



Keeping Score

Measuring ITSM Performance

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Road Map

- Introduction
- ITSM performance measurement
- Research findings
- Factors influencing selection of metrics
- Prescriptions
- Q & A





Introduction



Research Team


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Sponsors







How do you measure ITSM performance ?


Common responses

"We are more interested in maturity and comparing against others"

Qualitative measures
??!!

"We are not mature enough"

How do we measure services?





Research

Methods

- Survey on ITSM benefits and metrics
- 6 case studies
- Quantitative analysis of surveys
- Content analysis of case studies

Outcomes

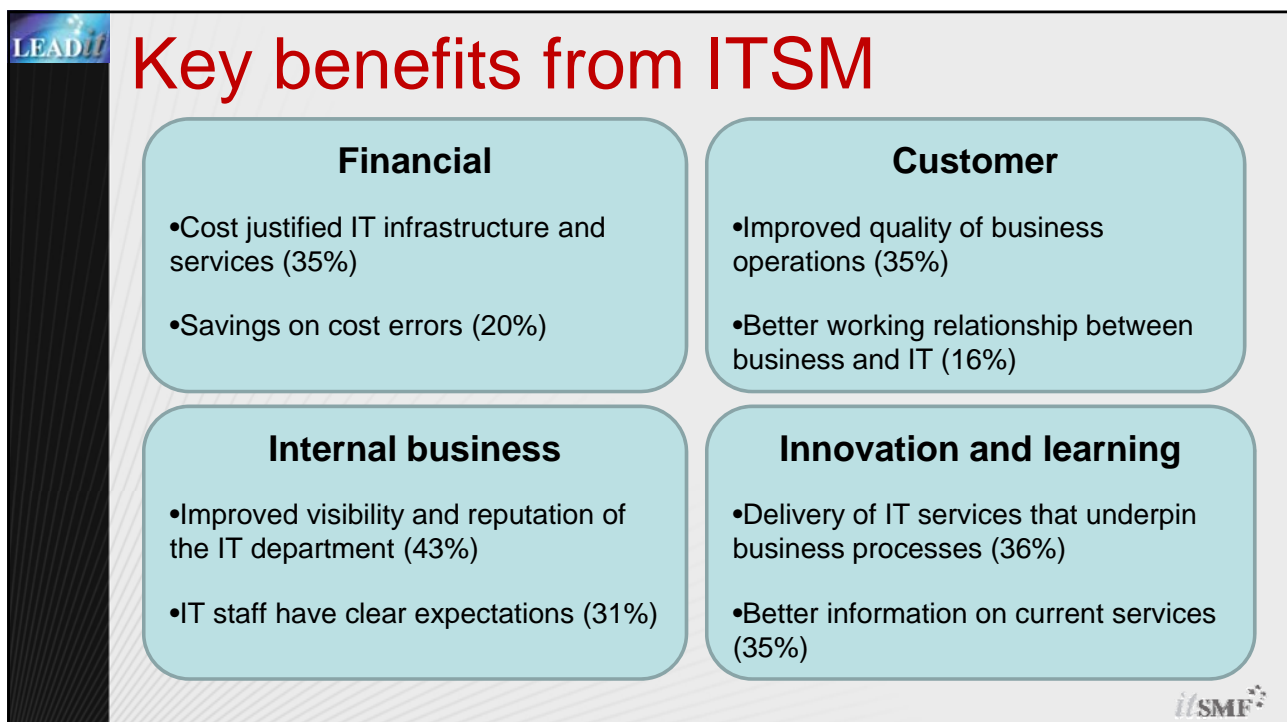
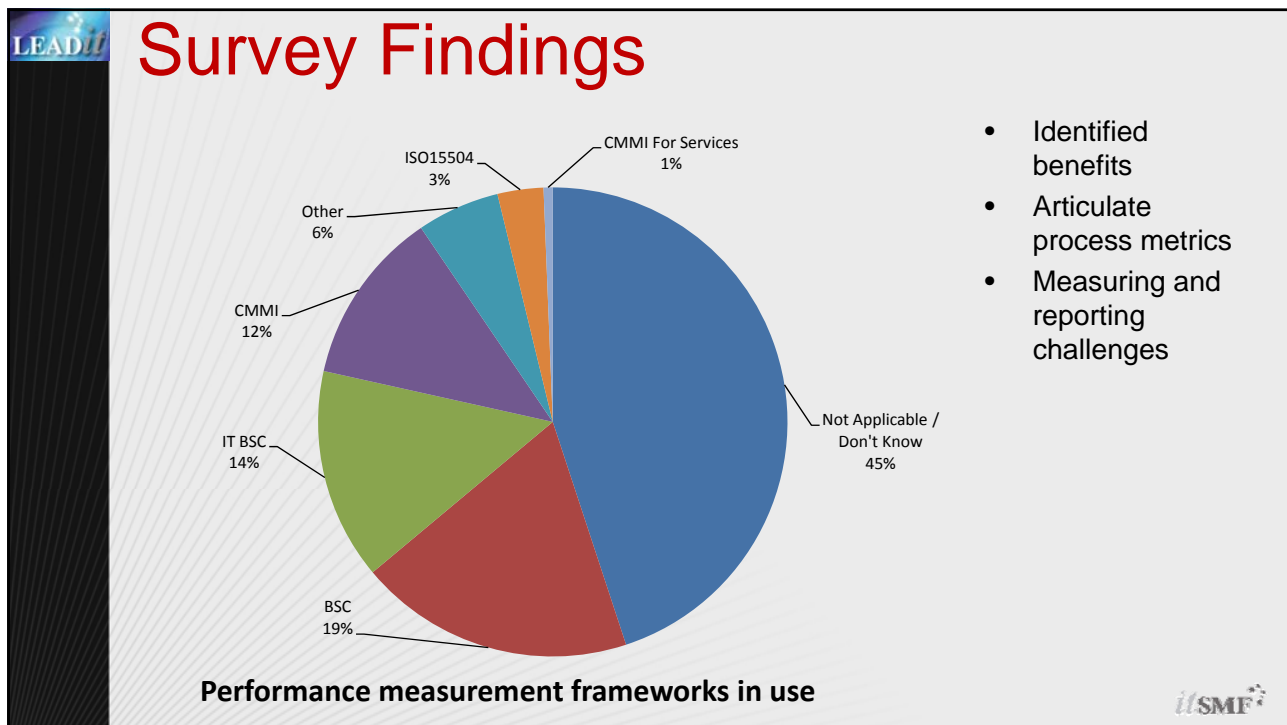
- Research results




