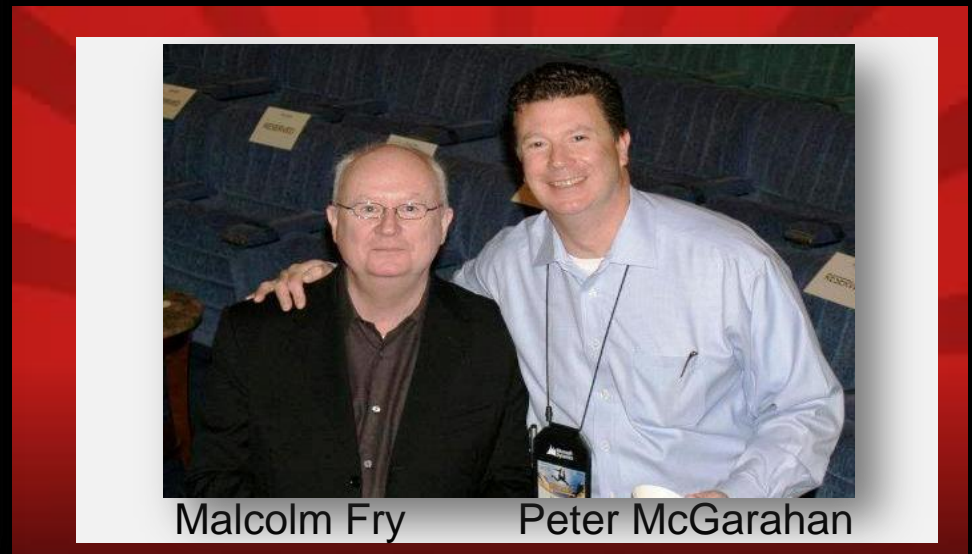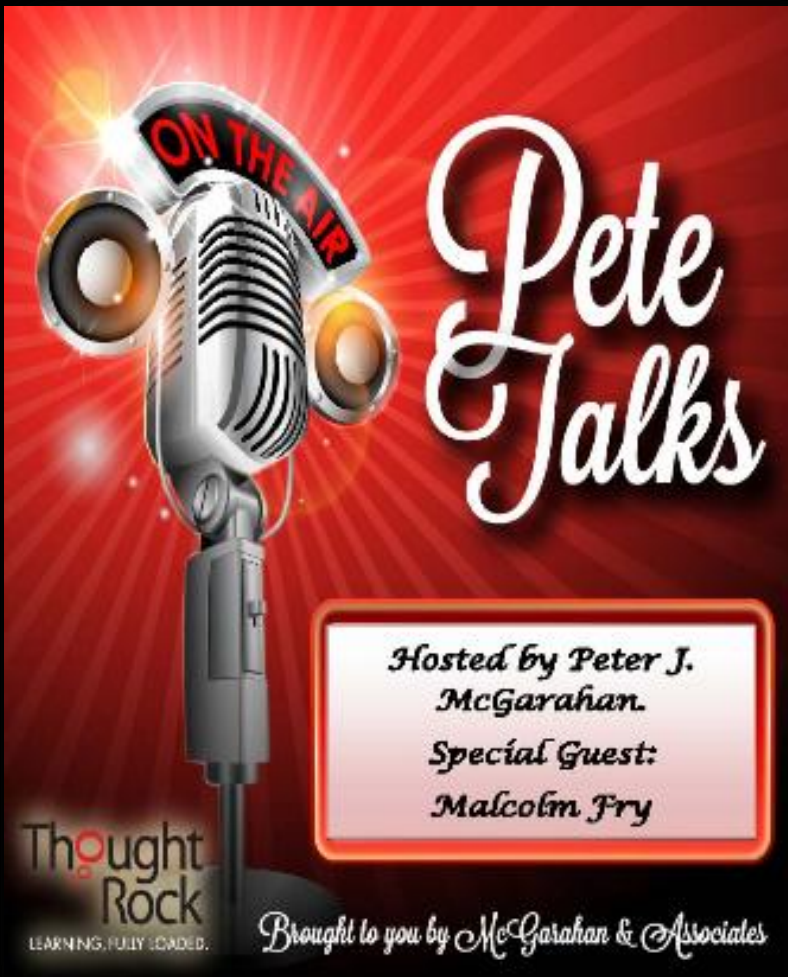# The Power of Metrics, Reporting and Storytelling

Candid and insightful conversations between IT industry professionals in a dynamic, unpredictable talk-show format.

