

The IT Metrics Library

The Mission-Critical IT Metrics Every IT Leader Needs to Know

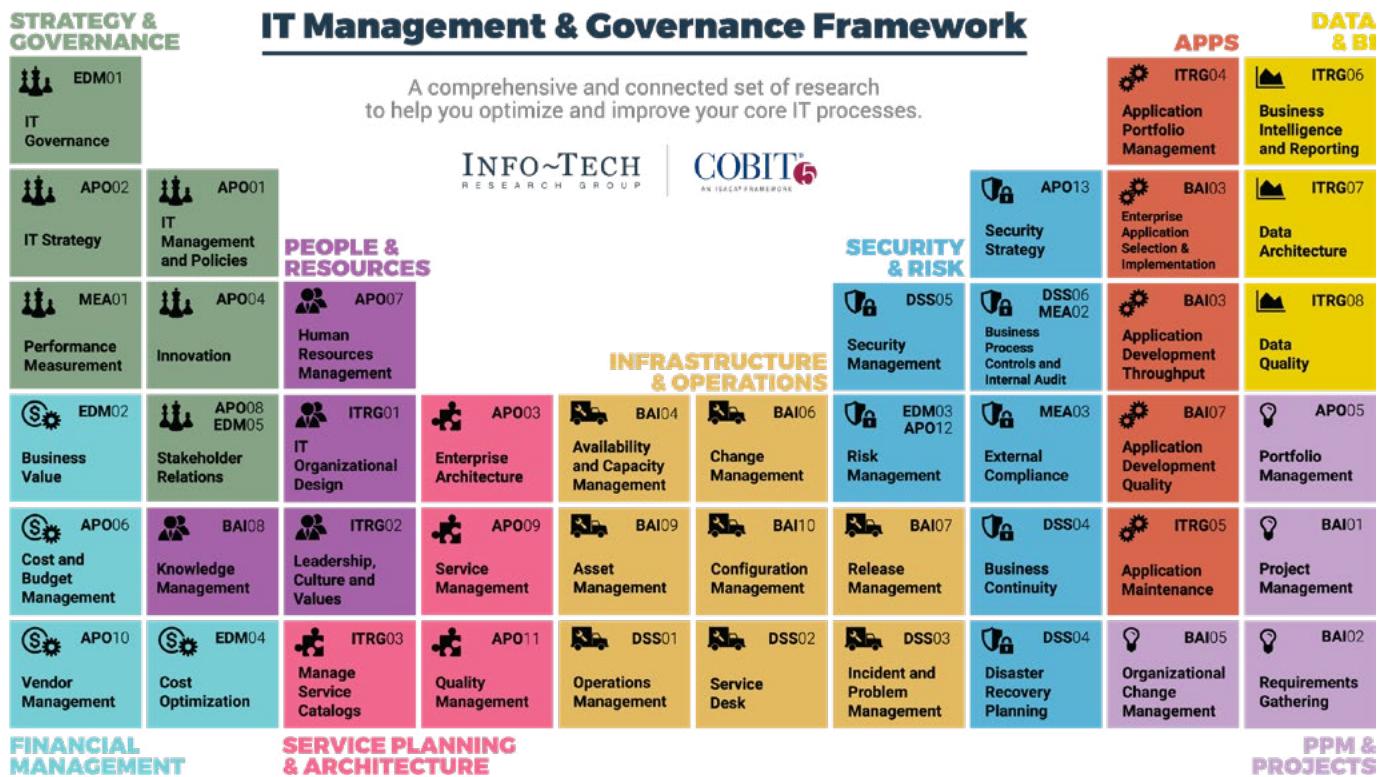
It's often said that **you manage what you measure**. And yet, **more than 1-in-3** IT departments still struggle to move beyond the most basic measurement and reporting capabilities.

Use this document to:

1 Understand the hundreds of metrics at your disposal

2 Select the metrics that matter most to your organization

3 Improve your department's ability to discover insights and act accordingly



You know the **45 processes** you're responsible for. Now, identify the metrics that matter for each process and assign accountability for improving them to members of your team...

Strategy & Governance

 EDM01	IT Governance
 APO02	IT Strategy
 APO01	IT Management and Policies
 MEA01	Performance Measurement
 APO04	Innovation
 EDM02	Stakeholder Relations
 APO06	
 BAI08	

