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**Never mind the quality,  
feel the width**



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# Agenda

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**Why bother with metrics?**

**What makes a metric effective?**

**Top down approach to metric design**

**Practical examples – good and bad**





# Quotable quotes

**If you can't measure it, you can't manage it!**

**There are 3 kinds of lies:**

**Lies, damned lies and statistics.**

**Separate scientific studies have proven that**

- 68.379% of statistics are made up on the spot**
- 47.478% of statistics are wrong.**

**Statistics: the only science that enables different experts using the same figures to draw the different conclusions.**





# Why bother?

- Form the basis for decisions
  - Identify whether the service is
    - cost-effective
    - meeting agreed targets within predicted workload levels
    - responsive to changing needs
  - Prompt action
  - Trigger a positive attitude
- ....but only if the metrics are effective*

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# Elements

Measuring

VS

Reporting

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I keep six honest serving-men  
(They taught me all I knew).  
Their names are **What** and **Why** and **When**,  
and **How** and **Where** and **Who**.

Rudyard Kipling, *The Elephant's Child* (1902)





# What makes a metric effective?

## Reactive

- show what happened
- after the event

## Proactive

- advance warning of significant events
- enable preventive action  
(for example SLA targets at risk);

## Forward scheduled

- showing proposed and planned activities





# Measurement types

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- Performance against service level targets  
non-compliance against the SLA  
security breach
- Workload characteristics  
volume  
resource utilization
- Performance  
following major events
- Trend information
- Satisfaction analysis





# Examples

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	Reactive	Proactive	Forward schedule
Performance against target	SLA target missed	SLA target at risk	Predicted impact of improvements
Workloads	Last month's call volumes	Reasons for differences	Predicted benefits of problem mgt.
After major events	The impact of a virus	Risk analysis / lessons learned	More changes planned
Trends	Workload changes over time	Capacity reaching limits	Projected capacity increase
Satisfaction	Survey results	Analysis of complaints	Planned improvements





# Reporting – who for

## Customer

- senior customers / stakeholders
- end users

## Internal

- business relationship managers
- senior managers
- process owners
- service delivery managers and staff
- supplier managers

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# Reporting – format

## Impact

**emphasis**

**perspective**

**ease of use**

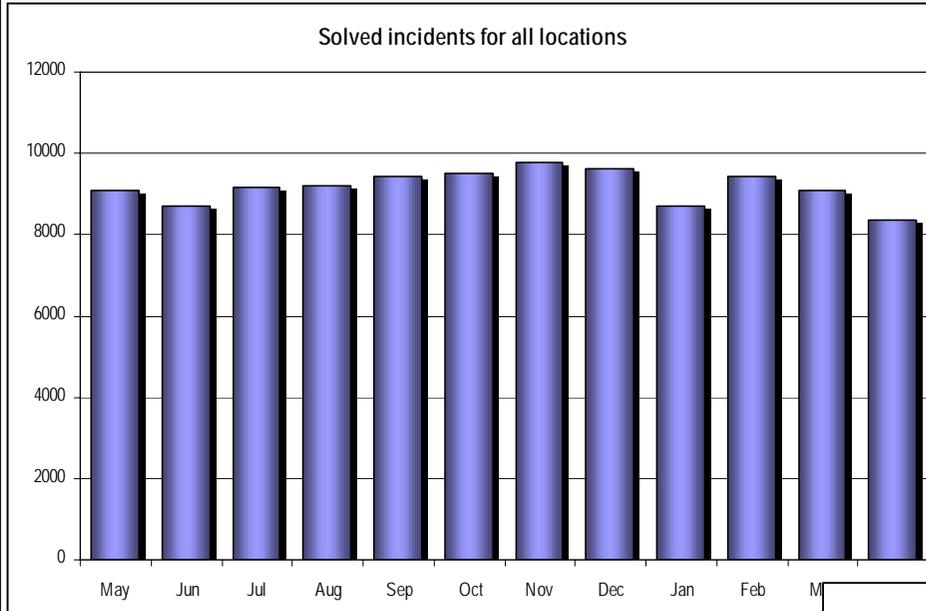
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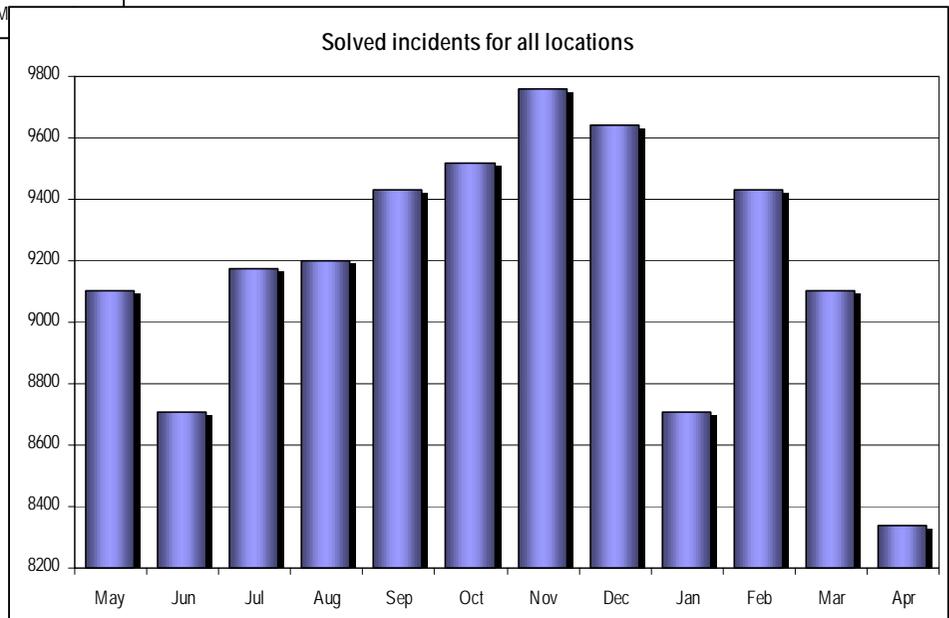