Please join Peter McGarahan and ITSM legend and thought leader Malcolm Fry. Malcolm will share his lessons, insights and thoughts on what service organizations should be doing today to utilize their metrics, reporting and storytelling to convey success.

ON THE AIR

Pete Talks

Hosted by Peter J. McGarahan.
Special Guest:
Malcolm Fry

Thought Rock
LEARNING. FULLY LOADED.

Brought to you by McGarahan & Associates

Malcolm Fry   Peter McGarahan

The POM Program

When your boss asks you how your team is performing, what's your response? What stories, reports or data are you sharing? To what result? What are the right measurements for IT Service organizations and how can they positively impact performance and drive continuous improvement when aiming to exceed targets?
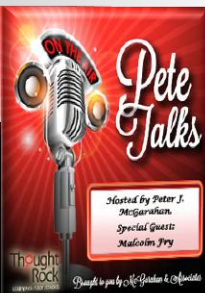
The POM Program

Basically we are working to show the progress and the success of our journey, measured by:

1. **Assessing your current performance (baseline)**

2. **Measuring your ongoing performance (actual)**

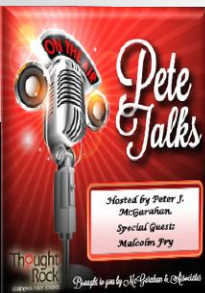3. **Stating where you want your performance to be (targets)**
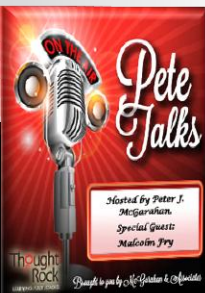
The POM Program

At any time, your stakeholders will want to know the performance of your organization. You must be positioned to relate success stories showing real business impact:

Your team's progress - Actual compared to Baseline

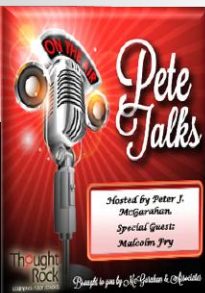**The opportunity for continued progress - Actual compared to Target**

The POM Program

Key take-aways:

- The difference and relevance of Critical Success Factors (CSF) and Key Performance Indicators (KPIs) that are aligned with organizational goals and objectives.

- How incident, problem, change and service desk metrics are addressed in the ITIL 2011 Edition publications.

- Important incident, problem and change CSFs and KPIs for your organization.

- The Good Day, Bad Day concept of reporting that can be understood by all stakeholders.

The History and Culture of Metrics
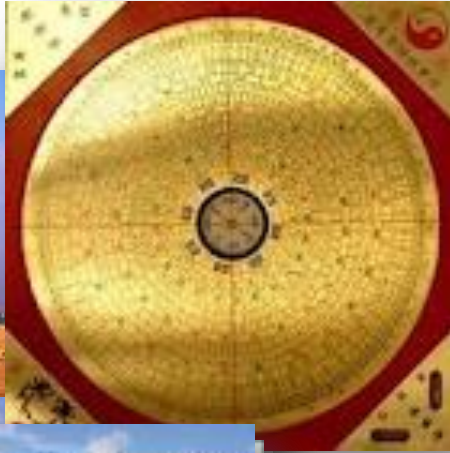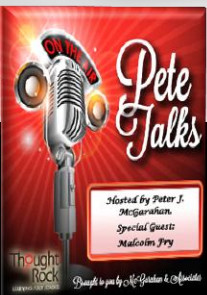
The Holistic Picture of ITSM Metrics

