

Proposal of a Model for the Definition, Prioritization and Optimization of Indicators

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ABSTRACT

Context: The definition and prioritization of indicators is now a common reality and an integral part of the evolution of the strategic, technical and business processes of any organization, whether public or private. **Purpose:** This paper aims to propose a new model regarding the definition and prioritization of indicators, investigating the definition and prioritization models currently adopted by academia and industry, analyzing the context of the proposed strategies against the traditional view of indicator definition currently adopted. In addition, this work aims to conduct a survey with organizations that have a well-defined indicator management process, seeking to identify customer expectations with a new indicator management model proposed by this work. **Method:** To gather evidence, we defined a methodology that relates the literature review and an exploratory case study with the application of an experiment. Driven by a set of research questions, this methodology will comprise four main phases: planning, literature review, experiment execution, and documentation of results. The method used is supported by some techniques, such as Design Thinking, Design Sprint and the Cynefin Framework. **Results:** The analysis of the results was carried out in two different ways: Through the verification of the achievement of specific objectives and through a questionnaire applied to assess the degree of perception of all employees who participated in the work. Regarding the specific objectives, it is clear that most of the objectives were achieved. Regarding the applied questionnaire, it is clear that, although the collaborators do not have adequate knowledge regarding the conceptual and practical aspects of some approaches used in the proposed model, there was a general perception that the model, in fact, supported top management for decision making. For professionals, although the proposed model has a restricted scope, that is, it does not serve all types of organizations. **Conclusion:** The model proposed in this work proved to be effective, considering that the indicators were defined, prioritized and optimized with a focus on the user experience. As future work, we intend to expand the scope of the model's performance, evaluating business indicators in line with IT indicators.

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A. Appendix

A.1. Indicators identified in the organization

Table 1: List of indicators identified in the organization

Indicator	Description
Requirements Indicators	
Rework Percentage of Business Vision Document (DVN)	Indicator responsible for measuring the number of DVNs that needed to be adjusted, after validation by the business manager.
Percentage of Demands with Requirements Specification	Indicator responsible for measuring the number of demands related to the development of systems that required the Requirements Specification.
Average Approval Time	Indicator responsible for measuring how long a requirement took to be validated and approved by the business manager.
Traceability	Indicator responsible for measuring traceability between requirements and projects, between requirements and processes and between requirements and other requirements.
Performance indicators	
Average time between development phases	Indicator responsible for measuring how long a demand related to system development remains in each of the development phases.
Average Time to Start of Service	Indicator responsible for measuring the average time that a demand takes to start its service.
Productivity Index by Area	Indicator responsible for measuring how much a development team can produce (team productivity), for a certain period of time.
ROI	Indicator responsible for measuring the relationship between the amount of money the company won or lost and the amount of money that was invested.
Market Share	Indicator responsible for measuring the degree of participation of a company in the market in which it operates.
Customer Acquisition	Indicator responsible for measuring the number of customers that the company managed to acquire in a given period.
Churn Rate	Indicator responsible for measuring the number of customers that your company lost in a given period.
Clients satisfaction	Indicator responsible for measuring the degree of contentment of customers with the products or services that the company offers.
Failure Index	Indicator responsible for measuring the number of errors made by employees by time period and by resolved demand.
Employees training	Indicator responsible for measuring the number of employees who have undergone company training.
Percentage of Action Plans Completed on Time	Indicator responsible for measuring the percentage of action plans that were completed on time.
Percentage of PDTI Executed up to the Current Period	Indicator responsible for measuring the percentage of objectives and strategic actions defined in the IT Master Plan (PDTI) that have been completed so far.
Risk Indicators	
Risks of Technical Problems (RPT)	Indicator responsible for measuring the risk related to technical problems, such as configuration of the development environment, automation of tools and agile process, etc.
Percentage of Projects with Risk Analysis	Indicator responsible for measuring how many projects the risk analysis was carried out on.
Technological risks (RT)	Indicator responsible for measuring the risks related to the technology to be developed and the technology used to develop the solution.
Percentage of Risks Realized	Indicator responsible for measuring how many risks identified, in each project, were realized during the execution of the project.
Test Indicators	
Testing Effectiveness Percentage	Indicator responsible for measuring how effective the execution of tests was on a given demand, after it was implemented.

