

Term	Definition
ACD	An Automatic Call Distributor (ACD) is a device capable of taking multiple incoming calls and routing them to a selection of turrets, depending on which agent is free.
Active Lan Port	Active LAN Port means a wired LAN port that is installed and activated for use, connected via Wiring to Equipment or a physical wall jack and authorized by Customer.
Application Contact	An application contact is a communication between a user and the Service Desk/Application Support that relates to a business application. Application contacts may be phone calls, emails, a personal visit, completion of a request form, or any other request from a user. Application contacts are categorized into three types: incidents, information requests, and service requests.
Application Defect	An application defect is an incident or fault that relates to a business application. An incident is defined, following ITIL, as “an event which is not part of the standard operation of a service and which causes or may cause disruption to or a reduction in the quality of services and customer productivity”.
Application Enhancement	<p>Application enhancements include both functional and technical enhancements.</p> <p>Functional Enhancements are enhancements to the application such as:</p> <ul style="list-style-type: none"> • additional fields; • additional reports; • enhanced capability; and • other enhancements which may not directly deliver functionality but improve the user experience (such as changes to the user interface or enhancements to improve performance, etc.). <p>Technical enhancements are application enhancements due to technical (infrastructure) changes (e.g. changes due to the “evergreening” of the platform/infrastructure). This includes application changes due to infrastructure preventative maintenance (e.g. hardware patches/releases, program library updates etc.) and perfective maintenance to the application (e.g. application changes to optimize performance etc.)</p>
Archive Hardware	Dedicated archive solution hardware, (i.e., archive servers and any hardware used for data deduplication of archived data, encryption or WORM requirements for the archive, etc.)
Archive Personnel	Total FTEs for Storage Archiving (systems administration, archiving and retrieving data, line management, configuration management.)
Archive Software	Dedicated archive solution software, (i.e., archive application software (server and client licenses), archive server software licenses, O/S licenses, special modules for archive application, reporting tools, database licenses, encryption software, etc.)

Term	Definition
Artificial Intelligence / Machine Learning	Artificial Intelligence is the broad science of mimicking human abilities. Machine learning is a subset of Artificial Intelligence that trains a machine how to learn. Other Artificial Intelligence fields include Neural Network, Deep Learning, Computer Vision, and Natural Language Processing.
Asset Management	The management, oversight and on-going maintenance of all hardware and software (active and inactive) on an asset management system and/or an asset inventory and management system, to include a complete profile of the equipment and software in use by authorized users. The scope includes updates based on IMAC activity and periodic asset reports to client, as directed. The model output does not include the initial asset inventory, which is normally included as part of the transition and transformation charge.
Asset	Assets are things that a company owns that have value. This typically means they can either be sold or used by the company to make products or provide services that can be sold. Assets include physical property, such as plants, trucks, equipment and inventory. It also includes things that can't be touched, but nevertheless exist and have value, such as trademarks and patents. And cash itself is an asset. So are the investments a company makes.
Attrition	Attrition in business can mean the reduction in staff and employees in a company through normal means, such as retirement and resignation.
Augmented or Virtual Reality	<p>Augmented reality is technology that overlays computer-generated visual enhancements upon an existing reality to make it more meaningful, provide additional information, and enable further interaction. Augmented reality leverages software and mobile devices to blend digital components into the real world and enhance one another.</p> <p>Virtual reality is a computer-generated simulation of an environment or situation. It immerses the user visually and aurally, making them feel like they are experiencing the simulation firsthand.</p>
Automatic Tape Backup	Backup and Restore performed using an Automatic Tape Library that provides a centralized function that backs up server (midrange and/or mainframe) data – i.e., the process of making copies of data and storing them securely so that they can be restored if the original is lost or corrupted

Term	Definition
Availability	Availability means the ability of a Configuration Item or IT service to perform its agreed function when required. Availability is determined by Reliability, Maintainability, Serviceability, Performance, and Security. Availability is calculated as the Actual Uptime expressed as a percentage of the Scheduled Uptime for a system, Application, Software, Hardware, Network, or any other part of the Services (For example: Availability % = ((Actual Uptime) / (Scheduled Uptime)) x 100%.)
Average Speed of Answer	Average Speed of Answer (ASA) is the measurement of time required to speak to the actual service desk person who will resolve a problem as a composite of all the times in the period, not to an operator or to a voicemail system.
Bespoke	Custom software (also known as bespoke software or tailor-made software) is software that is specially developed for some specific organization or other user.
Blockchain	Blockchain is a growing list of records, called blocks, that are linked using cryptography. Blocks contain cryptographic hashes of the previous block, recorded with a timestamp and transaction data. Blockchain is resistant to data manipulation as the ledger distributed and open to the public. Blockchain is typically managed by a peer-to-peer network collectively following rules for node communication and block validation.
Business Model Innovation	Business Model Innovation enables an organization to build competitive differentiation in today's digital economy.
Capital Expense (Capex)	An expense is a capital expenditure when the asset is a newly purchased capital asset or an investment that improves the useful life of an existing capital asset. If an expense is a capital expenditure, it needs to be capitalized.
Center of Excellence (CoE)	A Center of Excellence (CoE) is a team consisting of individuals directed to provide the organization with best practices around a particular area of interest. The main goal of the team is typically focused around enabling the organization to advance along a maturity model, especially in emerging areas.
Central Service Desk	A centralized function whose primary role and highest priority is to respond to requests from users. Examples are Help Desks and IT Call Centers.
Collaboration Applications	Collaboration Applications are applications used for document management/file sharing (e.g. Microsoft SharePoint, IBM Lotus Notes) or instant messaging/unified messaging systems (e.g. Microsoft Lync Server, Microsoft Live Meeting, GoToMeeting).