CSF and KPI summary for ITIL				ITIL Service Operation	CSFs	KPIs
ITIL Service Transition	**CSFs**	**KPIs**		Event Management	5	12
Transition Planning and Support	5	10		Incident Management	6	18
Change Management	3	16		Request Fulfilment	3	12
Service Asset and Config. Mngmt	3	16		Problem Management	3	16
Release and Deployment	4	13		Access Management	3	6
Service Validation and Testing	6	18		**Totals**	**20**	**64**
Change Evaluation	2	6				
Knowledge Management	5	15				
Totals	**28**	**94**		**ITIL Service Design**	**CSFs**	**KPIs**
				Service Design Coordination	3	9
ITIL Service Strategy	**CSFs**	**KPIs**		Service Catalogue Management	3	7
Strategy Management for IT Services	7	18		Service Level Management	3	20
Service Portfolio Management	7	19		Availability Management	3	22
Financial Management for IT Services	9	25		Capacity Management	4	17
Demand Management	5	8		IT Service Continuity Management	2	9
Business Relationship Management	7	10		Information Security Management	8	15
Totals	**35**	**80**		Supplier Management	4	8
				Totals	**30**	**107**
ITIL Continuous Service Improvement	**CSFs**	**KPIs**				
The Seven-step Improvement Process	3	3				
Totals	**3**	**3**				
Grand total	**116**	**348**				
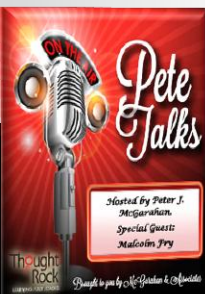
What is the Structure of an SFP?
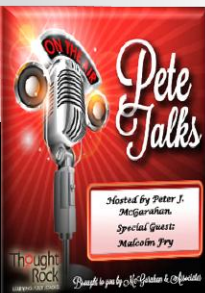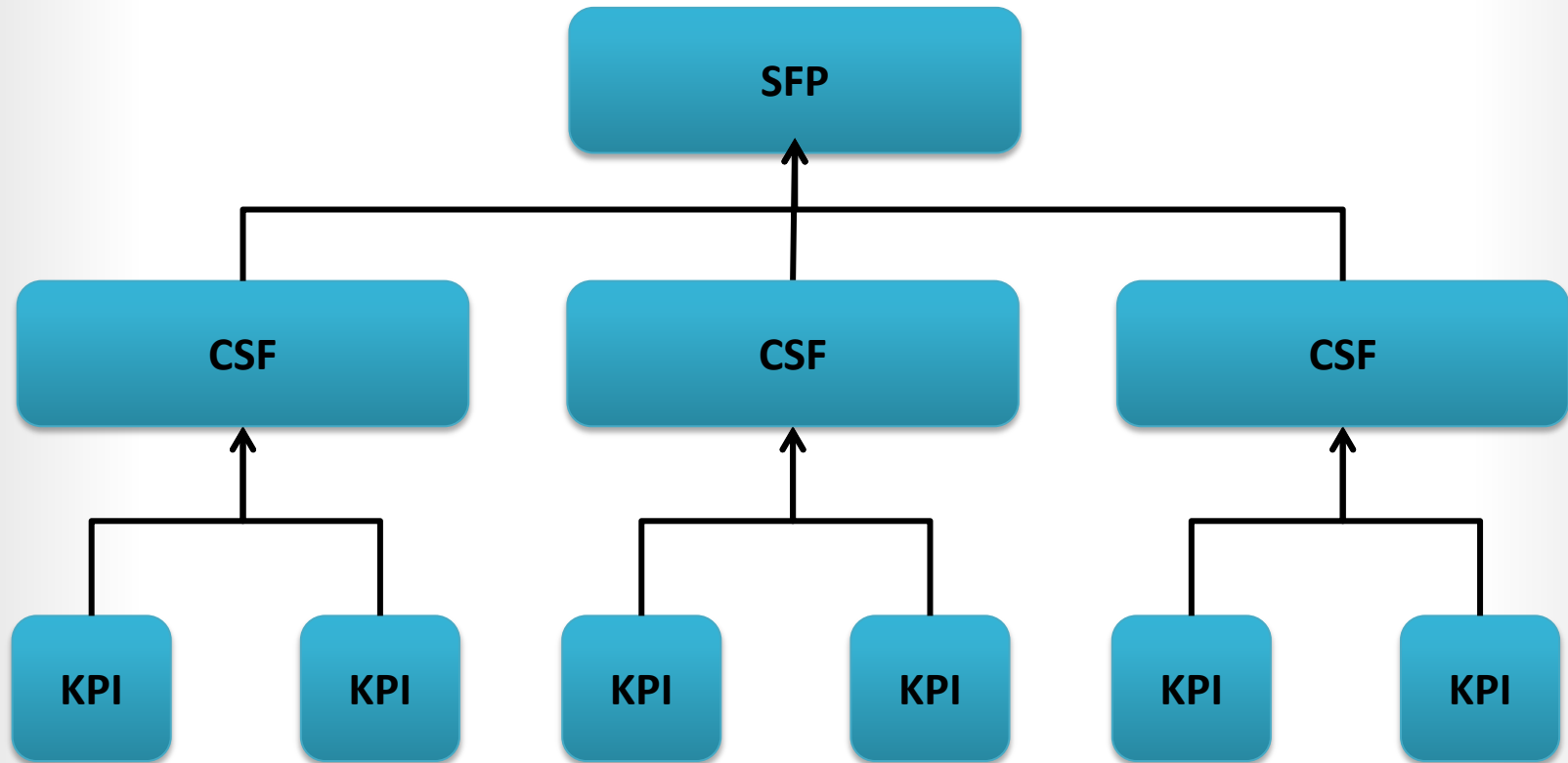
ITIL Contextual CSFs and KPIs

