

**Task Force on Life-Cycle and Portfolio Management**  
**TF-LCPM**  
**Terms of Reference**

Revised & Approved by TEC  
October 2006

1. The LCPM Task Force is established under the auspices of TERENA to promote collaboration between research and education networking organisations in Europe in the area of product and service management. The common organisational aspects of finding, developing and introducing new services until the end of life of the services are studied in the NREN context.
2. The aims of the Task Force will be:
  - a. to foster collaboration on Life-Cycle and Portfolio Management between NRENs within the TERENA constituency;
  - b. to provide a forum for exchange of experience and know-how on Life-Cycle and Portfolio Management issues.
3. The Task Force is open to staff of research and education networking organisations who have (or plan to have) product management related tasks and who can offer appropriate expertise, manpower, equipment or services. Participation will be on a voluntary basis.
4. The chairman of TF-LCPM will be Alberto Pérez (RED.ES). He will be assisted by the co-chairs: Ann Harding (HEAnet), Koen Schelkens (BELNET) and Walter van Dijk (SURFnet). The chairman and co-chairs will be responsible for:
  - a. leading the activities of TF-LCPM;
  - b. interfacing with the TERENA secretariat;
  - c. the timely progression of the agreed deliverables.
5. The TERENA Secretariat will appoint a member of staff to act as secretary of the Task Force. The Task Force secretary will provide administrative support to the Task Force and its sub-groups taking the minutes at meetings, preparing meeting agendas in consultation with the chair. The secretary will also liaise with local staff in making logistical arrangements if required.
6. The Task Force will operate under a two-year mandate, starting from 1 January 2006. The mandate of the Task Force may only be renewed by the TERENA Executive Committee (TEC)‡. If the mandate is not renewed, the Task Force will be dissolved. The Task Force may also be dissolved if the TEC considers that it is making insufficient progress, the TEC considers the activities are no longer useful or relevant, or if the Task Force chair resigns and no replacement can be found.
7. The Task Force will meet at least two times per year. Additional meetings will be organised if required for the progression of the deliverables. Meetings will be held at locations agreed by the Task Force members taking care to reduce the overall costs to the participants.
8. The deliverables of the Task Force and associated activity leaders and contributors are detailed in the attached annex to these Terms of Reference.

9. Whilst respecting copyright and restrictions of use imposed by the owner of information, meeting reports, deliverables and other results of Task Force activities will be placed in the public domain, with the exception of information that has been provided on a non-disclosure basis.

10. The Task Force will have a mailing list < [tf-lcpm@terena.nl](mailto:tf-lcpm@terena.nl) > for discussion between the participants.

‡ Normally Task Force mandates are approved by the TTC, however since this task force is significantly business and managerial in nature, approval is sought from the TEC as is the case for TF-PR.

**Annex to TF-LCPM Terms of Reference  
7 December 2005**

***Work Area – Services Portfolios***

The service portfolios of participating NRENs are analysed and compared. NRENs can find missing options for their own portfolio or detect that they offer even more than they thought. Some services might be jointly procured or co-managed as a result. Synchronised service launch (or shut-down) could offer PR synergies.

*Coordinator - Koen Schelkens (BELNET)*

*Deliverables*

- 1. Service Categories Editor: Federica Tanlongo (GARR) A document defines a useful list of service categories and types Deadline: February 2006*
- 2. Service description template Editor: Helmut Sverenyák (CESNET), Koen Schelkens (BELNET) For the collection of the NREN portfolios a template is specified Deadline: February 2006*
- 3. NREN Portfolio Collection Editor: all participating NRENs For each service in the portfolio of an NREN the following list questions are of interest. In a first phase only the first four questions are dealt with.*
  - Category and Type*
  - Who uses the service (customer segmentation)*
  - Who is allowed to use the service (Acceptable Use Policy)*
  - What tariff model is applied*
  - How is the service promoted*
  - How much is it used*
  - Since when is it offered*
  - What is the cost structure*
  - Who requested the service*