Term	Definition
Common Office Applications	Common office applications are those which provide personal productivity or office automation functions in the same way across all industries. They are nearly always software packages, and are nearly always “shrinkware” – software which can be installed on a user’s PC with no customization or system integration needed.
Common Software Support	Common Software Support is a second level support function that reactively handles incidents concerning desktop operating systems, Common Office Applications and desktop virus management. These incidents are often passed to Common Software Support from the Service Desk.
Configuration Management	<p>The process of planning for, identifying, controlling, and verifying the Configuration Items within a service, recording and reporting their status, and assessing the potential IT impact of changing those items.</p> <p>Service asset and configuration management is primarily focused on maintaining up-to-date and verified information on the status (i.e., configurations) of service assets and IT infrastructure Items (i.e., assets) required to deliver an IT service.</p>
Configured MIPS	The practical maximum processing capacity of a partition, considering multi-processor overheads and the way that the mainframe has been configured. This is a commercially quoted value.
Contractor	A contractor (external FTE), is defined as a worker who is not employed directly by the client and paid on a time and materials basis. Examples are external consultants or freelance contractors.
COTS – Commercial Off-the-Shelf	Short for commercial off-the-shelf, an adjective that describes software or hardware products that are ready-made and available for sale to the general public. For example, Microsoft Office is a COTS product that is a packaged software solution for businesses. COTS products are designed to be implemented easily into existing systems without the need for customization.
Data Center LAN	LAN services provided to a data center environment serving primarily servers and storage.
DBMS	Database Management System (DBMS) is a software system that enables users to define, create, maintain and control access to the database. It allows storage, retrieval and update of data.

Term	Definition
Deployment	Deployment encompasses all the processes involved in getting new software or hardware up and running properly in its environment, including installation, configuration, running, testing, and making necessary changes.
Development Methodology	<p>Development Methodology refers to the process of planning, creating, testing and deploying an application project. Common development methodologies include:</p> <ul style="list-style-type: none"> • Waterfall: The software development lifecycle is based on a sequential, linear flow. A phase of the development process only begins when the previous phase is completed, and phases do not overlap. • Agile: Software development is based on requirements and solutions that evolve through collaborative effort between self-organizing, cross-functional teams and their customer/users. It supports adaptive planning, evolutionary development, continual improvement, and flexible response to change. • Hybrid: The software development combines attributes of development methodologies to facilitate fluid projects and allow for a nimble, nuanced approach to the work. • None: There is no specific software development methodology employed. • Other: The software development methodology is not listed above.
Desktop Backup and Restore	Desktop Backup and Restore analyzes the backup of personal computer (laptop, desktop and other end user devices) data – that is, the process of making copies of data and storing them securely so that they can be restored if the original is lost or corrupted. It also includes restoring data from backup copies when requested.
Desktop IMAC	Desktop IMAC (Install/Move/Add/Change) is defined as adding, installing, moving, relocating, changing, upgrading, replacing, returning to stores, disposal or retirement of a personal computer or thin client. The effort includes receiving of new goods, packing and/or unpacking the desktop system, installing or re-installing it, testing that it works, transport to the user's workplace, and verification that the user accepts it.
Digital Backbone	A Digital Backbone is the adoption of modern architectures based on micro-services and APIs, the embrace of Cloud, and new data and analytic techniques to drive a better understanding of customers and the business.
Digital Capability Scale	<p>Digital Capabilities are assessed on a 100-point scale where:</p> <ul style="list-style-type: none"> • Zero reflects a capability that is not implemented or planned; • 1-50 reflects a capability that is in trialing or experimenting; • 51-99 reflects a capability that is in testing or limited deployment; and • 100 reflects a capability that is fully implemented
Digital Ecosystem	A Digital Ecosystem of partners, suppliers, and customers enables an organization to rapidly leverage market innovation at scale.

Term	Definition
Digital Marketing	Digital marketing is the activity associated with promoting and selling products/services using online marketing tactics (social media, search marketing, and email campaigns).
Disaster Recovery Hardware	All hardware reported for use only in the event of a major incident or failure.
Disaster Recovery Software	All software reported for use only in the event of a major incident or failure.
Distributed Printers	Printers located near users' desktops. Examples include personal printers, ink-jet printers, laser printers, departmental or copy-room printers. Multi-function printers are also an example of Distributed Printers.
Digital Spend	Digital Spend is the cost of Digital technologies and teams associated with Digital initiatives. It includes business model innovation through Digital enablement, enterprise agility through a Digital ready operating model, emerging technologies at enterprise scale, and an optimized Digital backbone. Digital transformation technologies include the hardware, software, and services to support Digital initiatives. Digital initiatives include Cloud, Big Data, Machine Learning, Artificial Intelligence, Robotics, Augmented and Virtual Reality, Blockchain, Internet of Things, and the overarching service management (Governance, Performance Management, Change Management, Lifecycle Management, and Digital Readiness teams).
Email	<p>Email and related messaging services. This includes:</p> <ul style="list-style-type: none"> • Individual user mailboxes • Mail address books and mailing lists • Shared mailboxes, document databases, or public folders • Gateways to external mail systems such as the Internet • Other mail related services such as mail archiving or spam filtering <p>It includes all the resources required for mail services, including the server installations and software installations and upgrades. It does not include:</p> <ul style="list-style-type: none"> • Instant messaging (IM) • Dedicated groupware and collaboration applications • Document management systems • Business applications
Email Support	Support for email including problem solving, handling mailing lists, mailbox MACs, creating and administering public folders, etc.
End User Computing Discipline	End User Computing provides users with general purpose personal computers, workstations, terminals, thin clients, distributed printing, common office applications, file, print and fax services, and email.