# Impact and emphasis

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Which "Solved Incidents" report would you use?  
..and when would you use it?

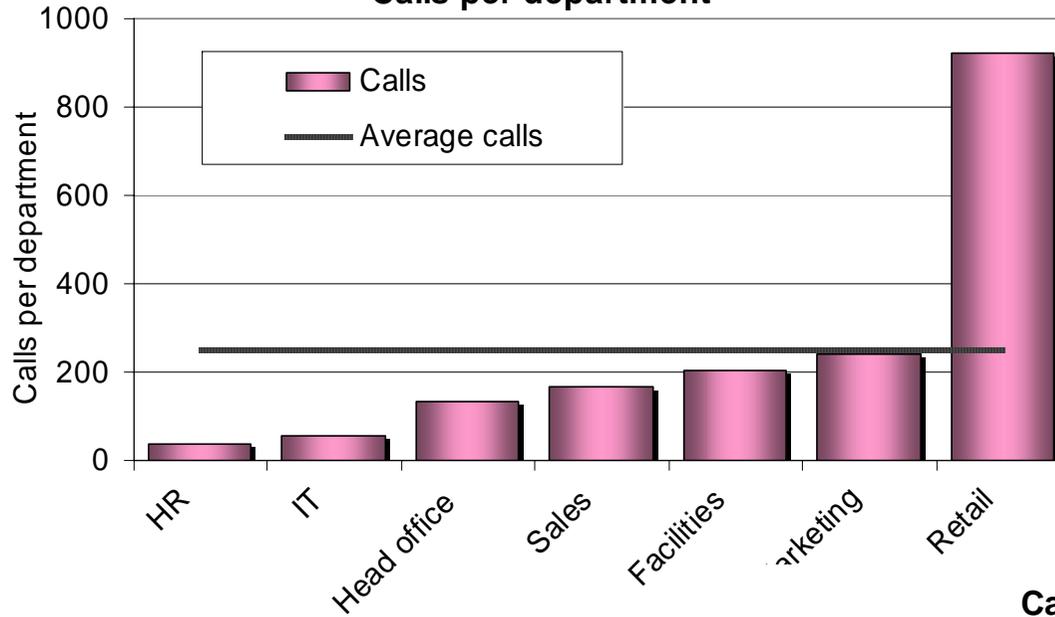




# Impact & perspective

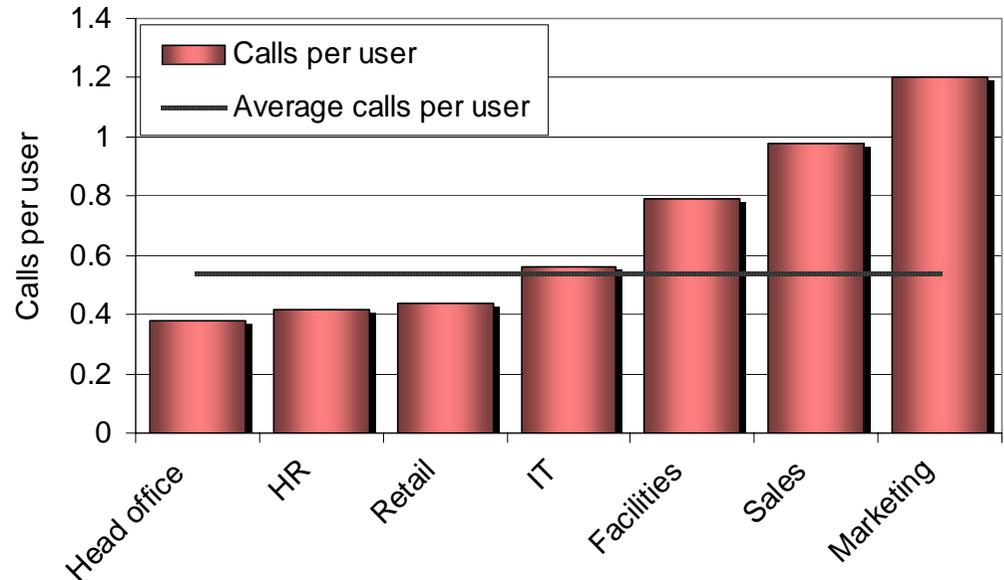
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### Calls per department