Indicator	Description
Percentage of Demands with Test	Indicator responsible for measuring the number of demands that were submitted to the test process, before being implemented.
Percentage of Failed Demands with Test	Indicator responsible for measuring the number of demands that were not approved by the business manager, after being submitted to the testing process.
Percentage of Automated Tests	Indicator responsible for measuring the number of tests that were performed in an automated way.
Test Case Efficiency Index	Indicator responsible for measuring the size of the test case specification in relation to the requirement specification.
Test Case Specification Type	Indicator responsible for measuring the different types of test steps that structure the flow of the test case.
Template Compliance Percentage	Indicator responsible for measuring the number of test cases that are in accordance with the model defined for the project.
Percentage of Untested Demands	Indicator responsible for measuring the number of test cases that are in accordance with the model defined for the project.
Percentage of Bugs by Function Point	Indicator responsible for measuring the percentage of bugs in relation to the number of function points, by demand, system or service.
Percentage of Demands Failed by the Test	Indicator responsible for measuring the percentage of demands that failed the test.
Average Test Cycles	Indicator responsible for measuring the average test cycles performed on demand.
Percentage of Bugs by Severity	Indicator responsible for measuring the percentage of bugs by severity (low, medium, high, preventive).
Percentage of Bugs by Resolution	Indicator responsible for measuring the percentage of bugs by resolution (open, reopened, non-correctable, etc.).
Service Operation Indicators	
Compliance with ANS Compliance Incidents	Indicator responsible for measuring the percentage of incidents that are attended within the time agreed in the Service Level Agreement (ANS).
Percentage of ANS Compliance by Service	Indicator responsible for measuring the percentage of ANS compliance for each service provided by the IT area for the business area.
Interaction by Status	Indicator responsible for measuring the number of interactions defined by status of the interaction management process (Categorization, Work in Progress, Review).
Incident by Status	Indicator responsible for measuring the number of incidents defined by status of the incident management process (Categorization, Investigation, Review).
Status Request	Indicator responsible for measuring the number of service requests defined by status of the request fulfillment management process (Request, Service, Review).
Percentage of Critical Incidents	Indicator responsible for measuring the percentage of critical incidents in relation to the total number of open incidents.
Percentage of Incidents by Priority	Indicator responsible for measuring the percentage of incidents by priority (high, medium and low).
Average Incident Response Time	Indicator responsible for measuring the average time of handling incidents.
Average Request Attendance Time	Indicator responsible for measuring the average time of fulfillment of Requisitions.
Percentage of Overtime Consumption by Period	Indicator responsible for measuring overtime consumption by time period.
Service Availability (Channels)	Indicator responsible for measuring the percentage of availability of the service channels service in relation to the agreed service time.
Service Availability (SPB)	Indicator responsible for measuring the percentage of payment service availability in relation to the agreed service time.
Service Availability (PLD)	Indicator responsible for measuring the percentage of availability of the money laundering prevention service in relation to the agreed service time.