Survey Demographics

- 263 respondents from a population of 2085 itSMF Members
- From a spread of organisation sizes in both the public and private sectors
- A wide cross section of organisation positions with more than half holding managerial roles










Benefits from 3 ITSM Processes


Financial
Change management benefits (3%) <i>"Reduction in the cost to deliver services"</i> (ID #211)
Incident management benefits (4%) <i>"Understanding service delivery costs"</i> (ID #74)
Problem management benefits (2%) <i>"Reduce IT spend"</i> (ID #155)



Benefits from 3 ITSM Processes

Customer
Change management benefits (42%) <i>"Assurance that business will still run after change has been implemented"</i> (ID #201)
Incident management benefits (18%) <i>"increased customer satisfaction"</i> (ID #105)
Problem management benefits (15%) <i>"increased customer satisfaction"</i> (ID #11)







Benefits from 3 ITSM Processes

Internal Business


Change management benefits (39%)
<i>"Control of what changes are made"</i> (ID #183)
Incident management benefits (67%)
<i>"Structured response to incidents"</i> (ID #63)
Problem management benefits (74%)
<i>"Permanent resolution of incident causes"</i> (ID #18)



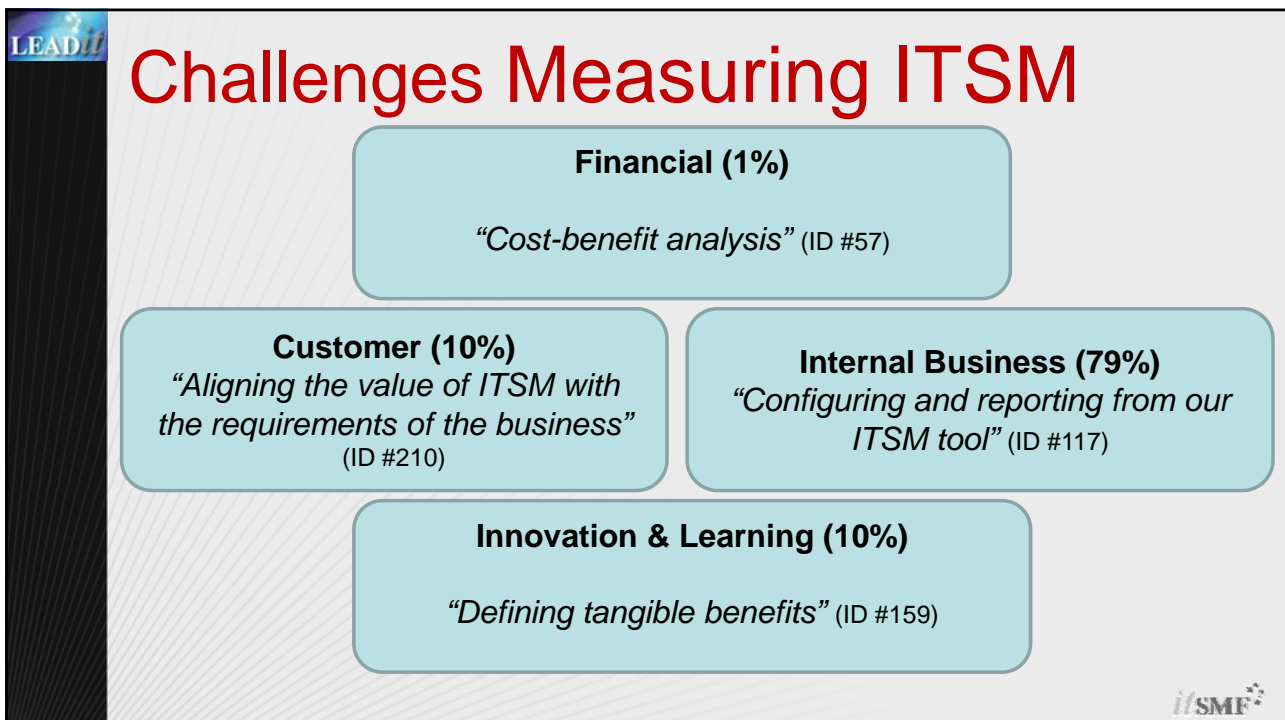
Benefits from 3 ITSM Processes

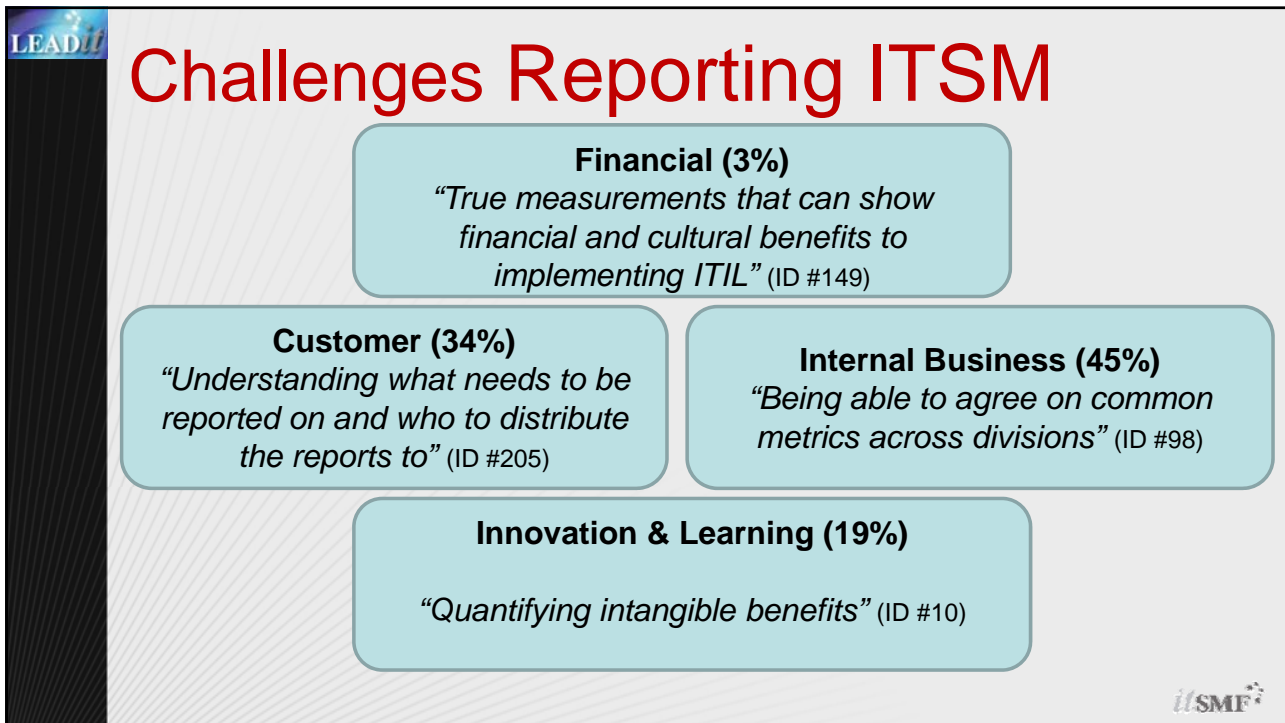
Innovation & Learning

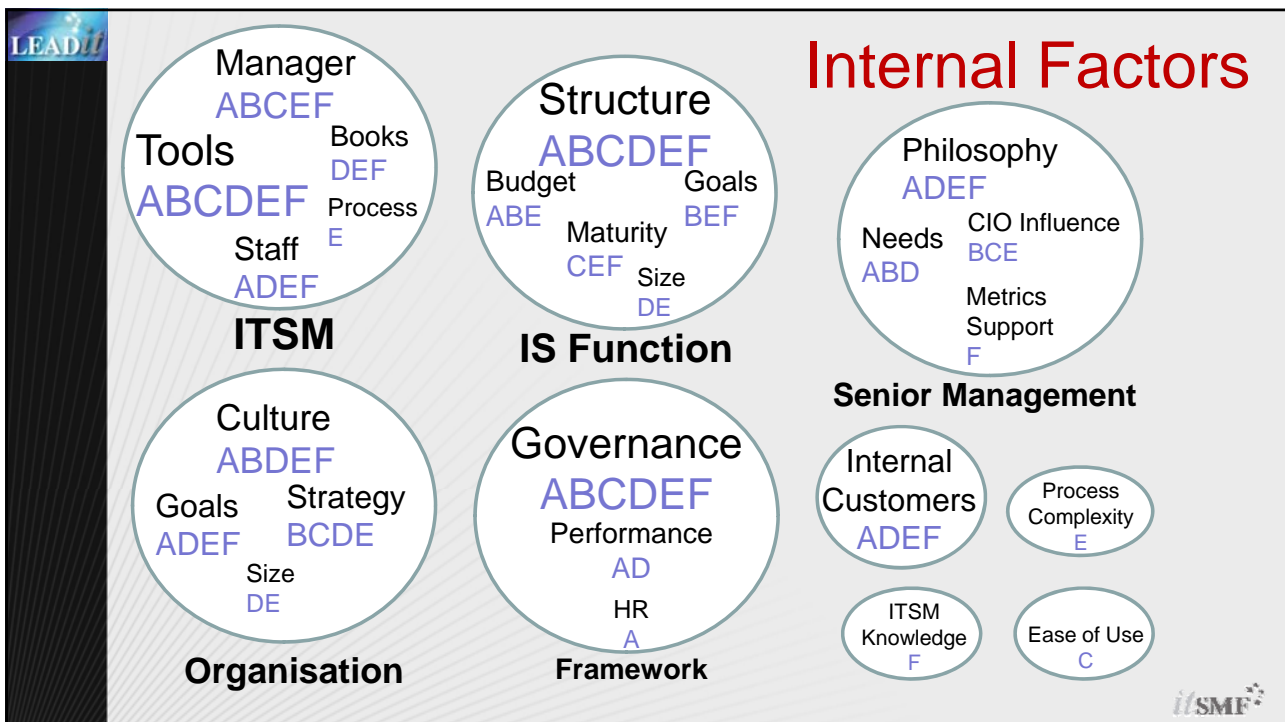
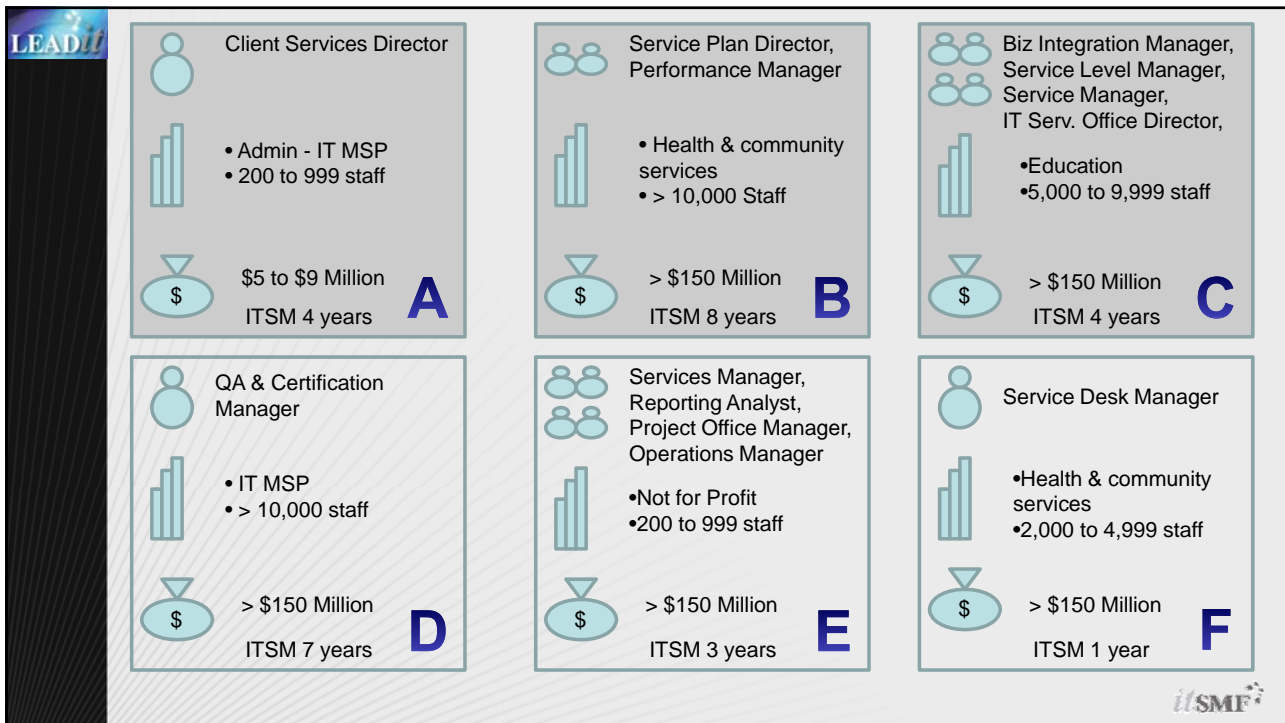
Change management benefits (16%)
<i>"Improved risk management and communications"</i> (ID #167)
Incident management benefits (11%)
<i>"Ability to provide meaningful reports to the business and supports problem management"</i> (ID #134)
Problem management benefits (10%)
<i>"Recover hidden issues"</i> (ID #117)