Term	Definition
Enterprise Agility	Enterprise agility is about applying the right delivery model at the right time, which enables an organization to adopt agile and adaptive operating models to accelerate innovation.
First Call Resolution Rate	Incidents that are resolved by the Service Desk on the first call without being passed on to a separate second level support team.
Full Time Equivalent Employee	<p>Full Time Equivalent or FTE represents the effort of one employee or contractor regardless of number of hours worked.</p> <p>Counting Full-Time Equivalents:</p> <ul style="list-style-type: none"> • Half of one person's efforts equals to 0.5 FTE • Half of two person's efforts equals to 1.0 FTE • 1 person may report under several FTE categories • 1 person totals 1 FTE max, regardless of overtime • Allocate work based on the last 12 months <p>An employee (an internal FTE) is employed directly by the client and corresponds to a full-time equivalent.</p>
Handle Time	Time taken to resolve an incident that includes the time that the customer has been connected to the call, the wrap-up time and the documentation that occurs after the call has ended. This may be a temporary workaround or the permanent repair or replacement of a faulty CI (configuration item).
Incident	An incident is defined, following ITIL, as “an event which is not part of the standard operation of a service and which causes or may cause disruption to or a reduction in the quality of services and customer productivity”.
Incident and Problem Priorities	<p>Incident and problem priorities are defined following ITIL based on a combination of urgency and impact:</p> <ul style="list-style-type: none"> • Priority 1 –having a high urgency AND a major impact. For example, when a system, site, or component is inoperative, causing a business function to halt • Priority 2 –having a high urgency OR a major impact – for example a system or component is partially unavailable or experiencing degraded service, or an incident which may have a major impact in the future, but is not currently doing so • Priority 3 –having a low urgency AND a low impact on the business. For example, an incident affecting a single user which does not prevent them from carrying out their main tasks

Term	Definition
Incident Management	<p>Incident Management is defined, following ITIL, as the “process of managing unexpected operational events with the primary objective of returning service to customers as quickly as possible.”</p> <p>Incident Management activities include escalating and re-assigning problems, progress chasing, keeping customers and management informed of progress, producing statistical reports and any associated documentation and record maintenance. Incident Management does not include the effort of resolving incidents – that is normally provided by a Service Desk or through second level support.</p>
Infrastructure	<p>The term infrastructure refers to an enterprise's entire collection of resources including people, hardware, software, networks, data centers, facilities and related equipment used to support, test, operate, monitor, manage and/or support information technology services. In this instance it does not include the resources allocated to Application Maintenance and Development or Business Applications.</p>
Insights	<p>Predictive analytics and Insights derived from robust data and information management enabling effective decision making and proactive digital security and risk management.</p>
Installed Lan Port	<p>Installed ports are all those ports on a switch which has been paid for and installed, regardless of whether they have been activated or are in use.</p>
Installed TB / Installed Disk Storage	<p>Total number of installed TB of Disk Storage is the maximum raw physical capacity of all disk drives including all tiers, technologies (i.e., SAN, NAS, iSCSI, CAS, DASD etc.) and locations (including Disaster Recovery locations).</p>
Internet of Things	<p>Internet of Things is a system of connected computing devices, mechanical/digital machines, objects, and people, each with unique identifiers, to enable to transmission of data over network without requiring human interaction.</p>
IT Management	<p>IT Management includes cross-functional IT responsibilities for strategic management, service/account management (ITSM, Change/Release/Availability Management, Vendor Management), project work, and software tools used to support the IT organization overall.</p>
IT Spend	<p>IT Spend represents the total Information Technology costs within an organization, including IT Infrastructure, Application, and IT Management and Security. The types of spend included are personnel (employees and contractors), hardware and software (depreciation, leases, and maintenance), outsourcing (service provider / managed service contracts), and other (data center facilities/power, supplies, consumables).</p>

Term	Definition
IVR	An Interactive Voice Response (IVR) is a facility provided on some ACDs which provides recorded voice messages to incoming callers and may also collect information about their call by prompting for and collecting information about the nature of their call.
LAN	<p>Local Area Network. A short distance data communications network (typically within a building or campus) used to link computers and peripheral equipment under a form of standard control.</p> <p>Includes switches and routers in data centers that support data between servers and end user devices.</p>
LAN Change	LAN Change analyzes activities such as providing new LAN ports, providing new wireless access points, or updating LAN switches/routers. The subprocess focuses on the network hardware assets and connecting them to the physical cabling infrastructure.
LAN Hardware	Hardware for the Network LAN environment (LAN Switching/Routing, Wireless Access Points, WLAN Controllers, etc.)
LAN Operations	LAN Operations is the effort in day-to-day monitoring and administration of the LAN regardless of the number of changes requested or the number of problems occurring. It includes work such as monitoring the LAN, managing DHCP services, collecting performance information, assessing alerts, and passing incidents to the Service Desk or LAN Support.
LAN Planning and Design	LAN Planning & Design sets the future technical strategy for the LAN (wired and wireless). This includes designing the architecture and configuration of routers/switches, wireless access points and controllers, capacity management and forecasting, planning technical refresh of LAN assets, evaluating hardware and software products for future use, system integration of LAN components, and pre-production network engineering work.
LAN Port	<p>A network port is a process-specific or an application-specific software construct serving as a communication endpoint, which is used by the Transport Layer protocols of Internet Protocol suite, such as User Datagram Protocol (UDP) and Transmission Control Protocol (TCP).</p> <p>A specific network port is identified by its number commonly referred to as port number, the IP address in which the port is associated with and the type of transport protocol used for the communication.</p>

