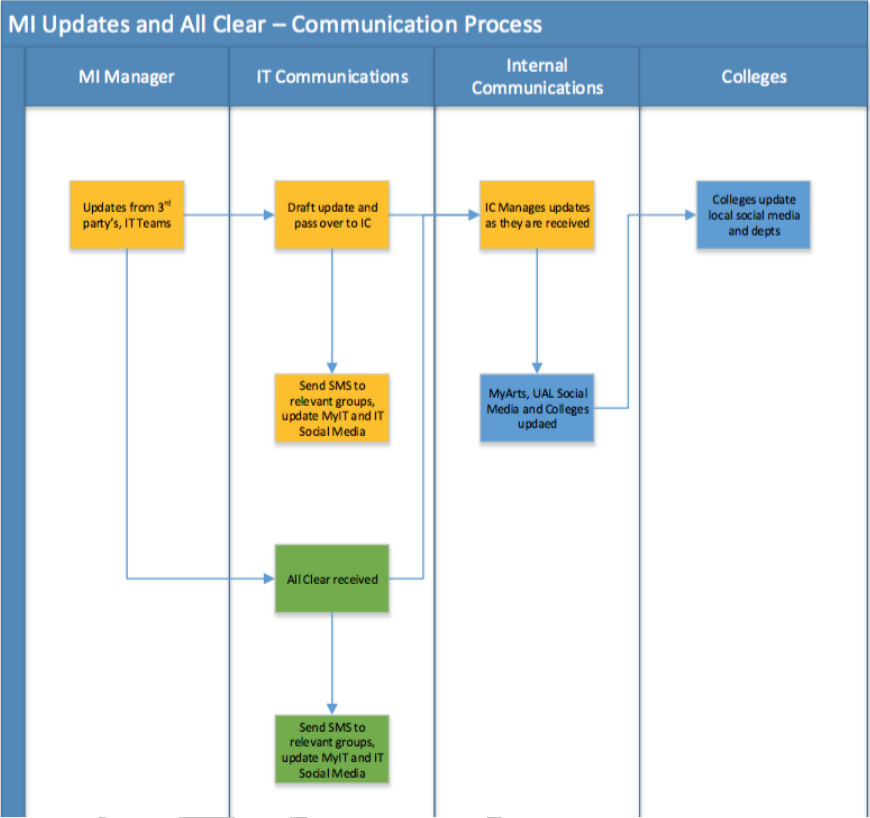
Commented [HDP8]:

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2.6.4 Updates Major incident resolved

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8. Planned maintenance

a. Definition

Specification:

b. Roles and responsibilities

Role	Responsibilities
IT Service Desk IT Support Services IT Technical Teams	<ul style="list-style-type: none"> Service monitoring using appropriate tools Alerts team Manager or senior analysts of any potential major incident
Head of IT Technical Services	<ul style="list-style-type: none"> Liaises with Associate Director for Service Management, Service Desk Manager, and Head of Business Services. Provides a 'state of play' report with services and action plans to be undertaken by Technical Services.
IT Communications	<ul style="list-style-type: none"> Liaises with Internal Communications Proof read communications and, where necessary, reword into plain English Send or publish via relevant communication tools
Internal Communications	<ul style="list-style-type: none"> Co-ordinates targeted communication plans Liaises with College Communications teams Communicates with Heads of College and senior management Send or publish via relevant communication tools Co-ordinates a 'command group' for critical incidents
Associate Director for Service Management	<ul style="list-style-type: none"> Accountable overall for Major Incident management.
Head of IT Communications & Engagement	<ul style="list-style-type: none"> Responsible for Major Incident management process Monitors adherence to Planned maintenance process

Commented [HDP9]: •Consult with individual teams to check whether they use service monitoring tools e.g. Marval, customer reports, Opsview
•Define tools in separate document?

Commented [HDP10]: Insert other teams

Commented [HDP11]: Needs to be discussed with Lise/Jon

c. Audience, tools and timeframes

	Audience	Message type	Responsibility	Frequency
1	High level	Email	IT Services	Once
2	Business service owners	Email	IT Services	Once
3	UAL staff or affected department	Email	IT Services	Once
4	UAL student community	Social media/IT Bulletin Board	IT Services	Once

d. Process

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9. Branding and style

- UAL guidelines
- Tone
- Templates
- Accessibility
-

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10. Continual Service Improvement

- Prevention of future incidents of that type
- minimising future incident impact
- improving speed and accuracy of detection and response

Deliverables

- incident management process improvement
- work practices improvement (procedures and policies)

Commented [HDP12]: Ref. Harris UAL Security incident management policy draft july 2015(S:/)

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Appendix A

Major Incident category definitions

Internal Communications' categories for IT Incidents

Minor	<ul style="list-style-type: none"> Affects only one location, area or service Directly under our control to fix Problem has been diagnosed and fix identified
Major	<ul style="list-style-type: none"> Affects more than one service or a key service such as QL or Moodle Likely to last more than 4 hours Needs external resources to fix Likely to cause serious disruption to day-to-day running of a college or service Problem has not diagnosed but immediate impact is clear
Critical	<ul style="list-style-type: none"> Affects several locations Affects several services or a key service at a critical time May have significant impact on an event or student focussed deadline Problem has not been diagnosed Extent of impact is unknown

IT Services Impact definitions

Low	<ul style="list-style-type: none"> A minimal number of staff are affected and/or able to deliver an acceptable service but this requires extra effort. A minimal number of students are affected and/or inconvenienced but not in a significant way. The financial impact of the Incident is (for example) likely to be less than £1,000. The damage to the reputation of the business is likely to be minimal.
Medium	<ul style="list-style-type: none"> A moderate number of staff are affected and/or not able to do their job properly. A moderate number of customers are affected and/or inconvenienced in some way. The financial impact of the Incident is (for example) likely to exceed £1,000 but will not be more than £10,000. The damage to the reputation of the business is likely to be moderate.
High	<ul style="list-style-type: none"> A large number of staff are affected and/or not able to do their job. A large number of students are affected and/or acutely disadvantaged in some way. The financial impact of the Incident is (for example) likely to exceed £10,000.

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- The damage to the reputation of the business is likely to be high.

Appendix B

Audience definitions

High Level

Define audience and when they will need to be informed/consulted.

- Executive board UoB
- IT Services management
- DOCAs and HOTRS
- IT Services teams

Commented [HDP13]:

Impacted users

College/location specific

Define audience and when they will need to be informed/consulted.

- UAL staff
- UAL students

Commented [HDP14]:

Impacted users

Service specific

Define audience and when they will need to be informed/consulted.

- UAL staff
- UAL students

Commented [HDP15]:

Service providers

Service providers will need to be informed when:

- The incident directly affects a service they offer
- They communicate or provide a service to users who will be impacted by the issue

Commented [HDP16]: Check terminology

Groups

- SU Arts
- Artscom
- Web Services
- Human Resources
- Organisational Development and Learning
- Estates
- CLTAD
- ADS
- Finance
- Academic Registry
- Accommodation Services