Indicator	Description
Service Availability (Exchange)	Indicator responsible for measuring the percentage of exchange service availability in relation to the agreed service time.
Service Availability (Ombudsman)	Indicator responsible for measuring the percentage of availability of the ombudsman service in relation to the agreed service time.
Deployment Indicators	
Percentage of Normal Implants Rejected	Indicator responsible for measuring the percentage of requests rejected during the assessment by the Implementation Committee in the period and reducing the number of requests for deployments with errors submitted to the Implementation Committee.
Percentage of Rejected Emergency Deployments	Indicator responsible for measuring the percentage of emergency requests rejected during the assessment by the Emergency Implementation Committee in the period and reducing the number of requests submitted to the Emergency Implementation Committee.
Percentage of Emergency Deployments	Indicator responsible for measuring the percentage of emergency requests implemented per period in relation to other types of implementation requests.
Deployment Success Percentage	Indicator responsible for measuring the percentage of deployments successfully executed in the period.
Deployment Return Percentage	Indicator responsible for measuring the percentage of deployments executed and returned in the period, that is, deployments in which it was necessary to execute the expected return solution.
Percentage of Corrections in Deployments	Indicator responsible for measuring the percentage of deployments performed with the need to correct procedures or elements of the deployment package.
Percentage of Return on Results	Indicator responsible for measuring the return percentage of the technical areas on the results of the implementations carried out in the period.
Percentage of Managers' Satisfaction	Indicator responsible for measuring the percentage of positive responses from managers regarding the satisfaction of deployments in relation to the total responses in the period.
Satisfaction Response Percentage	Indicator responsible for measuring the percentage of managers who responded to the satisfaction survey on deployments in relation to the total number of surveys sent.
Percentage of Unavailability and Failures	Indicator responsible for measuring the percentage of implemented implementations that generated incidents in the period.
Quantity of Deployments by Execution Situation	Indicator responsible for measuring the number of deployments per situation (Successfully Deployed, Deployed with Correction, Canceled, Returned, etc.).
Planning and Control Indicators	
Quantity of Contracts by Executive Board and Departmental Areas	Indicator responsible for measuring the number of contracts in force by directors and departmental areas.
Quantity of Contracts per Maturity	Indicator responsible for measuring the number of current contracts that are close to expiring.
Average Number of Days per Contracting Phase	Indicator responsible for measuring the average number of days that the process remains at each stage of contracting planning.
Monitoring Budget Execution (Expenses and Investments)	Indicator responsible for measuring the percentage of the requested amount and budgeted amount for the amount executed, in the technology area, on a monthly basis.
Percentage of Fragilities Overcome and Overcoming	Indicator responsible for measuring the percentage of weaknesses that have won or are close to winning.
Percentage of Improvements Overdue and Overdue	Indicator responsible for measuring the percentage of improvements that have won or are close to winning.
Quantity of Weaknesses by Responsible Area	Indicator responsible for measuring the number of weaknesses that are open per responsible area.
Quantity of Fragilities by Origin	Indicator responsible for measuring the number of weaknesses that are open by origin (BACEN, internal audit, contracted audit, self-assessment, etc.).

Indicator	Description
Quantity of Weaknesses by Situation and Criticality	Indicator responsible for measuring the number of weaknesses per situation (in progress, suspended, completed) and criticality (low, medium, high).
Demand Indicators	
Average Time to Respond to Demands	Indicator responsible for measuring the average time of meeting demands.
Percentage of Canceled and Paid Demands	Indicator responsible for measuring the percentage of claims that were canceled, but had to be paid.
Percentage of Demands in Homologation for more than 10 days	Indicator responsible for measuring the percentage of demands that are awaiting approval for more than 10 days.
Percentage of Demands in Homologation by System	Indicator responsible for measuring the percentage of demands that are awaiting approval by system.
Percentage of Demands in Homologation by Period	Indicator responsible for measuring the percentage of demands that are awaiting approval for a certain period of time (biweekly, monthly, quarterly, etc.).
Percentage of Demands in Homologation by Executive Board	Indicator responsible for measuring the percentage of demands that are awaiting approval by the board.
Percentage of Demands Demanded and Suspended	Indicator responsible for measuring the percentage of demands that have been requested and that have been suspended, by departmental areas.
Percentage of Demands Tested by Incidents	Indicator responsible for relating the number of demands tested by the number of incidents that are opened. It is expected that, as the number of demands tested increases, the number of incidents will decrease.
Percentage of Quality	Indicator responsible for relating the quantity of tested and untested demands.
Data Indicators	
Average Data Quality Score per Instance	Indicator responsible for measuring the degree of data quality per instance of the databases.
Percentage of Data Quality by Category	Indicator responsible for measuring the percentage of data quality by category (Bad, Regular, Good, Very Good, Excellent)
Percentage of Demands in Homologation for more than 10 days	Indicator responsible for measuring the percentage of demands that are awaiting approval for more than 10 days.
Percentage of Demands in Homologation by System	Indicator responsible for measuring the percentage of demands that are awaiting approval by system.
Percentage of Demands in Homologation by Period	Indicator responsible for measuring the percentage of demands that are awaiting approval for a certain period of time (biweekly, monthly, quarterly, etc.).
Percentage of Demands in Homologation by Executive Board	Indicator responsible for measuring the percentage of demands that are awaiting approval by the board.
Percentage of Demands Demanded and Suspended	Indicator responsible for measuring the percentage of demands that have been requested and that have been suspended, by departmental areas.
Project Indicators	
Quantity of Projects per Performance Evaluation	Indicator responsible for classifying projects according to the category related to the execution time (On time, possible delay, late and overdue).
Quantity of Projects per Manager	Indicator responsible for quantifying the number of projects that are under the responsibility of each manager.
Project Completion Percent	Indicator responsible for measuring the planned completion percentage in relation to the completed percentage.
Term Performance Index	Indicator responsible for measuring the progress of the project in relation to the pre-established schedule.
Process Indicators	
Process Compliance Percentage	Indicator responsible for measuring the degree of compliance achieved by each evaluated process, within a certain period.
IT Compliance Percentage	Indicator responsible for measuring the degree of compliance achieved through the average compliance of all IT processes.
Percentage of Non-Conformities in Treatment	Indicator responsible for measuring the percentage of non-conformities that are being treated, through an action plan.