Shows differences

### Calls per user by department



Adds value

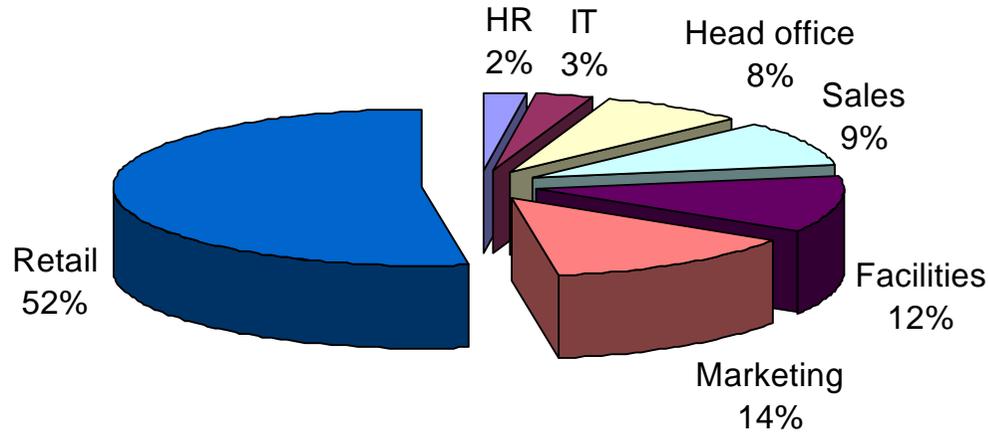




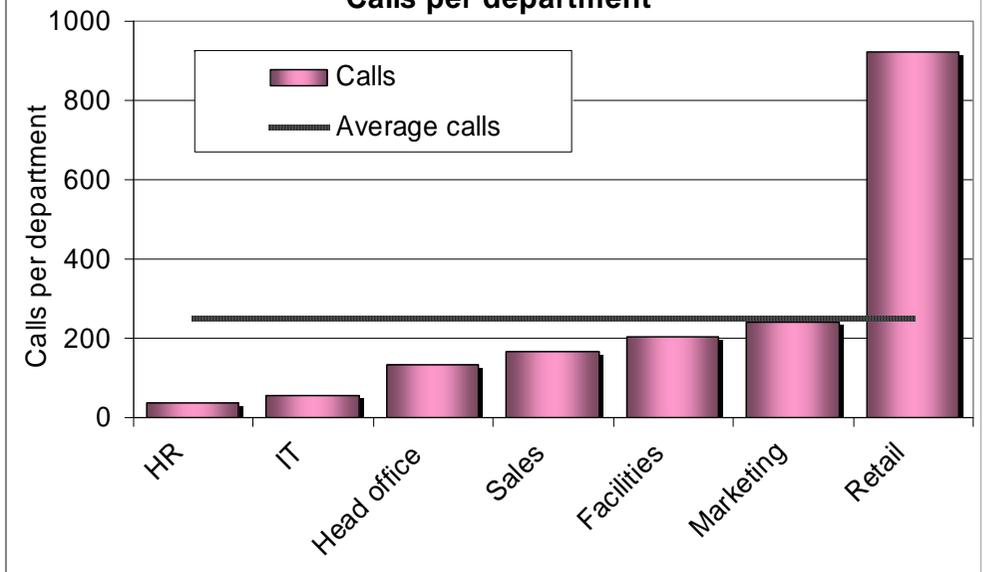
# Impact & ease of use

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### Calls per department



### Calls per department

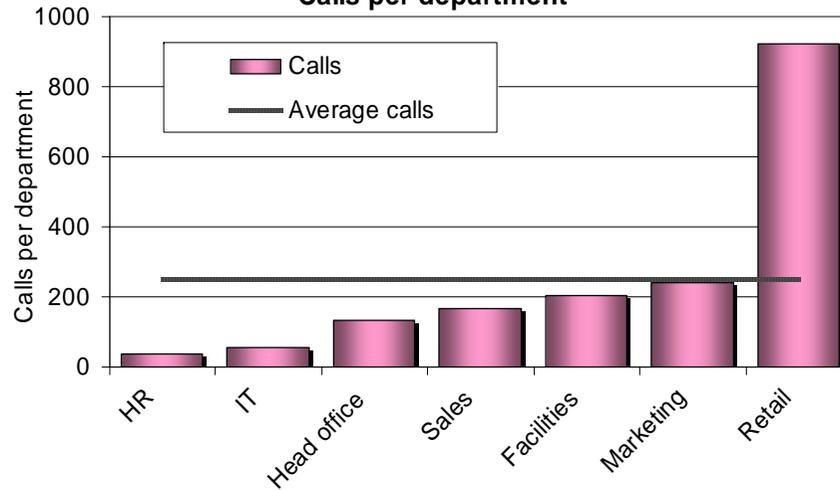




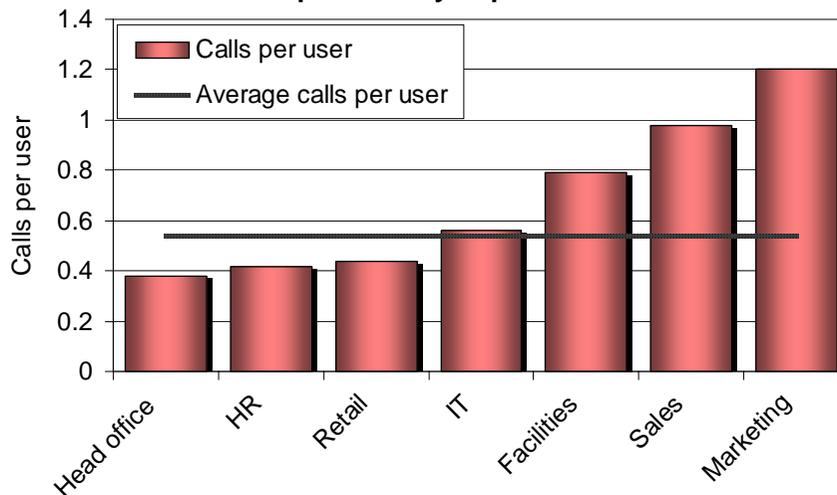
# Impact & format

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**Calls per department**



**Calls per user by department**



Department	Department size	Calls logged	Calls per person
HR	88	36	0.41
IT	96	54	0.56
Sales	165	162	0.98
Marketing	210	252	1.2
Facilities	273	216	0.79
Head Office	379	144	0.38
Retail	2229	936	0.42
	3440	1800	0.52





# Top down approach: hierarchy

**Policy**

Overall direction of a service provider expressed by senior management.

