The following was sent to FE Week by the SFA under the Freedom of Information Act.

The information held by the Agency is as follows:

Where any problems occur with our IT systems, our suppliers work through standard ITIL incident management processes. We have Service Level Agreements (SLAs) that underpin our contractual agreements with those suppliers. Where an issue is deemed to be a Priority 1 or 2 (P1/2), and those SLAs are breached, a major incident will be declared, and the supplier's major incident management (MIM) process will be invoked.

Our contingency response will be based on the number and type of providers affected by the P1/2, the timing of the P1/2 within the annual business cycle and the results of our impact assessment.

We will follow our MIM , with the intent to restore service as the earliest possible time. In the event of sustained problems with our Data Collection system, we will assess the impact (based on points above) and consider whether there is a need to introduce a manual method of collecting data from providers.

If issues persist regarding hosting of our data collections system, we have resilience built into our solution which provides an element of contingency. In the event of total data centre failure, our contingency would be to revert to our backup hosting site.

A copy of the Incident Process is attached [see below].

LOCKHEED MARTIN

Business Technology Solutions

Incident & Major Incident Management

Revision history

Rev	Date	Description	Author	Review	Check	Approve
0	20 Oct 2014	First draft	Nicki Baxter / John Barron	KG		
1	24 Oct 2014	Updated following internal review	Nicki Baxter	JB/DG/JC	KG	KG
2	02 Dec 2014	Updated to include link to Emergency Change	Nicki Baxter	KG/KS	KG	KG

Contents

Purpose

This document describes the Incident and Major Incident Management Process used by Lockheed Martin Assist.

The Process shows the flow of activities between personnel or teams and takes the form of a Visio diagram. The Procedure is the description and explanation of the diagrams contained in this document.

This is the Lockheed Martin standard Process and Procedure. Where required, a copy of this Procedure document may be tailored for an individual customer. The Process flow must not be altered.

Process Vision

The Incident Management process is a vital process supported by the Management Team of Lockheed Martin. The process provides a mechanism to record, monitor, and trace and rectify where possible, all Lockheed Martin Customer interactions and issues relating to the IT Managed Services provided by or supported by the Assist Service Desk.

Purpose Statement

To record reported incidents and restore services to normal operation as soon as possible, whilst minimising the adverse impact to our Customer's business operations. The Incident Management process provides Lockheed Martin Customers with one single point of contact (SPOC) for handling of incidents.

Scope Statement

- There is a single, global Incident Management process to support all Managed Services delivered by Lockheed Martin to their Customers.
- The process is to be followed by all Lockheed Martin employees involved in Incident handling.
- The process is triggered by a service call to the Assist Service Desk, or by an email sent to a Customer specific email address. Customers will also be able to raise incidents via a self-service portal once the functionality in Service-Now has been deployed.
- All incidents, as well as their solutions will be recorded in Service-Now.
- Incidents will be prioritised according to true Customer business impact and urgency.
- Status information on incidents is available throughout the lifecycle of the incident.
- The incident shall only be closed after informing the user of resolution.
- The process ends when the incident has been processed, resolved and closed.

Objectives

- To restore normal operations as quickly as possible, whilst minimising the adverse impact on the Customer's business.
- To achieve incident resolution quickly and effectively by using a consistent approach.
- To ensure resources are properly prioritised to resolve incidents according to Customer's business need.
- To capture all incidents raised by users, ensuring all key data is captured and complete.
- To track the full lifecycle of each incident from registration to closure.
- To ensure that the best possible levels of service quality and availability are maintained according to agreed SLAs.
- To provide a single point of contact for coordinated and timely IT customer support.
- To provide data to the Problem Management process in the form of trend analysis reports.

High Level Process Flow

Ticket Receipt and Allocation Process

Applies within core support hours, and outside core support hours where applicable to the contract.

Customer	Assist / Frontline Service Desk	Incident Support Team	Major Incident Manager
		Desktop / Infrastructure / Business Apps / 3rd Parties / Customer / Other as required	MIM as defined in KB0012376 (Major Incident Definitions)

1 Customer raises call

2 Request or Incident? (Something broken?)

Request (No) → Initiate **Request** Process *(not yet written)*

Incident (Yes)

3 Log full details, including number of people affected

4 Check for Incident Priority (KB0012376)

This is a matrix of impact and Urgency which determines the Priority of the Incident. Disputes regarding Priority with the caller must be escalated to Service Desk Team Lead or the Service Delivery Manager if necessary.

