The IT Metrics Library

The Mission-Critical IT Metrics
Every IT Leader Needs to Know

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The Mission-Critical IT Metrics
## Every IT Leader Needs to Know

It's often said that **you manage what you measure**. And yet, **more than 1-in-3** IT departments still struggle to move beyond the most basic measurement and reporting capabilities.

Use this document to:

1 **Understand the hundreds of metrics at your disposal**

2 **Select the metrics that matter most to your organization**

3 **Improve your department's ability to discover insights and act accordingly**

IT Management & Governance Framework
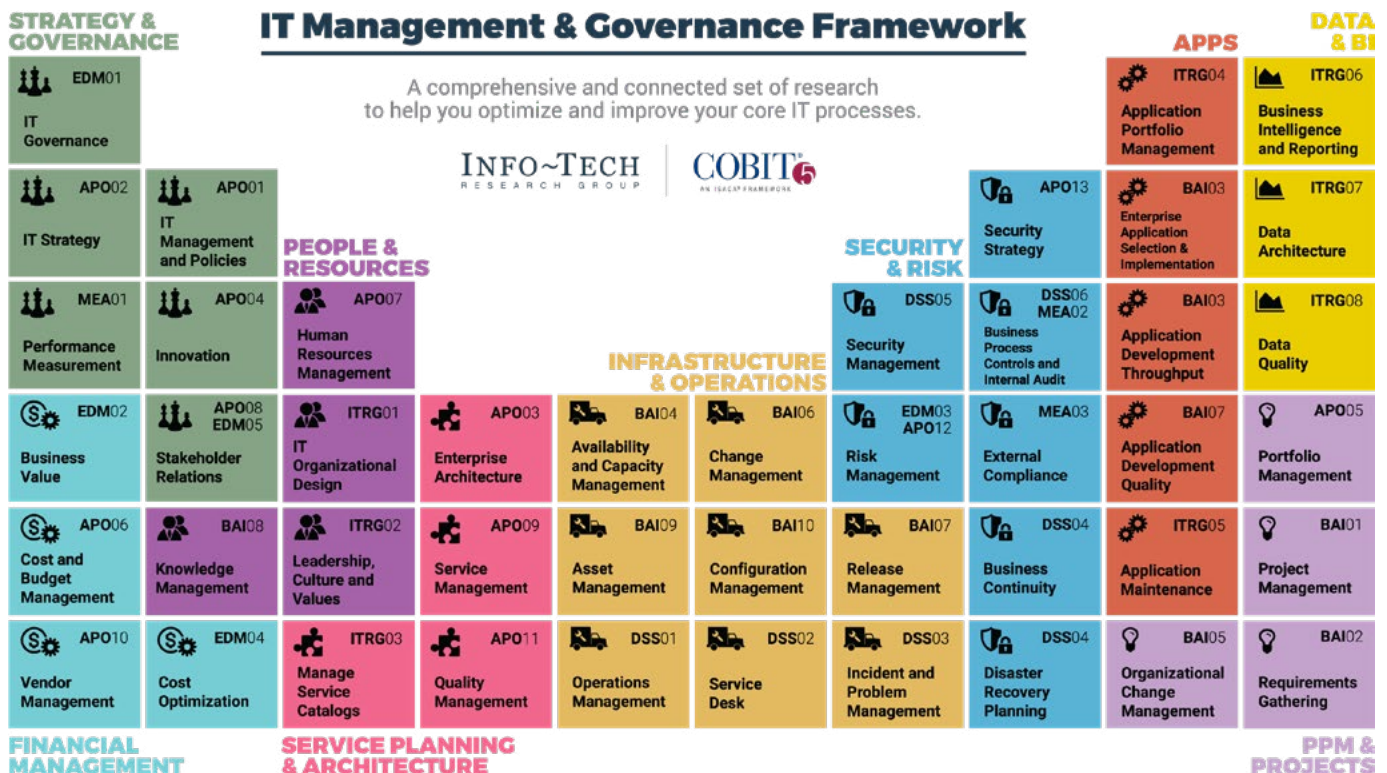
You know the **45 processes** you're responsible for. Now, identify the metrics that matter for each process and assign accountability for improving them to members of your team...