**Process**

Activity using resources to transform inputs to outputs

**Procedure**

The specified way to carry out a process

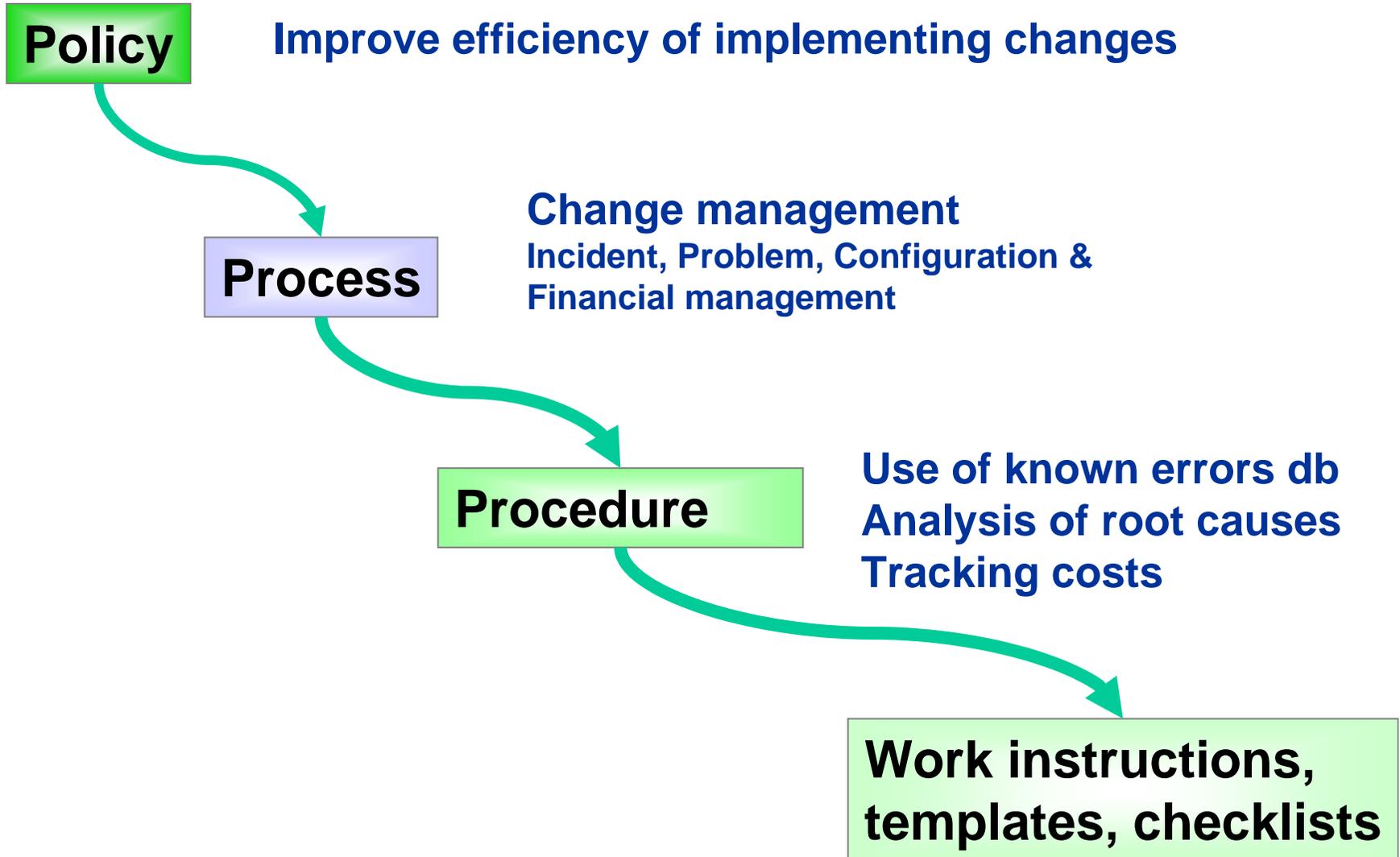
**Work instructions, templates, checklists**

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# Example



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# Examples of what to measure

## COBIT

### Key Goal Indicators

**‘What has to be achieved’**

- Reduced number of errors introduced into systems due to changes
- Reduced number of disruptions (loss of availability) caused by poorly managed change
- Reduced impact of disruptions caused by change
- Reduced level of resources and time required as a ratio to number of changes
- Number of emergency fixes

### Key Performance Indicators

**‘How well the process is performing’**

- Number of different versions installed at the same time
- Number of software release and distribution methods per platform
- Number of deviations from the standard configuration
- Number of emergency fixes for which the normal change management process was not applied retroactively
- Time lag between the availability of the fix and its implementation
- Ratio of accepted to refused change implementation requests