Term	Definition
LAN Support	LAN Support is the work done by network personnel to resolve incidents concerning the LAN which have been passed on from the Service Desk. It also includes work on incidents which were raised as a result of alerts reported by LAN Operations, or incidents reported directly to second level support by users.
Local Service Desk	A Local Service Desk is a decentralized support service, based near users, whose primary role is to provide a first point of support to them. Examples are Tech Bars, walk up support, etc.
Location	One or more buildings within which the computing equipment can communicate without the need of telecommunication services. For example, two adjacent buildings on the same campus count as one location.
Mailbox	A mailbox is the storage location of electronic mail messages associated to an email address found either on a remote server or downloaded to the user's hard drive. A mailbox is an email and messaging related service. It can be an individual or a shared mailbox.
Mainframe Administration and Change	Mainframe Administration and Change analyzes changes made to mainframe environments. Changes are analyzed in six main categories: hardware changes, operating system changes, network software changes, transaction processing software changes, DBMS software changes, and other software changes.
Mainframe Batch Software	Batch is a mainframe CPU (Central Processing Unit) per minute charge, for accumulated minutes, for any job in a JCL (Job Control Language) format and run under the z/OS operating system. The accumulated CPU Batch units do not include the CPU time for any DBMS (Database Management System - DB2 or Adabas) processing that may occur in a submitted job.
Mainframe Capacity	Processing capacity refers to the ability and speed of a processor, and how many operations it can carry out in a given amount of time. These kinds of measurements are critical for those who analyze hardware systems and measure their overall capacity and capabilities.
Mainframe Database	Defined as the provision of database management systems (DBMS) such as Oracle and DB2 on Mainframe platforms. Database management effort is defined as the on-going tasks required to configure and tune a database after it has been installed. Examples include monitoring database logs and performance, adding or removing indices, extending tablespaces, and mapping database storage to physical storage volumes.
Mainframe Disaster Recovery Hardware	Mainframe hardware only for use in the event of a major incident or failure.

Term	Definition
Mainframe Interactive Processing	Mainframe environments in which commands are entered and responded to on-line. Examples include the environments used by developers and IT operations personnel to initiate batch jobs, file transfers or system administration commands.
Mainframe Operations	Defined as mainframe operations and service delivery functions. It includes personnel for ongoing console operations and monitoring and the reconfiguration of processor workload.
Mainframe Operations Software	Mainframe software for Monitoring, Transaction Processing, Interactive Processing, and VM Processing.
Mainframe Planning	Mainframe Planning is defined as the activities which prepare for future changes in the Mainframe environment. This includes capacity planning based on business forecasts and operations statistics, technology evaluation, technical architecture and design, preparations for hardware upgrades, and configuration planning.
Mainframe Processors	Mainframe Processors includes IBM compatible mainframes and proprietary mid-range servers from IBM, HP, Bull, and Unisys. It analyses the hardware assets themselves: their configuration, cost, utilisation, and workload, as well as the processor operations software.
Mainframe Production Control	Mainframe Production Control is the creation, setup and scheduling, of JCL (Job Control Language), scheduling, monitoring, restarting of batch activity on the Mainframe, including file transfers that run as batch. Includes correcting and re-running of batch jobs, handling file transfers at host, day-to-day Production Control job set up, preparation of job control language to operations standards, migration to production status, entry to mainframe services scheduling and job control language maintenance etc.
Mainframe Second Level Support	Mainframe Second Level Support includes investigating and diagnosing incidents concerning mainframe systems, including hardware, operating system and application problems.

Term	Definition
Mainframe Transaction Processing	<p>Transaction Processing systems are those which ensure that a transaction has been completed before committing updates to a database. Common examples include CICS and IMS. Sometimes also known as a transaction processing monitor (TPM), or Online Transaction Processing (OLTP).</p> <p>Transaction Processing software is analyzed in three different subprocesses, depending on how the software is used:</p> <ul style="list-style-type: none"> • TP software used entirely for one mainframe or midrange architecture • TP software used entirely in a Unix or Windows architecture • TP software used to link databases on multiple architectures <p>These subprocesses analyzes the workload of a Transaction Processing system, and the cost of software dedicated to this task. Database management software is reported elsewhere, even if the database software provides transaction processing features.</p>
Management and Tools,	<p>Management and Tools is defined as the effort and assets required to manage IT Operations. This includes both line management and traditional IT management functions:</p> <ul style="list-style-type: none"> • Line management and administration for personnel • Day to day supervision and management of contractors, outsourcers, service providers, and other vendors • Software tools used to improve productivity and utilization in the service • The effort of selecting and managing these tools • Development and support of methods and tools, configuration and asset management
Manual Tape	Manual tape storage relates to devices in which tapes are loaded by hand.
Market Price	Market Price is representative of the service provider unit rate to provide the hardware, software, and personnel (including line management) required to deliver the services scope. The Market Price does not include internal personnel needed to manage and govern the contracted services.
Mean Time to Restore	The mean time to restore service following system failures that result in a service outage. The time to restore includes all time from the occurrence of the failure until the restoral of service.
Middleware	Middleware is defined as software that provides an operating environment for an application, but is not directly used by users. Middleware such as Transaction Processing software is reported within the Mainframe and Server disciplines when it runs entirely within that environment. When it links applications running on different architectures, it is reported as Mainframe Middleware if it is on the Mainframe platform and Servers Middleware if it is on the Server platform.