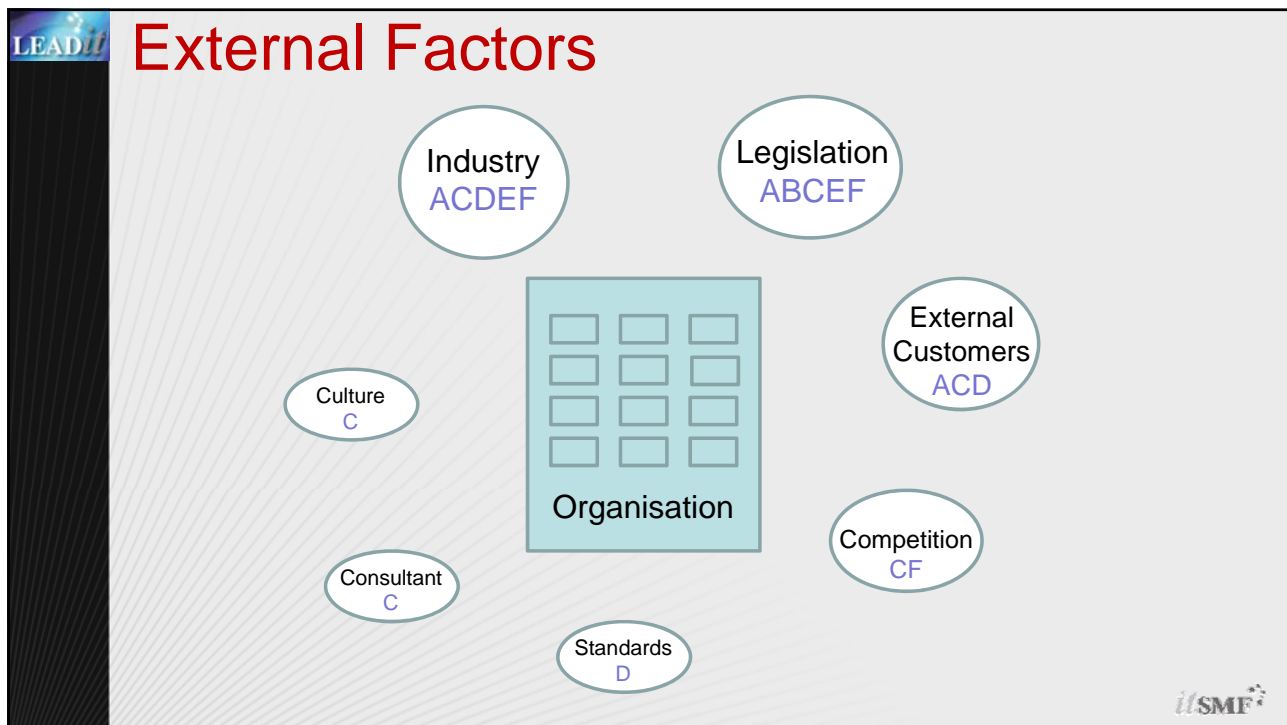


Metrics for 3 ITSM Processes		
Customer	Internal business	Innovation & Learning
Change management metrics (29%) <i>"Number of successful changes implemented"</i> (ID #178)	Change management metrics (44%) <i>"Reduced emergency changes & reduction in failed changes"</i> (ID #98)	Change management metrics (26%) <i>"Number of incidents caused by change"</i> (ID #144)
Incident management metrics (12%) <i>"Customer satisfaction"</i> (ID #19)	Incident management metrics (82%) <i>"Percentage calls closed at first point"</i> (ID #168)	Incident management metrics (6%) <i>"Addressing specific types of frequent incidents to avoid re-occurrence"</i> (ID #175)
Problem management metrics (2.5%) <i>"Avoidance of service penalties for SLA breaches"</i> (ID #155)	Problem management metrics (90%) <i>"Number of repeat incidents"</i> (ID #125)	Problem management metrics (7.5%) <i>"Permanent resolution of incident trend by classification"</i> (ID #4)