Incident Management

CSF - Resolve incidents as quickly as possible minimizing impacts to the business

CSF - Maintain user satisfaction with IT services

CSF - Maintain quality of IT services

CSF - Increase visibility and communication of incidents to business and IT support staff

CSF - Ensure that standardized methods and procedures are used for efficient and prompt response, analysis, documentation, ongoing management and reporting of incidents to maintain business confidence in IT capabilities

CSF - Align incident management activities and priorities with those of the business **C**

Strategic

Functional

KPI - Percentage of incidents handled within agreed response time **A**

KPI - Average cost per incident **B**

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The Metric Hierarchy – Good / Bad Day

Target SFP	**99.75% Service Management**		
Actual SFP	**99.75% Service Management**		

CSF Targets	**99.5% Capacity/Availability**	**100% Service Transition**	**99.5% Service Operation**
Actual CSFs	**99.25% Capacity/Availability**	**100% Service Transition**	**99.75% Service Operation**

KPI Targets	99%	100%	99%	100%	100%	99%	99%	100%	100%
Actual KPIs	99%	98%	100%	100%	100%	100%	100%	100%	100%

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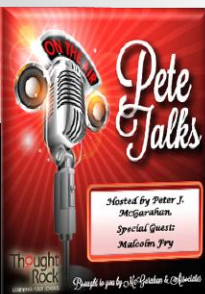
Good Day

Bad Day

CSF – The percentage of calls resolved during the first contact with the service desk, i.e. while the user is still on the telephone to report the call

CSF – Average service desk cost of handling an incident

CSF – Average time to resolve an incident (when resolved at first line)