Term	Definition
Mobile Device	<p>Mobile Device analyzes the inventory of mobile devices that are used to deliver end user computing such as email, browsing and media access. It includes mobile fleet management.</p> <p>A mobile device is a handheld mobile device that is used to deliver end user computing functionality such as email, browsing or media access. Examples of mobile devices are smartphones, tablets, PDAs and palmtops.</p>
Network Attached Storage (NAS)	<p>Network Attached Storage (NAS) is defined as storage which is shared between servers using file-based protocols such as NFS, SMB or CIFS. NAS is provided by a dedicated NAS device or server which does not provide any other functionality. NAS devices have their own network address, (e.g., IP address), and are not accessed via other servers. As well as on-line storage, NAS may provide integrated backup and/or archival to tape.</p>
Network Hardware	<p>Hardware used to provide networking services. Examples might include test tools, network probes, line monitors, or sniffers.</p>
Network System Software	<p>Network software is a range of software aimed at the design and implementation of modern networks. Various types of network software support the creation, calibration and operation of networks.</p>
Office LAN	<p>Local Area Network. A short distance data communications network (typically within a building or campus) used to link computers and peripheral equipment under a form of standard control. Includes switches and routers in Data Centers that support data between servers and end user devices should be included. Office LAN is LAN dedicated to the one or multiple office buildings.</p>
On Premise Software	<p>On-premises software (also known as on-premise, and abbreviated "on-prem") is installed and runs on computers on the premises of the person or organization using the software, rather than at a remote facility such as a server farm or cloud.</p>
Operational Expense (Opex)	<p>Operational Expense (Opex) is an ongoing cost for running a product, business, or system. Its counterpart, a capital expenditure (capex), is the cost of developing or providing non-consumable parts for the product or system. For example, the purchase of a photocopier involves capex, and the annual paper, toner, power and maintenance costs represents opex. For larger systems like businesses, opex may also include the cost of workers and facility expenses such as rent and utilities.</p>
Optical Disk	<p>Includes channel-attached optical storage devices which may be used as an alternative to tiered disk or tape storage.</p>
OS Instance	<p>A case or occurrence of an active Operating System running as a single image on a server or as a virtual machine.</p>

Term	Definition
Outage	Any unplanned disruption to the Availability of a System, Service, Application, Component, or other IT resource. For the absence of doubt, an “unplanned disruption” is any unplanned reduction in Availability, not simply unavailability.
Outsourcing	Outsourcing is a business practice in which certain functions required by the business are performed by outside parties on a contractual basis. Many companies outsource important functions, including IT work, to control costs.
Offshore	Employees or contractors situated abroad, for the purpose of taking advantage of lower costs or less stringent regulations.
P1 - P3 / Priority 1 to Priority 3	<p>Incident and problem priorities are defined following ITIL based on a combination of urgency and impact:</p> <ul style="list-style-type: none"> • Priority 1 –having a high urgency AND a major impact. For example, when a system, site, or component is inoperative, causing a business function to halt • Priority 2 –having a high urgency OR a major impact – for example a system or component is partially unavailable or experiencing degraded service, or an incident which may have a major impact in the future, but is not currently doing so • Priority 3 –having a low urgency AND a low impact on the business. For example, an incident affecting a single user which does not prevent them from carrying out their main tasks
PBX infrastructure	A PBX (private branch exchange) is a telephone system, a PBX works as the exchange point and point for routing calls and switches voice calls between handsets and local telephone lines, allowing many handsets to share several external phone lines.
Personnel Costs	<p>Is reported as annual payroll costs for personnel:</p> <p>Base salary</p> <ul style="list-style-type: none"> • Overtime payments • Employment tax and insurance (employers’ contribution to insurance, social security or other employment taxes) • Other benefits (such as pension contributions, company car leases or allowances, mortgage subsidies, bonuses, etc.) <p>It does not include cost for work-related travel or other costs incurred by the employer in providing facilities (office space, computer etc.) and equipment for the employees to perform their functions.</p>
Planned Service Time	The number of hours per week during which the system / network must be available to meet the agreed service level.

Term	Definition
Problem Management	<p>Problem Management is defined, following ITIL, as the “process that identifies the root cause of defects, actual and potential.”</p> <p>The Problem Management activities described in ITIL concentrate much more on preventing a problem re-occurring, in contrast to Incident Management (which is focused on resolving an incident after it has occurred). Problem Management activities include post fix review, trend analysis, and investigating ways of preventing problem recurrence.</p>
Processor Cores	A processor core (or simply “core”) is an individual processor within a CPU. Many computers today have multi-core processors, meaning the CPU contains more than one core.
Project Effort – Coding	The coding phase is associated with detailed programming design, creation of program code, build, unit and integration testing.
Project Effort – Design	The design phase is associated with data, process, logical and object modelling. These activities define how a piece of software will meet the objectives outlined in a requirements specification or other output from the strategy and planning phase. It includes use case construction, data dictionary definition and other software design activities.
Project Effort – Implement	The implement phase is associated with moving the application into a state where it is ready for deployment, including versioning, building the release, writing documentation, and final testing of the release in the development and test environment before it is moved into production.
Project Effort – Requirements	The requirements phase includes inception, development of a business case, defining: what the application is required to do; fixed technical constraints; functional and non-functional requirements; and documentation of the requirements.
Project Effort – Strategy and Planning	The strategy and planning phase includes preparing for future changes to the application environment, forecasting demand of the current application environment, aligning application strategy to business strategy, performing gap analyses and interdependencies, and producing migration plans.
Project Effort – Sustain	The sustain phase includes gathering and analyzing user feedback, reviewing the performance of production applications, and supporting the application release/update activities.
Project Effort – Testing	The testing phase is associated with setting up a test environment, developing test scripts, system testing, performance testing, QA and supporting user acceptance testing.
Provision Time	Time taken from the date of approved service request to the actual provision of the device.
Recovery Time	A measurement of the time duration to restore service following an outage.