5 Major Incident?

Not all P1 incidents will be classed as Major Incidents (e.g. escalation of a minor incident by a VIP), however ALL Major Incidents will be P1's.

No → Initiate **Incident** Process *(not yet written)*

Yes

6 Tick the Major Incident checkbox

7 Look up KB article for contacts (KB0012376)

This specifies the people involved in the Major Incident process for each customer, their Role and their contact details. Service Desk Analyst (SDA) is looking for the on-call MIM. If the support on-call analyst is contacted, they must refer the SDA to this KB article.

8 Phone Major Incident Manager → Initiate **Major Incident** Process

9 Update incident and re-assign to support team

The incident must be updated with the name of the MIM contacted. The Major Incident checkbox must be ticked. The incident must be assigned to the appropriate support team.

End of Assist tasks

Key

Process Start / End	Manual Process
To / From another process *(not yet written)*	Automated Process
To / From another process *(process number)*	Decision

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Major Incident Process

Applies within core support hours, and outside core support hours where applicable to the contract.

Customer	Assist / Frontline Service Desk	Incident Support Team Made up of Desktop / Infrastructure / Business Apps / 3rd Parties / Customer / Other as required	Major Incident Manager MIM as defined in KB0012376 (Major Incident Definitions)

From Ticket Receipt and Allocation

10 New calls relating to the Major Incident

11 Update original incident to Master (if not already done)

12 Create Child Incident

13 Set up Incident Support Team Communications
Customer-specific and pre-defined, e.g. conference call

14 Assign any other Team Members as required

17 Investigation and diagnosis

15 Initiate Major Incident Log
Standard template to log everything that goes on during the incident.

18 Emergency change required? Yes / No

19 Prepare Emergency Change

Emergency Change Management Process (Doc Ref)

20 Implement resolution

21 Fixed? No / Yes

16 **Communications Process**

23 Confirm fix? No / Yes

22 Confirm fix with Originator

30 'Mop up' all Child Incidents

31 Child Incident process End

24 Send RESOLVED comms (KB0012377)
Customer-specific and pre-defined, e.g. email. Goes to all relevant parties including Assist and all support teams.

25 Set Master Incident to Resolved

26 Produce Interim Major Incident Report

27 **Initiate Problem Management Process (not yet written)**
A Problem must always be raised for any Major Incident.

