

MEASURING ITIL: MEASURING, REPORTING AND MODELING - THE IT SERVICE MANAGEMENT METRICS THAT MATTER MOST TO IT SENIOR EXECUTIVES

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6.3 Why These Metrics (KPIs) Matter

The KPIs described earlier are critical to managing and controlling Change Management activities. The following table lists each Change Management KPI and the question it is trying to answer:

KPI	Question Being Answered
Change Efficiency Rate	How efficient are we at handling changes?
Change Success Rate	How effective are we at handling changes?
Emergency Change Rate	What percentage of changes were emergencies?
Change Reschedule Rate	How well do we implement changes on schedule?
Average Process Time Per Change (Days)	How long does the average change take?
Unauthorized Change Rate	What percentage of changes bypassed the Change process?
Change Incident Rate	What percentage of changes caused incidents?
Change Labor Workforce Utilization	How much available labor capacity was used to handle and coordinate changes?
Change Management Tooling Support Level	How well does our current tool set support Change Management activities?
Change Management Process Maturity	How well do we execute our Change Management practices?

Program Design

In this work step, design tasks take place to identify the metrics that will be used, definitions, key assumptions and calculations. Identification of how each metrics will be sourced, what reporting tools, report and dashboard templates will also take place. Processes for collection, and reporting will be designed and roles and responsibilities for these will also be identified.

A list of tasks for this work step is as follows:

Design Tasks	Program Leader	Process Owner	Metrics Analyst	Program Sponsor	Stakeholder(s)	Tool Architect	Tool Technician	Technical Writer
<i>Governance</i>								
Identify ITSM Program Metrics	A	C	R	S	C	C	I	I
Define Assumptions and Calculations	A	C	R	C	C	C	I	I
Design Metrics Reports and Dashboards	A	C	C	S	C	C	C	I
Agreed GUI and Dashboards	A	C	C	S	C	C	C	I
<i>Organization</i>								
Define Program Roles and Responsibilities	A	C	C	S	C	C	I	I
Define Program Skills	A	C	C	S	C	C	I	I
Identify Program Training Requirements	A	C	C	S	C	C	C	I
Identify Stakeholder Review Committee	A	C	I	S	C	I	I	I
Develop Program Communications Plan	A	C	I	S	C	I	I	I
<i>Process</i>								
Develop Metrics Collection	A	C	R	I	C	C	C	I