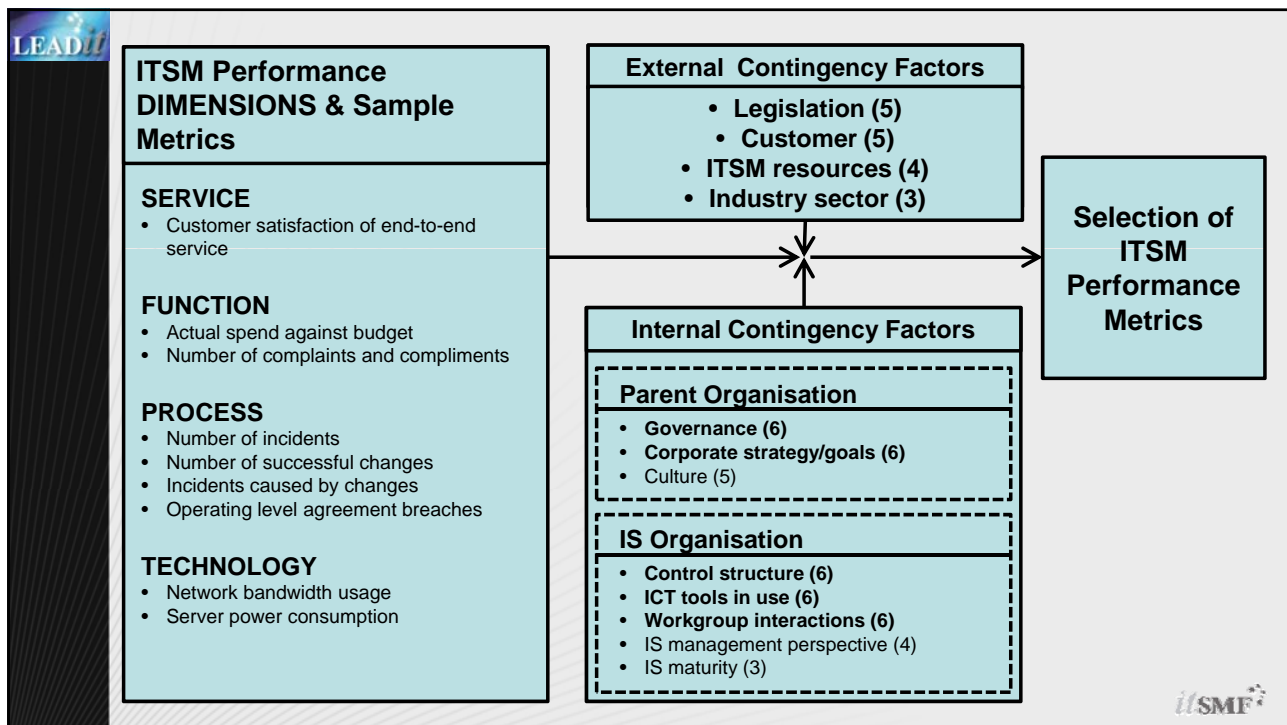