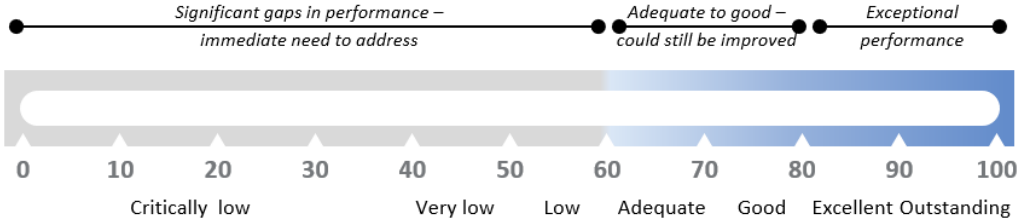
Term	Definition
Refresh	The upgrading and/or replacing of Equipment and Software during the Term. Refresh cycle is the amount of time a device is kept in service before replacement.
RPA and Cognitive Automation	<p>Robotic Process Automation (RPA) is a form of business process automation technology, leveraging software robots and artificial intelligence workers to complete assigned tasks/scripts.</p> <p>Cognitive automation combines Robotic Process Automation with Artificial Intelligence and Cognitive computing to extend and improve automation implementations.</p>
SAN	<p>A Storage Area Network (SAN) is a network that links disk arrays and tape drives between servers and mainframes, using block-based protocols rather than file-based protocols. Technologies such as fiber-channel, iSCSI or IP-over fiber-channel may be used by the network. ISG defines SAN hardware as the devices connecting storage and host, including switches, directors, routers, hubs and specialty appliances etc. which are fiber channel (FC) or FICON based, but excluding cabling.</p> <p>Ethernet switches, routers, ports, etc. which would be managed and captured in the Network discipline (LAN), which clients may also leverage for connecting IP network based storage devices (iSCSI disk and NAS filers), should not be captured in the Storage SAN infrastructure costs or volumes.</p> <p>Software costs for SANs, including storage virtualization software that runs on network base storage virtualization appliances, are included, but collected separately from hardware costs.</p>
SaaS	A method of software delivery and licensing in which software is accessed online via a subscription, rather than bought and installed on individual computers.
Second Level Support	Second level support personnel are those IT personnel whose primary role is the operational management of a hardware or software platform, but who are partly responsible for resolving incidents or diagnosing problems. They are not responsible for acting as the first point of support for users.
Security	The management of IT security, including the creation of security policies, security audits and user administration.

Term	Definition
Server Administration and Change	Server Administration and Software Change is the work of installing, maintaining and tuning operating systems, system monitors, transaction processing systems, database systems (DBMS), middleware and applications necessary to operate production, development and test servers.
Server Batch Processing and Job Scheduling	Batch processing is processing that proceeds without user interaction once it has been initiated. Batch jobs may be initiated automatically (using cron or a third party job scheduling utility, for example) or manually by a user. Typical batch jobs include automated backup of data, batch updates to databases, production of complex reports etc.
Server Database	Server Databases analyzes the provision of database management systems (DBMS) such as Oracle and DB2 on Server platforms. Database management effort is defined as the on-going tasks required to configure and tune a database after it has been installed. Examples include monitoring database logs and performance, adding or removing indices, extending tablespaces, and mapping database storage to physical storage volumes.
Server Hardware Change	A Server Hardware Change (Install/Move/Add/Change) is defined as adding, installing, moving, relocating, changing, upgrading, replacing, returning to stores, disposal or retirement of a server. The effort includes receiving of new goods, packing and/or unpacking the physical system, installing or re-installing it, adding peripherals such as network cards, tape drives, etc. and testing that the hardware works.
Server Hardware Maintenance	Server Hardware Maintenance covers the personnel activity for the repair, upgrade and replacement of server hardware. Such activities include the replacement of failed components or peripherals (network cards, IDE disk controllers, etc.), the installation of new hardware and fault-finding of hardware problems.
Server Monitoring and Supervision	Server Monitoring and Supervision covers the operational tasks associated with the monitoring of servers and applications. It includes responding to real-time alerts, the reconfiguration of processor workload, killing rogue programs and the monitoring tools associated. It does not include time spent solving problems, which is part of 2nd Level Support.
Server Planning and Design	Server Planning and Design is defined as planning future needs for server systems (both logical and physical servers), agreeing specifications and refresh cycles, evaluating products, defining hardware architectures, testing software for compatibility, system engineering, system integration, definition of standard configurations and so on.
Server Processors	Server Processors analyzes Unix, Windows and Linux servers, concentrating on hardware assets, but also including system software licenses. Includes the server hardware (physical server, components and racking/frame), and server system software (operating system, anti-virus, etc.),

Term	Definition
Server Provisioning	Server provisioning means providing a new logical server in response to a request from the business (or from another IT department). It includes both the procurement and installation of a new physical server, and/or or the setting up of a new logical server on an existing physical server. It is the “Add” part of Server Hardware MACs (Move/Add/Change). It excludes requests to move servers, upgrade either hardware or software, or retire servers.
Server Second Level Support	Server Second Level Support is for second level problem resolution of server systems. Include servers, but not for PCs, terminals and distributed printers. Exclude activities for Middleware, Databases and Business Applications.
Server Software Distribution	Server Software Distribution is the automatic distribution (either push or pull) of software packages. It includes the packaging of a release/s through the automatic distribution system, settings the distribution parameters, defining which servers will receive the package, scheduling requirements, resolving any errors with the automated distribution, etc.
Service Desk	Service Desk means the people and facilities that serve as the initial point of contact for authorized Users for technical support for Incidents and Service Requests. Examples are Help Desks and IT Call Centers. Service desks may be centralized or located locally to users.
Service Desk Software & Software Tools	<p>Service Desk software tools include:</p> <ul style="list-style-type: none"> • Contact logging or trouble ticketing software, such as Remedy ARS, Peregrine Service Centre, Vantive, Siebel Clarify, or Support Magic • Knowledge base or support knowledge management systems such as KnowledgeBroker, Microsoft Technet, ServiceWare, Knowledge Base by Lotus, Support on Site, Micro House, or Knowledge Centre • Call reception software, and any software directly relating to ACDs, IVR, or similar • Self-service software, such as internal web sites for entering support requests and searching incident or knowledge databases • Workforce management software for forecasting and scheduling personnel
Service Desk Ticket	A ticket is a record of an incident or a service request recorded by the service desk. Number of tickets can be lesser than number of contacts, because not all contacts result in a ticket.
Service Provider	Service Provider is the seller and delivery entity of IT services to the Customer. Often referred to as Provider or Vendor.