28 Major Incident Review

29 Produce Final Major Incident Report
Full report. May be completed by Problem Manager

Key
- Process Start / End
- Manual Process
- To / From another process (not yet written)
- Automated Process
- To / From another process (process number)
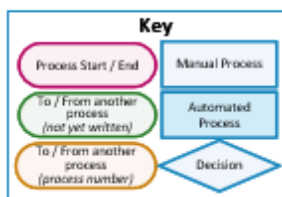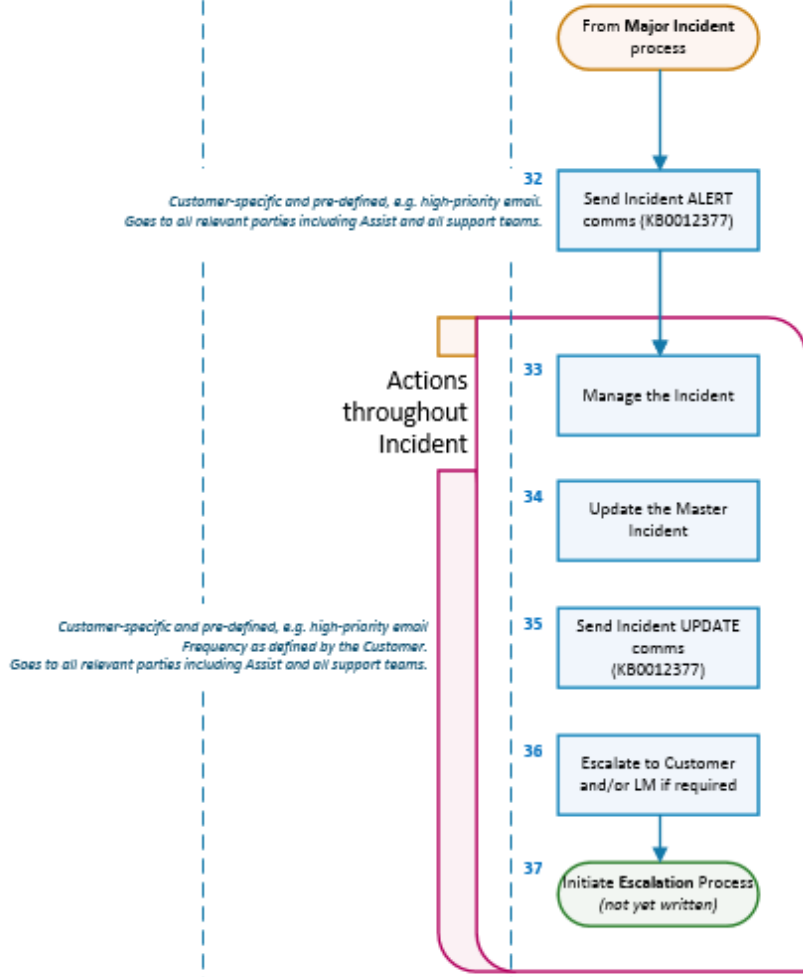- Decision

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Communications Process

Applies within core support hours, and outside core support hours where applicable to the contract.

Customer	Assist / Frontline Service Desk	Incident Support Team	Major Incident Manager
		Made up of Desktop / Infrastructure / Business Apps / 3rd Parties / Customer / Other as required	MIM as defined in KB0012376 (Major Incident Definitions)

From Major Incident process

Customer-specific and pre-defined, e.g. high-priority email. Goes to all relevant parties including Assist and all support teams.

32 Send Incident ALERT comms (KB0012377)

Actions throughout Incident

33 Manage the Incident

34 Update the Master Incident

Customer-specific and pre-defined, e.g. high-priority email Frequency as defined by the Customer. Goes to all relevant parties including Assist and all support teams.

35 Send Incident UPDATE comms (KB0012377)

36 Escalate to Customer and/or LM if required

37 Initiate Escalation Process *(not yet written)*

Key

Process Start / End	Manual Process
To / From another process *(not yet written)*	Automated Process
To / From another process *(process number)*	Decision

Activity Descriptions

Ticket Receipt and Allocation Procedure

Box	Activity	Description
1	Customer raises call	Calls may be raised by email, phone call or (where applicable) self-service portal.
2	Request or Incident?	If something is broken, then it is an incident, otherwise it is a request.
3	Log full details	Ensure contact details are correct. Find out how many people are affected. What is the business impact and how urgent is it? Log as much detail as possible.
4	Incident Priority	See **Appendix A**.
5	Major Incident?	Check whether the incident type is defined as a major incident in Appendix A or by the customer (as specified in the customer-specific procedure).
6	MI Checkbox	Ensure the **Major Incident** checkbox is ticked.
7	Look up KB Article for Contacts	The KB article specifies the people involved in the Major Incident Process for each Customer, their role and their contact details. The Assist SDA is looking for the **on-call Major Incident Manager** (MIM).
8	Phone Major Incident Manager	Make contact with the MIM who will instigate the Major Incident Process.
9	Update Incident	Update Incident with name of MIM. Ensure the Major Incident checkbox is ticked. Assign the Incident to the appropriate support team queue.

Major Incident Procedure

Box	Activity	Description
10	New calls relating to the MI	Calls may be raised by email, phone call or (where applicable) self-service portal.
11	Create Master Incident	If not already done, update the original incident to be a Master Incident by changing **Incident Type** to Master Incident.
12	Create Child Incident	Create the new incident with **Incident Type** of Part of Master Incident.
13	Incident Support Team Comms	The method of communication and the people involved will be contract-specific.
14	Assign other Team Members	This will be agreed between the MIM and SDM or Team Lead if other people need to be involved.
15	Major Incident Log	This is a simple log of date, time and event. It is essential to keep this up-to-date as events progress as it will be impossible to complete afterwards.
16	Initiate Comms Process	See the section on Communications.
17	Investigation and Diagnosis	The relevant support team(s) will investigate the incident and attempt to either diagnose the route cause or identify a workaround.