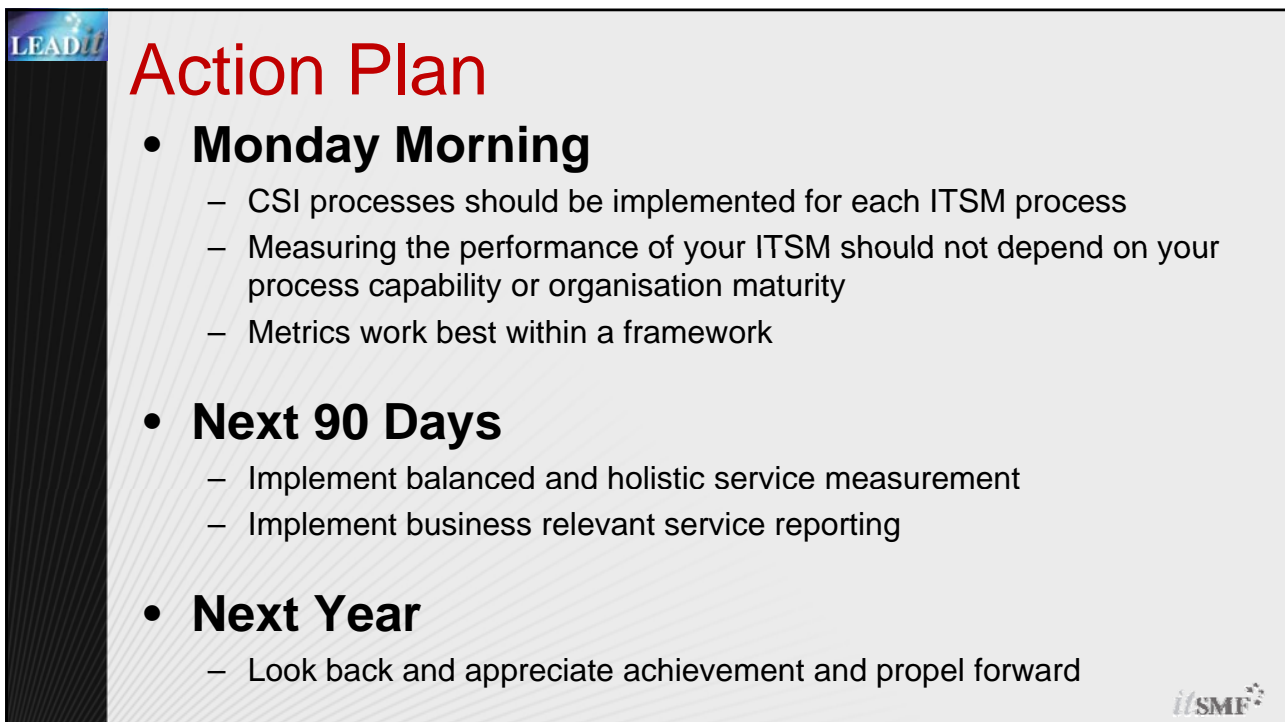
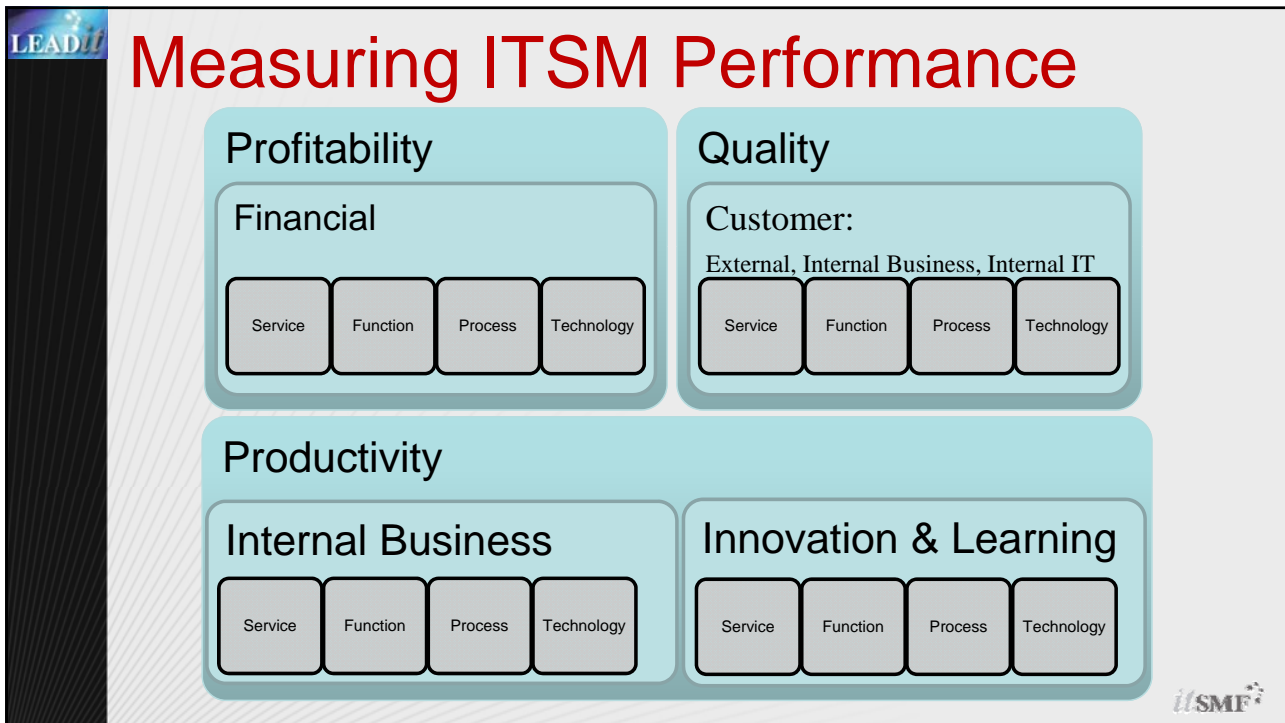