Term	Definition
Service Request	<p>A contact made by a customer requesting a new or changed service. Service requests differ from incidents in that they do not record a failure or defect in the IT systems.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • An order for equipment, software or a consumable (e.g., printer toner) • A request for a report to be modified • A request to move a piece of equipment from one location to another • A request to extend the availability of a service • A request for a password resets, a change to a user access rights or a request for a new user id
Software Defined WAN (SD-WAN)	<p>A software-defined wide area network (SD-WAN) is a wide area network that utilizes software components to control network operations. Specific management software virtualizes networking hardware in the same way that hypervisors and other components virtualize data center operations.</p>
Storage Archive	<p>Archiving moves data into a separate environment and then indexes it and makes it searchable as well as readily retrievable. Backup is designed to provide a layer of data protection in case of corruption or deletion.</p>
Storage Backup and Restore	<p>Storage Backup and Restore analyzes the centralized function of backing up server (mainframe and/or midrange) data – that is, the process of making copies of data and storing them securely so that they can be restored if the original is lost or corrupted. It also includes restoring data from backup copies when requested.</p>
Storage Change	<p>Storage Change analyzes the work done in-house or by outsourcers in making changes to the Storage environment – for example, hardware MACs, hardware maintenance, software/firmware distribution, installation, upgrades, fixes, patches etc. Includes FTEs for adding new or replacing old tape drives to a library, adding new drives to hard disk subsystems, provisioning new capacity or unallocated capacity for disk or changing disk allocations, etc.</p>
Storage Disaster Recovery	<p>Storage Disaster Recovery is the process, policies and procedures related to preparing for recovery or continuation of technology infrastructure critical to an organization after a natural or human-induced disaster. Disaster recovery is a subset of business continuity.</p>
Storage Operations	<p>Storage Operations is the daily operations and monitoring of performance and capacity, tuning of system software, management software and performance monitoring software, managing security, encryption and virtualization solutions within the Storage environment.</p>

Term	Definition
Storage Planning and Design	Storage Planning and Design analyzes the work done by in-house personnel or by outsourcers to manage the technical architecture and capacity of the Storage environment. Activities include agreeing specifications and refresh cycles, evaluating products, defining and designing hardware architectures, testing software for compatibility, system engineering, system integration, definition of standard configurations, preparing for future changes to the Storage environment, security and virtualization, DR solutions, capacity and performance planning.
Storage Support	Second level incident and problem resolution of all SAN Infrastructure, Disk Storage and Non Disk Storage hardware and software applications, system firmware and operating systems. It does not include incidents resolved via a scheduled upgrade or as part of planned maintenance then only the diagnosis should be included here, and the implementation effort should be included in Storage Change.
Technologies@Scale	At its core, the ability to adopt emerging technologies @ scale enables an organization to increase innovation and productivity through a seamless physical-digital integration of humans, processes, systems, and machines.
Telecommunications	Telecommunications, also known as telecom represents the electronic exchange of information between different geographical locations, including voice, data, and video transmission. The vast majority of cost would be associated with telecom companies, but it is possible for an organization to own their own dedicated fiber line or microwave transmission devices.
Thin Client	A thin client is a single-user computing device that provides basic data entry and retrieval functions for a range of applications, but not the full service of a personal computer. Examples are NCs, Xterminals, Windows Based Terminals (WBTs), dumb terminals.
Tiered Disk	Tier Disk analyses on-line magnetic disk storage and the activities involved in supporting it. Tiered disk is typically defined by tiers of disk storage, with the highest level classified as “mission critical” storage and the lowest level classified as “mass” or “online archive” storage.
Total Cost of Ownership	Total Cost of Ownership includes the hardware, software, personnel (including line management), and purchased services required to deliver the services scope.
Turnover	Employee turnover is a term that applies to employees who leave the company due to termination or moving on to another position outside the company or IT department.