A.2. Indicators to be analyzed

Table 2: List of indicators to be analyzed

Indicator	Description	Reference
Requirements Indicators		
Traceability (R)	Indicator responsible for measuring traceability between requirements and projects, between requirements and processes and between requirements and other requirements.	[6], [11]
Average Approval Time (TMA)	Indicator responsible for measuring the average time spent by the requesting area to approve the requirements raised by the technical area.	[12], [13]
Performance indicators		
ROI	Indicator responsible for measuring the relationship between the amount of money the company won or lost and the amount of money that was invested.	[8], [2]
Market Share (MS)	Indicator responsible for measuring the degree of participation of a company in the market in which it operates.	[8], [2]
Customer Acquisition (AC)	Indicator responsible for measuring the number of customers that the company acquired in a given period.	[8], [2]
Churn Rate (CR)	Indicator responsible for measuring the number of customers that your company lost in a given period.	[8], [2]
Customer Satisfaction (SC)	Indicator responsible for measuring the degree of contentment of customers with the products or services that the company offers.	[8], [2]
Failure Index (IF)	Indicator responsible for measuring the number of errors made by employees by time period and by resolved demand.	[8], [2]
Staff Training (TF)	Indicator responsible for measuring the number of employees who have undergone company training.	[8], [2]
Percentage of Action Plans Completed on Time	Indicator responsible for measuring the percentage of action plans that were completed on time.	[8], [2]
Percentage of PDTI Executed up to the Current Period	Indicator responsible for measuring the percentage of strategic objectives and actions defined in the IT Master Plan (PDTI) that have been completed until the moment.	[8], [2]
Test Indicators		
Test Case Efficiency Index (IECT)	Indicator responsible for measuring the size of the test case specification in relation to the requirement specification.	[1]
Type of Test Case Specification (TECT)	Indicator responsible for measuring the different types of test steps that structure the flow of the test case.	[1]
Template Compliance Percentage (PCT)	Indicator responsible for measuring the number of test cases that are in accordance with the model defined for the project.	[1]
Percentage of Untested Demands	Indicator responsible for measuring the number of test cases that are in accordance with the model defined for the project.	[1]
Percentage of Bugs by Function Point	Indicator responsible for measuring the percentage of bugs in relation to the number of function points, by demand, system or service.	[1]
Percentage of Demands Failed by the Test	Indicator responsible for measuring the percentage of demands that were failed by the test.	[1]
Average Test Cycles	Indicator responsible for measuring the average test cycles performed on demand.	[1]
Percentage of Bugs by Severity	Indicator responsible for measuring the percentage of bugs by severity (low, medium, high, preventive).	[1]
Percentage of Bugs by Resolution	Indicator responsible for measuring the percentage of bugs by resolution (open, reopened, uncorrectable, etc.).	[1]
Risk Indicators		
Technical Problem Risks (RPT)	Indicator responsible for measuring the risk related to technical problems, such as configuration of the development environment, automation of tools and agile process, etc.	[1]