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- The diagram, titled "Selection of ITSM performance metrics", lists factors common to all six organizations. It features a central list of factors, each preceded by a bullet point. The background is light gray with a subtle diagonal line pattern. The LEADit logo is in the top left corner, and the itSMF logo is in the bottom right corner.
- Factors common to all six organisations:
 - governance,
 - corporate strategy and goals,
 - control structure, and
 - ICT tools in use.



Measuring ITSM Performance

- Performance measurement should be holistic and balanced
- Performance measurement should cover productivity, profitability and quality
- Performance measurement should cover service, function, process and technical metrics





Recommendations

- It is tempting for practitioners to adopt generic ITSM metrics unilaterally from the ITSM books or ITSM software.
- It is more effective to tailor the measures in response to their individual environments.



Additional Resources

Industry Publications:

1. Gacenga, F., Cater -Steel, A., and Toleman, M. 2011. "Cut Once, Measure Twice: A Case Study of Performance Measurement Practices", Informed Intelligence, Bulletin of itSMF Australia, Autumn.
2. Cater-Steel, A, Kolbe, L, Marrone, M and Gacenga, F 2010, "Achieving Value through IT Service Management Transformation: An International Perspective" Presentation at itSMF Australia, Queensland Branch Seminar - December 2010, State Library of Queensland, Brisbane.
3. Gacenga, F., and Cater -Steel, A. 2010. "What's Your PMF Challenge," Informed Intelligence, Bulletin of itSMF Australia, Winter, pp. 14-17.
4. Gacenga, F., and Cater -Steel, A. 2010. "Delivering Value through IT Service Management Metrics," Informed Intelligence, Bulletin of itSMF Australia, Summer, pp. 8-9.

Peer reviewed academic publications:

1. Gacenga, F., Cater-Steel, A.P., and Tan, W.-G. 2011. "Towards a Framework and Contingency Theory for Performance Measurement: A Mixed-Method Approach," *15th Pacific Asia Conference on Information Systems (PACIS), Brisbane, Australia*.
2. Gacenga, F., and Cater -Steel, A. 2011. "Performance Measurement of IT Service Management: A Case Study Of An Australian University," *15th Pacific Asia Conference on Information Systems (PACIS), Brisbane, Australia*.
3. Gacenga, F., Cater-Steel, A., and Toleman, M. 2011. "Measuring the Performance of IT Service Management," 12th Global Information Technology Management Association World Conference, Las Vegas, USA, pp. 208-214.
4. Gacenga, F., Cater-Steel, A., and Toleman, M. 2010. "An International Analysis of IT Service Management Benefits and Performance Measurement", *Journal of Global Information Technology Management* (13:4), pp. 28-63.

All the publications links found at:

<http://eprints.usq.edu.au/8850/>

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