*Deadline: May 2006 for an initial set of 3-5 NRENs*  
*Deadline: Include all participating NRENs by Dec 2006*
- 4. Presentation Structure Editor: open The collected information needs to be presented*
  - a. understandable for persons not involved in portfolio management*
  - b. analysable for LCPM people*
- 5. Portfolio Section for the TERENA Compendium (provisional) Editor: open The service section of the TERENA Compendium will be replaced by the list of service portfolios. The needed set of questions is worked out based on the experience during 2006. Deadline: Set of Questions by February 2007 Deadline: Analysis of the answers by June 2007*
- 6. Analysis of the tariff models (provisional) Editor: open The applied tariff models for the services are analysed. Although local situations may dictate the model it is helpful to know what others have chosen and for what reason. In our world new tariff models for services need to be worked out every 3-5 years.*

## ***Work Area Comparison of service level agreements***

This work area looks at the area of Service Level Agreements and how they are currently offered by NRENs to their clients or users. It also aims to provide a best practice process for NRENs who are considering introducing SLAs to follow.

*Coordinator - Ann Harding (HEAnet)*

*Deliverables:*

- 1. Portfolio of NREN client/user SLAs*
- 2. Best Practice Process for developing an NREN client/user SLA.*

*Actions for deliverables:*

- 1. Portfolio of NREN client/user SLAs*

- a. Definition of what is meant by an SLA (Ann Harding – HEAnet)*
- b. Review and gathering of questions for NREN information collection*
- c. Information collection from participating NRENs (All participating NRENs)*
  - i. Does the NREN currently offer an SLA for any services?*
    - 1. To whom are these agreements offered?*
    - 2. What are the service terms of these agreements?*
    - 3. How is compliance measured?*
    - 4. Are there any actions resulting from non-compliance?*
  - ii. Does the NREN currently offer a less formal agreement for any services?*
    - 1. To whom are these agreements offered?*
    - 2. What are the service terms of these agreements?*
    - 3. How is compliance measured?*
    - 4. Are there any actions resulting from non-compliance?*
  - iii. Is the NREN considering offering an SLA for any services?*
    - 1. To whom would these agreements be offered?*
    - 2. What service terms are being considered?*
    - 3. How does the NREN plan to measure compliance?*
    - 4. Are there any planned actions resulting from non-compliance?*
- d. Information collection of publicly available material from non-participating NRENs (Ann Harding – HEAnet)*
  - i. Does the NREN currently offer an SLA for any services?*
    - 1. To whom are these agreements offered?*
    - 2. What are the service terms of these agreements?*
    - 3. How is compliance measured?*
    - 4. Are there any actions resulting from non-compliance?*
- e. Categorise information received according to Service Categories deliverable from Work Area Service Portfolios.*

*Best Practice Process for developing an NREN client/user SLA.*

- f. Selection of a sample of participating NRENs with SLAs*
- g. Selection of a sample of participating NRENs considering SLAs*
- h. Description of the processes followed by sample NREN case studies*
- i. Abstraction of particular case studies into Best Practice Process*
- j. Trial and review of Best Practice Process (An ideal rather than a required action).*

### ***Work area exchange of ideas on delivering services***

This work area looks at new technology and customer requirements for new services, and how to deliver the new services to the customer.

*Coordinator - Magnus Strømdal (UNINETT)*

*Deliverables:*

- 1. Identify new service ideas*
  - Customer requirements*
  - New technology*
  - Cooperation with other Task Forces and other technology research activities*
- 2. Exchange of ideas on new services and how to deliver the service*
  - Host "BOF" sessions on new service ideas on TNC (or other conferences)*
  - Common format and language for documentation*
  - Marketing the idea of co-development and co-delivery*
  - How to kill some of the "not invented here" syndrome*
- 3. Identify examples on co development of new services and co delivering of new services*
  - Co development between NRENs*
  - Co development between NREN and customer*
  - Co development among customer*
  - How to find other parts for co development.*

*Deadline: October 2006*

### ***Development of LCPM decision-making models and tools***

Within this work area best practices for lifecycle- and portfolio management within NRENs will be developed.

*Coordinator – Walter van Dijk (SURFnet)*

*Deliverables*

- 1. LCPM White paper Editor: Walter van Dijk (SURFnet) A document that explains the ratio for lifecycle- and portfolio management within NRENs  
Deadline: April 2006*
- 2. Overview of best practices for LCPM-models within NRENs Editor: open*

*An overview of best practices for LCPM-models within NRENs Deadline:  
October 2006*

- 3. Off-the-shelf model for LCPM processes Editor: open A document that outlines an "off the shelf" model for LCPM processes. Deadline: April 2007*