18	Emergency Change Required?	If a change to software, hardware or configuration is required, and Emergency Change must be raised.
19	Prepare Emergency Change	An Emergency Change must be raised and the Emergency Change Procedure invoked.
20	Implement resolution	If an emergency change is not required, e.g. cleaning a virus, then implement the fix with the agreement of the MIM.
21	Fixed?	If initial testing by the support team indicate that the incident may be resolved then the MIM must be informed. If the fix has been unsuccessful then it must be reported back through the Communications process.
22	Confirm Fix?	The MIM will contact the Incident Originator directly to confirm whether the fix is successful and the incident is resolved.
23	Fix Confirmed	If the Originator believes there is still an issue, return to Activity 17 (Investigation & Diagnosis).
24	Send Resolved Communications	The MIM will send a notification to the customer to confirm that the incident has been resolved.
25	Master Incident Resolved	The MIM will set the Master Incident to Resolved and include a description of the fix.
26	Interim MI Report	The MIM will produce an Interim MI Report within 1 business day.
27	Initiate Problem Management Process	Every Major Incident must result in a Problem record. This is to ensure that the root cause is fully investigated, and any preventative measures are put in place to stop it happening again.
28	Major Incident Review	The MI review procedure will be internal with the support personnel involved. The aim is to collate the information for the Final MIR.
29	Final MI Report	The aim is to communicate the root cause and/or workaround; any preventative measures to ensure it doesn't happen again; and any lessons learned and/or further actions.
30	Close Child Incidents	Following confirmation of the fix from the Customer (22), the Service Desk will close all incidents relating to the Master Incident.
31	End Child Process	All incidents relating to this issue should now be closed.

Communications Procedure

Box	Activity	Description
32	Send Incident Alert	MIM will send the initial alert informing key customer and support staff of the MI. The method of sending the alert will vary by customer but the default is by email.
33	Manage the Incident	This involves creating a plan of action and ensuring that it is carried out. The priority is to restore service rather than finding a permanent fix.
34	Update Master Incident	The Master Incident must be kept up to date with all communications sent. Activities performed by the support teams will be recorded in the MI Log which will be attached to the Incident.
35	Send Update comms	By default, updates will be sent every hour. Individual customers may vary this frequency. The method of sending the updates will vary by customer but the default is by email.
36	Escalate	If required, elements of the incident may need to be escalated to the Customer (e.g. in order to escalate with a 3rd party supplier) or within Lockheed Martin (e.g. for financial authorisation).

| 37 | Escalation Process | To be written. |

Appendix A

Incident Priorities

		No Impact	Individual Only	Team	BU / Floor / Building	Business - Wide
Urgency	Critical / Unplanned	3	2	1	1	1
	Serious	3	2	2	2	1
	Normal	4	3	3	2	2
	Non-urgent	4	4	3	3	3

Impact

The priority values in the boxes may vary by customer.

Definitions

Critical / Unplanned

The following will be considered critical by default. Individual customers may have additional or different criteria.

- Network down or severe disruption
- Email system down during customer business hours
- Payroll system down during the time when payroll is being processed
- Accounting system down at month-end
- Payments system down when supplier payments are due
- Customer critical business system down (as defined in the customer contract).

Serious

- Email system down at any other time
- Payroll system down at any other time
- Accounting system down at any other time
- Payments system down at any other time
- File server down or severe disruption.

Normal

- A non-critical customer business system down (as defined in the customer contract)
- Any incident with an available workaround (e.g. using another PC).

Non-Urgent

- Any issue with little or no business impact.

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Other Factors

Additional factors to be considered when deciding a priority:

- Potential financial loss to the customer
- Inability to meet statutory requirements
- Serious adverse publicity or damage to reputation

Major Incidents

By default, all P1 incidents other than VIP escalations will be Major Incidents.

Individual customers may require different definitions. This will be defined in their contract.

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