CSF – Average time to escalate an incident (where first-line resolution is not possible).
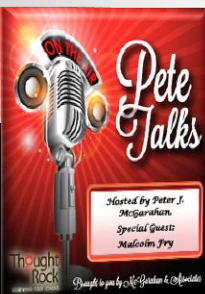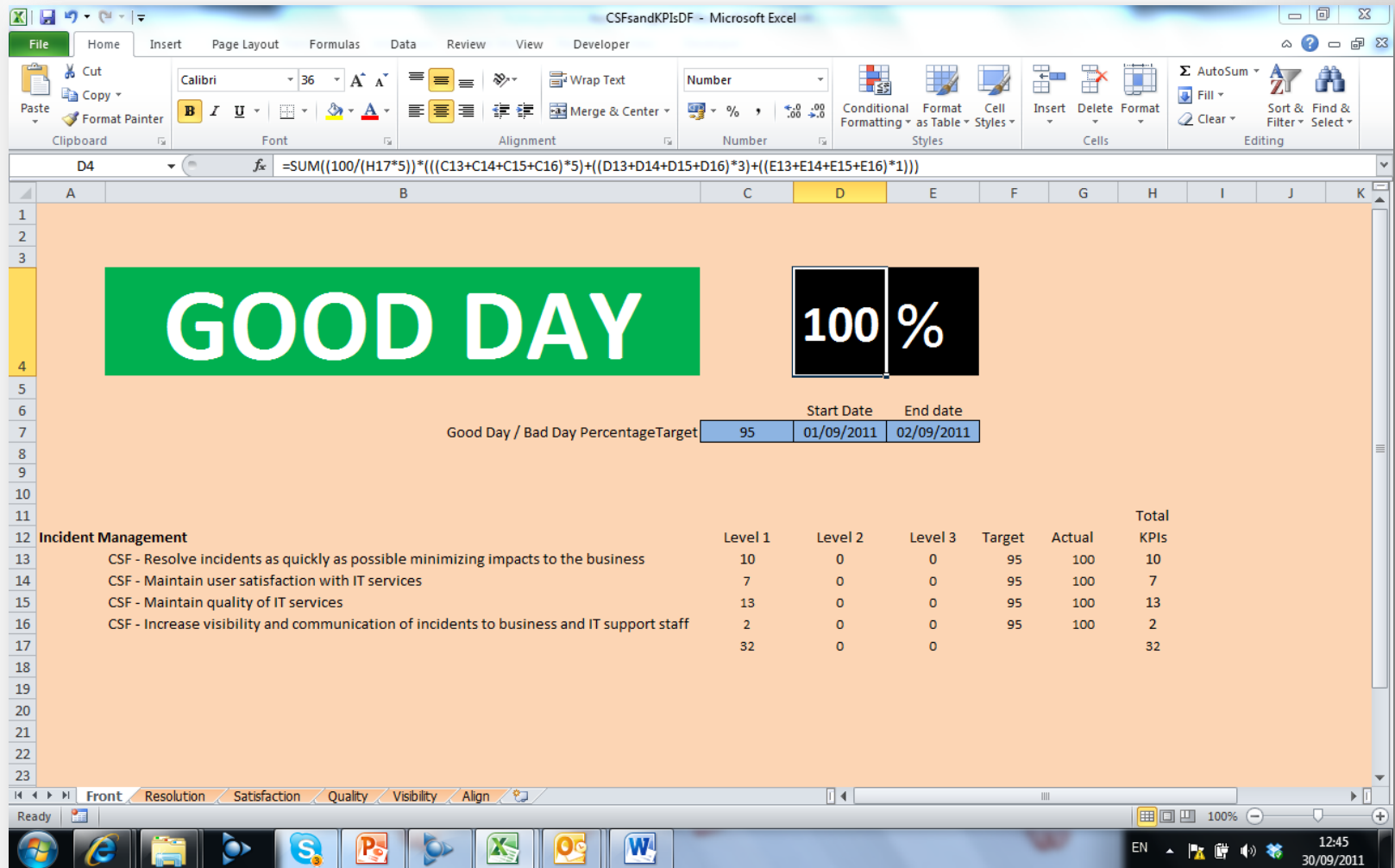
CSF – The percentage of calls resolved by the service desk staff themselves, without having to seek deeper support from other groups. Note that some desks will choose to co-locate or embed more technically skilled second-line staff with the service desk. In such cases it is important when making comparisons to also separate out: (i) the percentage resolved by the service desk staff alone; and (ii) the percentage resolved by the first-line service desk staff and second-line support staff combined.

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Service Desk - CSF to KPI Linkage

CSF – Average service desk cost of handling an incident

KPI - Total cost of the service desk divided by the number of calls

KPI -Cost per call by type

KPI - Percentage of call duration time on the desk overall and cost per minute (total costs for the period divided by total call duration minutes

KPI - Percentage of customer or user updates conducted within target times, as defined in SLA targets

KPI - Average time to review and close a resolved call

KPI - The number of calls broken down by time of day and day of week
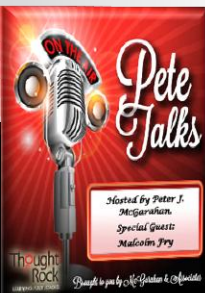
Good Day Scorecard

Thank You

A Big Thank You to Malcolm Fry, Thought Rock Productions and You, our audience.

Join us Tuesday, February 5th, 2013 for our next conversation on the Building the Star Performer Service and Support Team.

Happy Holidays to all!

Help us grow our community / audience!

Please pass the word to your colleagues!

Thank You For Attending!

Join us every month for Pete Talks, a Thought Rock Live production!

Candid and insightful conversations between IT industry professionals
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We'd Love To Hear From You!

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