IT Governance

1-100%

Satisfaction with IT's strategic decision-making abilities

IT Strategy

1-100%

Percent of enterprise objectives addressed by the IT Strategy

1-100%

Percent of project & initiatives that map to IT Strategy

1-100%

Stakeholder confidence that the IT Strategy will be effectively executed

1-100%

Satisfaction that the IT Strategy is aligned with the enterprise strategy

Performance Measurement

1-100%

Percent of critical processes with approved performance goals & metrics

1-100%

Satisfaction with the quality of the metrics processes are being measured on

1-100%

Satisfaction with the usefulness of performance reporting

IT Management & Policies

1-100%

Percent of IT's key functional areas covered by policies

1-100%

Percent of staff that have acknowledged all IT policies

1-100%

Satisfaction that IT objectives are clearly understood

Innovation

\$

Estimated business value added through IT-enabled innovation

1-100%

Satisfaction with IT's ability to enable business innovation

Stakeholder Relations

1-100%

Percent of business units with an assigned relationship manager

1-100%

Overall stakeholder satisfaction with IT



Financial Management

Performance Measurement	Innovation	IT Budget as a % of revenue	Cost Optimiz
 EDM02 Business Value	 APO08 Stakeholder Relations	1-100% Satisfaction with the accuracy of the IT budget	1-100% Percent of p impacted by Resources
 APO06 Cost and Budget Management	 BAI08 Knowledge Management	1-100% Satisfaction with the allocation of IT resources	\$ Monies save cost-optimiz efforts
 APO10 Vendor Management	 EDM04 Cost Optimization	 ITRG03 Manage Service Catalogs	1-100% Satisfaction effectiveness capabilities
			 Quality Management

Business Value

1-100%

Percent of projects
where business value is
measured

Vendor Management

1-100%

Percent of vendors failing to meet requirements

1-100%

Satisfaction with the business value delivered by IT

Cost & Budget Management

1-100%

Percent of Resources allocated to high priority initiatives

—

1-100%

1-100%

Satisfaction with the selection of vendors

Cost Optimization

1-100%

Percent of projects impacted by a lack of IT Resources

\$

Monies saved through
cost-optimization
efforts

1-100%

Satisfaction with the effectiveness of IT capabilities



People & Resources

APO01		#	Number of information categories identified	1-100%
Management and Policies				Frequency of the Staff Turnover (%)
A01	APO04	 APO07	Human Resources Management	1-100% Satisfaction with the level of relevant knowledge available to facilitate decision making
M02	 APO08 EDM05	 ITRG01	 APO03	 BAI04
P06	 BAI08	 ITRG02	 APO09	 BAI05
P010	 EDM04	 ITRG03	 APO11	 OX06

Service Planning & Architecture

Human Resources Management

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M05
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AI08
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M04
on

Enterprise Architecture

1-100%

Percent of projects using enterprise architecture services

\$

Monies saved through enterprise architecture initiatives

1-100%

Satisfaction with the current enterprise architectures ability to support business goals

Service Management

1-100%

Percentage of services with a defined SLA

1-100%

Satisfaction with the IT services provided

1-100%

Satisfaction with the service levels of the service provided

Quality Management

1-100%

Percent of defects discovered in production

1-100%

Percent of processes with defined quality requirements

1-100%

Satisfaction with the current enterprise architecture's ability to support business goals

Manage Service Catalogs

#

Number of IT Services offered



ITRG01

IT Organizational Design



APO03

Enterprise Architecture



BAI04

Availability and Capacity Management



ITRG02

Leadership, Culture and Values



APO09

Service Management



BAI09

Asset Management



ITRG03

Manage Service Catalogs



APO11

Quality Management



DSS01

Operations Management



DSS

Service Desk

Infrastructure & Operations

Part 1 of 3

	BAI04
Availability and Capacity Management	

	BAI06
Change Management	

	BAI09
Asset Management	

	BAI10
Configuration Management	

	DSS01
Operations Management	

Availability & Capacity Management	
#	Number of hours of unplanned downtime
#	Number of times performance SLAs were broken
#	Number of unplanned upgrades
1-100%	Satisfaction with infrastructure availability
1-100%	Satisfaction with infrastructure performance
Asset Management	
#	Number of obsolete assets
1-100%	Percent of assets that are not allocated
1-100%	Percentage of unallocated software licenses
1-100%	Satisfaction with the availability of software licenses
Operations Management	
1-100%	Percent of incidents caused by facilities issues
1-100%	Percent of incidents caused by operational issues
1-100%	Percentage of incidents detected by automated systems
1-100%	Satisfaction with the consistency of IT service delivery

Infrastructure & Operations

Part 2 of 3

	BAI04
Availability and Capacity Management	

	BAI06
Change Management	

	BAI09
Asset Management	

	BAI10
Configuration Management	

	DSS01
Operations Management	

	DSS02
Service Desk	

Change Management

#

Number of times problems were caused by business facing problems

#

Number of times problems were caused by infra. changes

1-100%

Percentage of emergency business facing changes

1-100%

Percentage of emergency infra. changes

1-100%

Satisfaction with business facing change management

1-100%

Satisfaction with infrastructure change management

Configuration Management

1-100%

Percent of discrepancies between repository and live

1-100%

Percent of services recorded in configuration repository

Service Desk

#

Number of incidents resolved

#

Number of requests fulfilled

Average time to first contact (in minutes)

Average time to resolve incidents (in minutes)