# Top down approach: service

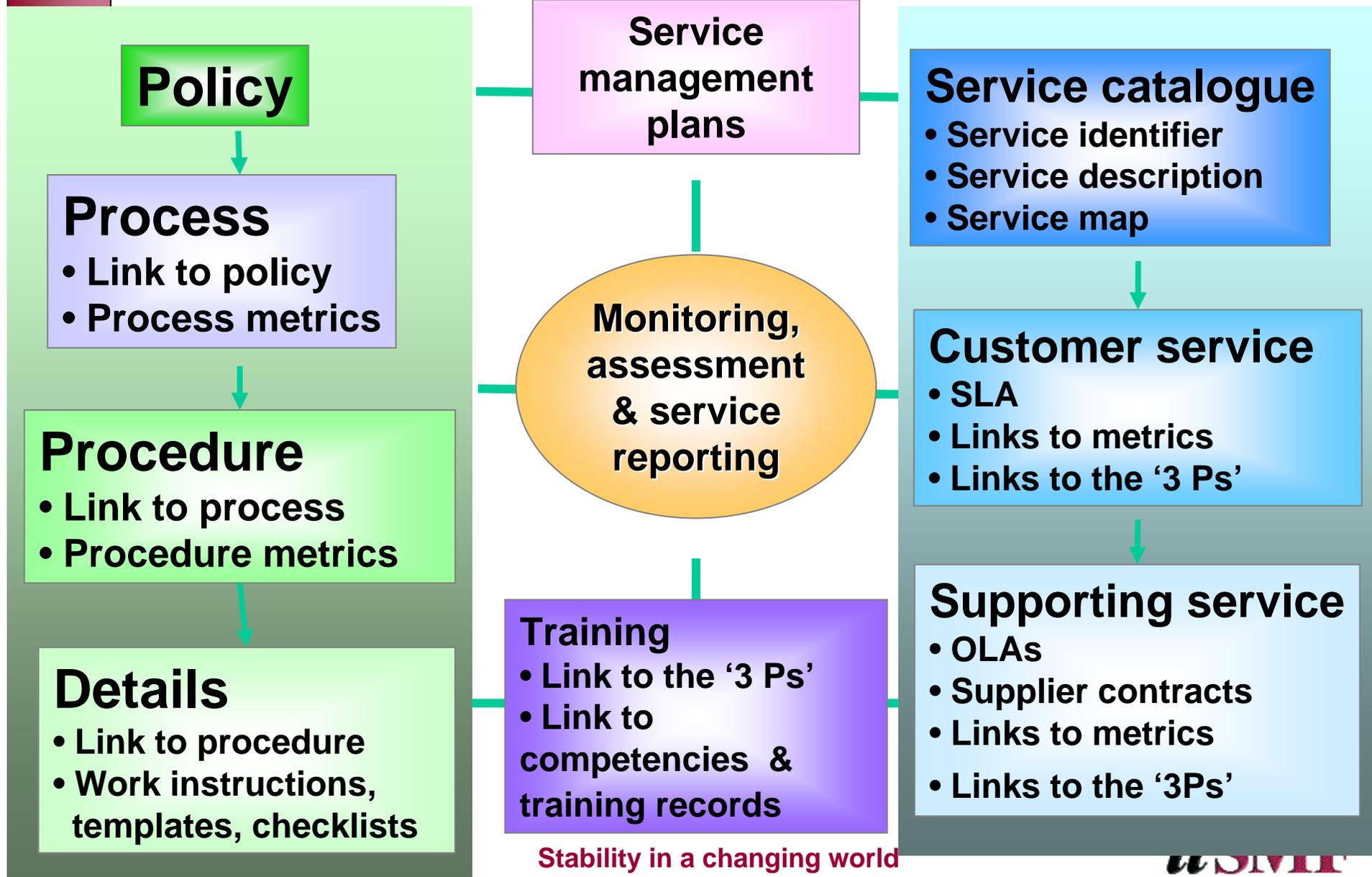
Service catalogue

Customer service  
(SLAs)

Supporting service  
(OLAs & contracts)

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# Affecting behaviour

*‘...report only what is important’*

*..... ‘What is reported must be important’*

Can be unpredictable

Defence & attack

- avoidance
- undermining tactics

The right balance

- single targets are usually too narrow
- many targets too confusing
- two or three can give balance

Measuring satisfaction can give balance





# Summary

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**Measure the RIGHT things for the RIGHT reasons—  
don't just measure something because you can**

**Understand the target audience for the metrics  
and the purpose for reporting it.**

**Simply reporting on the past is interesting but not  
particularly useful**