Indicator	Description	Reference
Technological Risks (RT)	Indicator responsible for measuring the risks related to the technology to be developed and the technology used to develop the solution.	[1]
Service Operation Indicators		
Compliance with Incidents for Compliance with ANS	Indicator responsible for measuring the percentage of incidents that are attended within the term agreed in the Service Level Agreement (ANS).	[3], [10]
Percentage of ANS Compliance by Service	Indicator responsible for measuring the percentage of ANS compliance for each service provided by the IT area for the business area.	[3], [10]
Interaction by Status	Indicator responsible for measuring the number of interactions defined by status of the interaction management process (Categorization, Work in Progress, Review).	[3], [10]
Incident by Status	Indicator responsible for measuring the number of incidents defined by status of the incident management process (Categorization, Investigation, Review).	[3], [10]
Request by Status	Indicator responsible for measuring the number of service requests defined by status of the request fulfillment management process (Request, Service, Review).	[3], [10]
Percentage of Critical Incidents	Indicator responsible for measuring the percentage of critical incidents in relation to the total number of open incidents.	[3], [10]
Percentage of Incidents by Priority	Indicator responsible for measuring the percentage of incidents by priority (high, medium and low).	[3], [10]
Average Incident Response Time	Indicator responsible for measuring the average incident response time.	[3], [10]
Average Request Attendance Time	Indicator responsible for measuring the average Request Attendance time.	[3], [10]
Percentage of Overtime Consumption by Period	Indicator responsible for measuring overtime consumption by period of time.	[3], [10]
Service Availability (Channels)	Indicator responsible for measuring the percentage of availability of the service channels in relation to the agreed service time.	[3], [10]
Service Availability (SPB)	Indicator responsible for measuring the percentage of payment service availability in relation to the agreed service time.	[3], [10]
Service Availability (PLD)	Indicator responsible for measuring the percentage of availability of the money laundering prevention service in relation to the agreed service time.	[3], [10]
Service Availability (Exchange)	Indicator responsible for measuring the percentage of exchange service availability in relation to the agreed service time.	[3], [10]
Service Availability (Ombudsman)	Indicator responsible for measuring the percentage of availability of the ombudsman service in relation to the agreed service time.	[3], [10]
Deployment Indicators		
Percentage of Rejected Normal Deployments	Indicator responsible for measuring the percentage of requests rejected during the assessment by the Deployment Committee in the period and reducing the number of requests for deployments with errors submitted to the Deployment Committee.	[4], [10]
Percentage of Rejected Emergency Deployments	Indicator responsible for measuring the percentage of emergency requests rejected during the assessment by the Emergency Deployment Commission in the period and reducing the number of requests submitted to the Emergency Deployment Commission.	[4], [10]
Percentage of Emergency Deployments	Indicator responsible for measuring the percentage of emergency requests deployed per period in relation to other types of deployment requests.	[4], [10]
Percentage of Successes in Implementations	Indicator responsible for measuring the percentage of implementations successfully executed in the period.	[4], [10]
Percentage of Return from Deployments	Indicator responsible for measuring the percentage of deployments carried out and returned in the period, that is, deployments in which it was necessary to execute the expected return solution.	[4], [10]