Term	Definition
User	<p>A person who uses the IT resources provided and does work on behalf of the company. Counting the number of user ids for network logon is normally a good way to count users. It should typically include employees, temporary workers, on-site subcontractors and outsourcers. Include IT personnel and outsourcers in the count of users if they make use of IT infrastructure services such as desktop computing, the network, and the Service Desk. Do not normally include customers of the business who use IT facilities such as the company's web site.</p>
User Experience Index	<p>The User Experience Index provides a user satisfaction score across key IT services, including Service Desk, Workplace Services, and Workplace Tools. The score is based on a 100-point scale where:</p> <ul style="list-style-type: none"> • 0-60 reflects low satisfaction with performance gaps to address; • 60-80 reflects adequate/good satisfaction with some improvement opportunities to address; and • 80-100 reflects excellent/outstanding satisfaction with exceptional performance  <p>The diagram shows a horizontal scale from 0 to 100. The scale is divided into three main sections: 0-60 (light gray), 60-80 (medium blue), and 80-100 (dark blue). Above the scale, three labels with arrows indicate performance levels: 'Significant gaps in performance – immediate need to address' (0-60), 'Adequate to good – could still be improved' (60-80), and 'Exceptional performance' (80-100). Below the scale, specific score ranges are labeled: 0-10 (Critically low), 10-20 (Very low), 20-30 (Low), 30-40 (Adequate), 40-50 (Good), 50-60 (Excellent), 60-70 (Outstanding), 70-80 (Outstanding), 80-90 (Outstanding), and 90-100 (Outstanding).</p>
Virtualized Desktop	<p>Virtual desktop is a software instance running on a server which may be accessed via a web-interface, thin-client, personal computer, smartphone, mobile device, etc. to deliver end user computing functionality.</p>
Virtual Tape	<p>Virtual tape solutions generally represent disk storage as virtual tape libraries, drives and tape volumes. They leverage the faster performance and random access of disk to facilitate and speed backups and recoveries for servers. They are often positioned in the server storage environment as an intermediate backup layer before data is sent to physical tape for long term retention.</p> <p>Virtual tape solutions in the mainframe environment can be used for backup as well, but are also used for primary copies of data that are used in production and operations with real-time access requirements, archiving requirements, data sharing from other customer, partner, and department locations and migration of data from older legacy tape formats to newer formats with higher density and which are easier to support.</p>

Term	Definition
Voice	The Voice service provides basic voice telephony and associated services such as voicemail. It includes PBXs, Centrex services, VoIP, call managers, and voice mail servers. It excludes call charges (transport) for cellular or mobile phones, pagers, and the voice facilities provided to a contact center such as ACDs, IVR, or CIT.
Voice Change	Voice Change analyzes the effort in making changes to the Voice network. It includes both simple and complex installs, moves, adds, and changes (IMACs).
Voice Handset	Handset is the end-point voice instrument used by a user for communicating with another party via a voice network (PSTN or IP). Including PBX, Centrex and VoIP. The handset definition does not include: FAX machines, dedicated answering machines, voice mail systems or interactive voice response (IVR) systems.
Voice Operations	Voice Operations is the effort in day-to-day monitoring and administration of the Voice Services regardless of the number of changes requested or the number of problems occurring. It includes work such as monitoring the Voice traffic on the LAN (VoIP), managing PBX and Voice hardware & software services, collecting performance information, assessing alerts, and passing incidents to the Service Desk or Voice Support.
Voice Planning and Design	Voice Planning and Design analyzes the effort involved in preparing the future configuration of the Voice network. Examples include future planning of voice technical architecture, capacity management of voice and voicemail systems, research into and evaluation of hardware and software products for future use and specifying future needs.
Voice Support	Voice Support is the work done to resolve incidents concerning the Voice network. It also includes acting on alerts raised by Voice console equipment that are passed on by the Operations Team.
VoIP	Voice over Internet Protocol (also voice over IP, VoIP or IP telephony) is a methodology and group of technologies for the delivery of voice communications and multimedia sessions from a source to a destination using IP (Internet Protocol) networks.
WAN	The Wide Area Network (WAN) is the part of a data network that links different locations (e.g. beyond a metropolitan area). Hardware components might include routers, encryption modules, multiplexers (e.g. WDM, CWDM, DWDM), modems, packet switches (PSE), frame relay switches (FRSE), protocol converters, network management and monitoring systems. Software includes network system software, cryptography and protocol conversion; planning, inventory, documentation or administrative software.

Term	Definition
WAN Change	WAN Change analyzes the installation and maintenance of WAN Switches and Routers. Both hardware and software changes are included.
WAN Operations	WAN Operations is ongoing daily operation of the Wide Area Network, such as monitoring consoles and network management systems, or collecting performance information.
WAN Planning and Design	WAN Planning and Design sets the future technical strategy for the WAN. This includes designing the architecture and configuration of switches, multiplexers, and routers, capacity management and forecasting, capacity management concerning telecoms circuits and network transports, planning technical refresh of WAN assets, evaluating hardware and software products for future use, system integration of WAN components, and pre-production network engineering work.
WAN Support	WAN Support is second level support activity the work done to resolve incidents concerning the WAN that have been passed on from the Service Desk. It also includes work on incidents that were raised as a result of WAN Operations, or incidents reported directly to WAN Support by users.
Wireless LAN	A wireless local area network (WLAN) is a local area network (LAN) that doesn't rely on wired Ethernet connections. A WLAN can be either an extension to a current wired network or an alternative to it.
Workplace Services	Workplace Services is defined as providing users with general purpose personal computers, workstations, terminals, thin clients, distributed printing, Common Office Applications, file, print and fax services, and email.
Workplace Services Device	Workplace Services Device collectively means all Mobile and Desktop Devices. It can be a personal computer, a thin client or a mobile device. Printers are not included in the count of workplace service devices. Therefore, if a user is provided with a desktop personal computer, a laptop, a tablet with touch screen only (e.g. iPad) and smartphone to do their job, this counts as four workplace service devices.
Workplace Services Hardware Maintenance	The work of finding, repairing or replacing desktop hardware such as personal computers, thin clients, tablets, PDAs and distributed printers.

Term	Definition
Workplace Services Planning and Design	Desktop Planning and Design is defined as planning future needs for desktop systems (both personal computers and thin clients), agreeing on specifications and refresh cycles, evaluating products, defining hardware architectures, testing software for compatibility, creating standard configurations (including virtual desktop masters), and system integration of non-standard components.
Workplace Services Software Distribution	The work of installing, updating, or removing software on personal computers. Includes manual software installation, preparation of releases for electronic software distribution, and execution of electronic software distribution. It includes operating system and support software, office and business applications.