1-100%

Satisfaction with service desk effectiveness

1-100%

Satisfaction with service desk timelines

Infrastructure & Operations

Part 3 of 3

	BAI04
Availability and Capacity Management	

	BAI06
Change Management	

	BAI09
Asset Management	

	BAI10
Configuration Management	

	DSS01
Operations Management	

	DSS02
Service Desk	

Release Management

1-100%

Percent of releases that cause downtime

1-100%

Percent of releases that meet deadlines

1-100%

Satisfaction that solutions are released successfully and are stable

1-100%

Satisfaction with the acceptance testing performed on solutions

Incident & Problem Management

#

Number of infrastructure incidents

1-100%

Percentage of incidents with identified root caused

1-100%

Percentage of incidents with identifies root cause

Average time to resolve incidents (in minutes)

1-100%

Satisfaction that issues are resolved in a way that prevents them from recurring

1-100%

Satisfaction with the timely resolution of incidents

Incident and Problem Management

Security & Risk

Part 1 of 2

		Security Strategy	
		Security Management	
#		Number of security incidents	
1-100%		Percent of incidents due to issues not addressed in the security plan	
	APO13		Security Strategy
DSS05		DSS06	MEA02
Security Management		Business Process Controls and Internal Audit	
	EDM03 APO12		MEA03
Risk Management		External Compliance	
	BAI07		DSS04
Release Management		Business Continuity	
	DSS03		DSS04
Incident and Problem Management		Disaster Recovery Planning	
		Risk Management	
#		Number of firewall breaches detected	
1-100%		Percent of unauthorized devices discovered on the network	
#		Number of vulnerabilities discovered	
1-100%		Satisfaction with the management of security services	
1-100%		Percent of projects that consider IT risk	
1-100%		Satisfaction that IT risk is in line with the enterprise risk appetite & tolerance	

Security & Risk

Part 2 of 2

	 APO13
	Security Strategy
 DSS05	 DSS06 MEA02
Security Management	Business Process Controls and Internal Audit
 EDM03 APO12	 MEA03
Risk Management	External Compliance
 BAI07	 DSS04
Release Management	Business Continuity
 DSS03	 DSS04
Incident and Problem Management	Disaster Recovery Planning

Business Process Controls & Internal Audit

1-100%

Percent of processes with self-assessment plans in place

1-100%

Satisfaction with the integrity and security of information assets

Business Continuity

1-100%

Satisfaction with IT's ability to continue critical business operations in the event of a significant disruption

Disaster Recovery Planning

1-100%

Percent of critical systems covered by disaster recovery plan

1-100%

Percent of disaster recovery plan verified by tests

Applications

Application Portfolio Management		Application Development Throughput
#	Number of supported applications	1-100%
1-100%	Overall application portfolio satisfaction	Percent of application development projects that do not meet deadlines
Enterprise Application Selection & Implementation		1-100%
1-100%	Percent of projects that are over budget	Percent of project that are over budget
1-100%	Percent of projects that do not meet deadlines	Satisfaction that solutions delivered are cost-effective
1-100%	Satisfaction that solutions delivered are cost-effective	Satisfaction that solutions delivered are timely
Application Development Quality		1-100%
1-100%	Satisfaction that solutions delivered are timely	Percent of releases that cause downtime
1-100%	Percent of budget spent on maintenance	Percent of releases that meet deadlines
1-100%	Percent of maintenance budget spent on day to day maintenance	Satisfaction that solutions are released successfully and are stable
1-100%	Percent of maintenance budget spent on hotfixes	Satisfaction with the acceptance testing performed on solutions
1-100%	Percent of maintenance budget spent on patch releases	

Data & Business Intelligence

Application Portfolio Management	 ITRG06 Business Intelligence and Reporting
Enterprise Application Selection & Implementation	 ITRG07 Data Architecture
Application Development Throughput	 ITRG08 Data Quality
System Performance	 APO05

Business Intelligence & Reporting

1-100%

Percent of available reports that are used

%

Adoption Rate (% of users accessing reports)

1-100%

Satisfaction with reports

Data Architecture

1-100%

Data arch. supports the business vision, mission & strategy

Data Quality

1-100%

Percent of datasets fixed by data stewards

1-100%

Percent of datasets meeting data quality thresholds

1-100%

Percent of datasets with defined data quality thresholds

1-100%

Satisfaction with the accuracy of the data

1-100%

Satisfaction with the usability of the data

PPM & Project Management

		Data Quality
READS	BAI07	Application Development Quality
ANCE	ITRG05	Application Maintenance
DSS04	BAI05	Organizational Change Management
Y	BAI02	Requirements Gathering

Portfolio Management

1-100%

Percent of projects cancelled based on re-evaluated business value

1-100%

Percent of projects exceeding planned budget

1-100%

Percent of projects which realize planned benefits

1-100%

Satisfaction that IT projects provide business value

Project Management

#

Number of projects started without an approved business case

1-100%

Percent of projects which achieved expected benefits

1-100%

Satisfaction that IT projects provide business value

1-100%

Satisfaction with the quality of the project deliverables

Organizational Change Management

1-100%

Satisfaction with the ability of IT to prepare stakeholders for changes

Requirements Gathering

1-100%

Percent of solutions not meeting business case objectives

1-100%

Satisfaction that proposed solutions are feasible and optimal

1-100%

Satisfaction that requirements accurately reflect business needs