Indicator	Description	Reference
Percentage of Corrections in Deployments	Indicator responsible for measuring the percentage of deployments performed with the need to correct procedures or elements of the deployment package.	[4], [10]
Percentage of Return of Results	Indicator responsible for measuring the percentage of return of the technical areas on the results of the implementations carried out in the period.	[4], [10]
Percentage of Managers' Satisfaction	Indicator responsible for measuring the percentage of positive responses from managers regarding the satisfaction of deployments in relation to the total responses in the period.	[4], [10]
Percentage of Satisfaction Response	Indicator responsible for measuring the percentage of managers who responded to the satisfaction survey on deployments in relation to the total number of surveys sent.	[4], [10]
Percentage of Unavailability and Failures	Indicator responsible for measuring the percentage of implemented implementations that generated incidents in the period.	[4], [10]
Quantity of Deployments by Situation in Execution	Indicator responsible for measuring the number of deployments by situation (Deployed Successfully, Deployed with Correction, Canceled, Returned, etc.).	[4], [10]
Planning and Control Indicators		
Quantity of Contracts by Department and Departmental Areas	Indicator responsible for measuring the number of contracts in force by department and departmental areas.	[9], [10]
Quantity of Contracts per Expiration	Indicator responsible for measuring the number of current contracts that are close to expiring.	[9], [10]
Average Number of Days per Contracting Phase	Indicator responsible for measuring the average number of days that the process remains at each phase of contracting planning.	[9], [10]
Monthly Expense Monitoring	Indicator responsible for measuring the percentage of the requested amount and budgeted amount for the amount executed, in the technology area, on a monthly basis.	[9], [10]
Percentage of Weaknesses Overdue and Overcome	Indicator responsible for measuring the percentage of weaknesses that overdue and overcome.	[9], [10]
Percentage of Improvements Overdue and Overcome	Indicator responsible for measuring the percentage of improvements that overdue and overcome.	[9], [10]
Quantity of Weaknesses by Responsible Area	Indicator responsible for measuring the number of weaknesses that are open by responsible area.	[9], [10]
Quantity of Weaknesses by Origin	Indicator responsible for measuring the number of weaknesses that are open by origin (BACEN, internal audit, contracted audit, self-assessment, etc.).	[9], [10]
Quantity of Weaknesses per situation and Critically	Indicator responsible for measuring the number of weaknesses per situation (in progress, suspended, completed) and critically (low, medium, high).	[9], [10]
Demand Indicators		
Average Time to Respond to Demands	Indicator responsible for measuring the average time to respond to demands.	[4], [10]
Percentage of Canceled and Paid Demands	Indicator responsible for measuring the percentage of demands that were canceled, but had to be paid.	[4], [10]
Percentage of Demands Approved for more than 10 days	Indicator responsible for measuring the percentage of demands that are awaiting approval for more than 10 days.	[4], [10]
Percentage of Demands in Homologation by System	Indicator responsible for measuring the percentage of demands that are awaiting homologation by system.	[4], [10]
Percentage of Demands in Homologation by Period	Indicator responsible for measuring the percentage of demands that are awaiting homologation for a certain period of time (biweekly, monthly, quarterly, etc.).	[4], [10]
Percentage of Demands in Homologation by Board	Indicator responsible for measuring the percentage of demands that are awaiting homologation by board.	[4], [10]

Indicator	Description	Reference
Percentage of Demands Demanded and Suspended	Indicator responsible for measuring the percentage of demands that have been requested and that have been suspended by departmental areas.	[4], [10]
Percentage of Demands Tested by Incidents	Indicator responsible for relating the number of demands tested by the number of incidents that are opened. It is expected that, as the number of demands tested increases, the number of incidents will decrease.	[4], [10]
Percentage of Quality	Indicator responsible for relating the number of tested demands and untested demands.	[4], [10]
Data Indicators		
Average Data Quality Score per Instance	Indicator responsible for measuring the degree of data quality per instance of the databases.	[5], [10]
Percentage of Data Quality by Category	Indicator responsible for measuring the percentage of data quality by category (Bad, Regular, Good, Very Good, Excellent)	[5], [10]
Percentage of Demands Approved for more than 10 days	Indicator responsible for measuring the percentage of demands that are awaiting approval for more than 10 days.	[5], [10]
Percentage of Demands in Homologation by System	Indicator responsible for measuring the percentage of demands that are awaiting homologation by system.	[5], [10]
Percentage of Demands in Homologation by Period	Indicator responsible for measuring the percentage of demands that are awaiting homologation for a certain period of time (biweekly, monthly, quarterly, etc.).	[5], [10]
Percentage of Demands in Homologation by Board	Indicator responsible for measuring the percentage of demands that are awaiting homologation by board.	[5], [10]
Percentage of Demands Demanded and Suspended	Indicator responsible for measuring the percentage of demands that have been requested and that have been suspended, by departmental areas.	[5], [10]
Project Indicators		
Quantity of Projects by Performance Evaluation	Indicator responsible for classifying projects according to the category related to the execution period (On time, possible delay, late and overdue).	[7]
Quantity of Projects per Manager	Indicator responsible for quantifying the number of projects that are under the responsibility of each manager.	[7]
Percentage of Project Completion	Indicator responsible for measuring the percentage of planned completion in relation to the percentage of completion accomplished.	[7]
Term Performance Index	Indicator responsible for measuring the progress of the project in relation to the pre-established schedule.	[7]
Process Indicators		
Percentage of Compliance by Process	Indicator responsible for measuring the degree of compliance achieved by each evaluated process, within a certain period.	[4], [10]
Percentage of IT Compliance	Indicator responsible for measuring the degree of compliance achieved through the average of compliance of all IT processes.	[4], [10]
Percentage of Non-Conformities in Treatment	Indicator responsible for measuring the percentage of non-conformities that are being treated, through an action plan.	[4], [10]

