

Appendix 1 – Matrix of Process Measurements

Process/Owner	Critical Success Factor (CSF)	Key Performance indicator (KPI)	Aimed value of indicator	Tolerance limit	Measuring frequency	Indicator value	Record for monitoring process indicator
[Blurred]	An accurate service catalogue	[Blurred]	Min. 95%	[Blurred]	Quarterly	92.5%	Service Catalogue
		[Blurred]	Max. 5% of services with errors	10% of aimed value or 0 tolerance.	[Blurred]	14%	[Blurred]
	Business users' awareness of the services being provided	[Blurred]					
		[Blurred]					
		Increase in measured business user access to the service catalogue					

Commented [20A1]: This document contains couple of examples about CSFs and KPI for each process. You may remove some of them or add new ones for each of your processes according to your company practices and current SMS objectives.

Commented [20A2]: Write in the name of process and person responsible for process.

Commented [20A3]: Write in the Critical Success Factor (CSF) that is being measured.

Commented [20A4]: Select any KPIs that are relevant for achieving the desired CSF.

[organization name]

Asset Management / Asset Manager	[blurred text]	Percentage of unused IT assets					
		[blurred text]					
		[blurred text]					
	Accurate and complete asset inventory is established and maintained	Percentage of incorrectly documented assets reflected by audit results					
		[blurred text]					
		Percentage of IT assets not recorded in the asset register					
[blurred text]	Configuration Management process supports delivery of quality IT services	[blurred text]					
		[blurred text]					
		Percentage of incomplete records in the CMDB					
	[blurred text]	[blurred text]					
		Percentage of delayed changes due to the accuracy of CMDB data					

[organization name]

		Percentage of incidents incurred due to poor CMDB data					
[blurred text]	The competence to document and understand customer requirements of services, i.e. the business outcomes they wish to achieve	[blurred text]					
	[blurred text]	Customer satisfaction levels are consistently high and are used as feedback into service portfolio management and strategy management for IT services. Any score lower than a defined level results in an investigation performed by Business Relationship Manager into the cause as well as corrective action					
	[blurred text]	[blurred text]					

[organization name]

[blurred text]	Services are delivered as agreed	Number and percentage of service outages					
		[blurred text]					
	[blurred text]	Number of SLA reviews					
		[blurred text]					
Supplier Management / Supplier Manager	[blurred text]	[blurred text]					
		[blurred text]					
	Business protected from poor supplier performance or disruption	Increase in the number of suppliers meeting the targets within the contract					
		[blurred text]					
[blurred text]	There is an enterprise-wide framework to identify, manage and	[blurred text]					

[organization name]

Financial Manager	<p>[Faint text: Financial Manager]</p>	Audits will indicate the extent of compliance.					
		<p>[Faint text: The Financial Manager will ensure that all financial reports are submitted and approved in a timely manner by each organizational unit.]</p>					
		Timely and accurate submission of financial reports by each organizational unit					
	Funding is available to support the provision of services	<p>[Faint text: Funding is made available to support the provision of services.]</p>					
		Funding is made available for research and development of new services, or improvements to existing services					
	<p>[Faint text: Charging for IT services]</p>	Charging for IT services is conducted as agreed with customers (accurately and on time)					
		<p>[Faint text: Charging for IT services is conducted as agreed with customers.]</p>					

[organization name]

		percentage, and are resolved within an agreed time					
Demand Management / Demand Manager		Increase in the number of services for which a demand pattern is forecasted before going live					
		Decrease in the number of deviations between forecasted demand and actual demand					
	Knowledge of current and future technology						
		Improved measurement and monitoring possibilities					
		Timely implementation of technological solutions that support new or changed services					

[organization name]

Change Management / Change Manager							
		Number of changes where change implementation caused incidents to occur					
		Number of negative feedbacks by Change Initiator					
	Tests are thorough and comprehensive						
		Number of repeated tests due to an error in test procedures or activities					
		Number of revised SDPs that reveal inconsistencies					
	New or changed services meet customer expectations						
Release and Deployment Management / Release and		Number of times when remediation procedure was invoked					

[organization name]

Deployment Manager							
Incidents are resolved as quickly as possible, minimizing impacts to the business		Mean elapsed time to achieve incident resolution					
		Breakdown of incidents at each stage					
		Number and percentage of incidents resolved remotely					
Service Request Management / Service Request Manager		Number of escalated service requests divided by category					
		Total number of properly authorized service requests					
Negative impact of incidents is reduced							
		Total downtime caused by recurring incidents					

[organization name]

	by eliminating their root cause	Percentage of problems that had to be re-opened					
	Quality is improved within the Resolution and Fulfillment Processes						
		Reduction in number of reopened Problem tickets					
		Decrease in the number of improvement plans implemented without a business case					

[Job title]

[Name]

[Signature]

Commented [20A5]: Only necessary if document is in paper form.