A.3. Indicators to be analyzed (after the filter made by the board)

Table 3: List of indicators to be analyzed (after the filter made by the board)

Indicator	Description	Reference
Performance indicators		
Percentage of PDTI Executed up to the Current Period	Indicator responsible for measuring the percentage of strategic objectives and actions defined in the IT Master Plan (PDTI) that have been completed so far.	[8], [2]
Test Indicators		

Indicator	Description	Reference
Percentage of Untested Demands	Indicator responsible for measuring the number of test cases that are in accordance with the model defined for the project.	[1]
Service Operation Indicators		
Average Incident Response Time	Indicator responsible for measuring the average incident response time.	[3], [10]
Percentage of Overtime Consumption by Period	Indicator responsible for measuring overtime consumption by period of time.	[3], [10]
Service Availability (Channels)	Indicator responsible for measuring the percentage of availability of the service channels in relation to the agreed service time.	[3], [10]
Service Availability (SPB)	Indicator responsible for measuring the percentage of payment service availability in relation to the agreed service time.	[3], [10]
Service Availability (PLD)	Indicator responsible for measuring the percentage of availability of the money laundering prevention service in relation to the agreed service time.	[3], [10]
Service Availability (Exchange)	Indicator responsible for measuring the percentage of exchange service availability in relation to the agreed service time.	[3], [10]
Service Availability (Ombudsman)	Indicator responsible for measuring the percentage of availability of the ombudsman service in relation to the agreed service time.	[3], [10]
Deployment Indicators		
Percentage of Corrections in Deployments	Indicator responsible for measuring the percentage of deployments performed with the need to correct procedures or elements of the deployment package.	[4], [10]
Percentage of Managers' Satisfaction	Indicator responsible for measuring the percentage of positive responses from managers regarding the satisfaction of deployments in relation to the total responses in the period.	[4], [10]
Percentage of Satisfaction Response	Indicator responsible for measuring the percentage of managers who responded to the satisfaction survey on deployments in relation to the total number of surveys sent.	[4], [10]
Percentage of Unavailability and Failures	Indicator responsible for measuring the percentage of implemented implementations that generated incidents in the period.	[4], [10]
Planning and Control Indicators		
Monitoring Budget Execution (expenditure and investment)	Indicator responsible for measuring the percentage of the requested amount and budgeted amount for the amount executed, in the technology area, on a monthly basis.	[9], [10]
Demand Indicators		
Average Time to Respond to Demands	Indicator responsible for measuring the average time to respond to demands.	[4], [10]
Project Indicators		
Percentage of Project Completion	Indicator responsible for measuring the percentage of planned completion in relation to the percentage of completion accomplished.	[7]
Term Performance Index	Indicator responsible for measuring the progress of the project in relation to the pre-established schedule.	[7]

Indicator	Description	Reference
Process Indicators		
Percentage of Non-Conformities in Treatment	Indicator responsible for measuring the percentage of non-conformities that are being treated, through an action plan.	[4], [10]

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