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Strategy & Governance

EDM01

IT Governance

APO02

IT Strategy

APO01

IT Management and Policies

MEA01

Performance Measurement

APO04

Innovation

EDM02

Business Value

APO08 EDM05

Stakeholder Relations

APO06

BAI08

IT Governance

1-100%
Satisfaction with IT's strategic decision-making abilities

IT Strategy

1-100%
Percent of enterprise objectives addressed by the IT Strategy

1-100%
Percent of project & initiatives that map to IT Strategy

1-100%
Stakeholder confidence that the IT Strategy will be effectively executed

1-100%
Satisfaction that the IT Strategy is aligned with the enterprise strategy

Performance Measurement

1-100%
Percent of critical processes with approved performance goals & metrics

1-100%
Satisfaction with the quality of the metrics processes are being measured on

1-100%
Satisfaction with the usefulness of performance reporting

IT Management & Policies

1-100%
Percent of IT's key functional areas covered by policies

1-100%
Percent of staff that have acknowledged all IT policies

1-100%
Satisfaction that IT objectives are clearly understood

Innovation

$
Estimated business value added through IT-enabled innovation

1-100%
Satisfaction with IT's ability to enable business innovation

Stakeholder Relations

1-100%
Percent of business units with an assigned relationship manager

1-100%
Overall stakeholder satisfaction with IT

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Financial Management

Business Value

1-100%
Percent of projects where business value is measured

1-100%
Percent of projects which return expected business value

1-100%
Satisfaction with the business value delivered by IT

Cost & Budget Mangement

1-100%
Percent of Resources allocated to high priority intiatives

1-100%
IT Budget as a % of revenue

1-100%
Satisfaction with the accuracy of the IT budget

1-100%
Satisfaction with the allocation of IT resources

Vendor Management

1-100%
Percent of vendors failing to meet requirements

1-100%
Percent of vendors that have broken SLAs

1-100%
Satisfaction with the performance of vendors

1-100%
Satisfaction with the selection of vendors

Cost Optimization

1-100%
Percent of projects impacted by a lack of IT Resources

$
Monies saved through cost-optimization efforts

1-100%
Satisfaction with the effectiveness of IT capabilities

EDM02
Business Value

APO06
Cost and Budget Management

APO10
Vendor Management

EDM04
Cost Optimization

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People & Resources

Human Resource Management

#
Number of key positions empty

1-100%
Employee Engagement

#
IT Headcount

1-100%
Satisfaction with IT staffing levels

Knowledge Management

#
Number of information categories identified

1-100%
Satisfaction with the level of relevant knowledge available to facilitate decision making

IT Organizational Design

#
Average number of reports per manager

1-100%
Org. Structure Capability

Leadership, Culture & Values

1-100%
Frequency of the Staff Turnover (%)

1-100%
Overall IT Satisfaction

APO07	
Human Resources Management	

APO08 EDM05	ITRG01
Stakeholder Relations	**IT Organizational Design**

BAI08	ITRG02
Knowledge Management	**Leadership, Culture and Values**

APO01 IT Management and Policies

APO04 Innovation

APO03 Enterprise Architecture

BAI04 Availability and Capacity Management

APO09 Service Management

Asset Management

EDM04 Cost Optimization

ITRG03 Manage Service Catalogs

APO11 Quality Management

Service Planning & Architecture

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Enterprise Architecture

1-100%
Percent of projects using enterprise architecture services

$
Monies saved through enterprise architecture initiatives

1-100%
Satisfaction with the current enterprise architectures ability to support business goals

Manage Service Catalogs

#
Number of IT Services offered

Service Management

1-100%
Percentage of services with a defined SLA

1-100%
Satisfaction with the IT services provided

1-100%
Satisfaction with the service levels of the service provided

Quality Management

1-100%
Percent of defects discovered in production

1-100%
Percent of processes with defined quality requirements

1-100%
Satisfaction with the current enterprise architecture's ability to support business goals

ITRG01 — IT Organizational Design

ITRG02 — Leadership, Culture and Values

ITRG03 — Manage Service Catalogs

APO03 — Enterprise Architecture

APO09 — Service Management

APO11 — Quality Management

BAI04 — Availability and Capacity Management

BAI09 — Asset Management

DSS01 — Operations Management

Service Desk

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Infrastructure & Operations

Part 1 of 3

Availability & Capacity Management		
# Number of hours of unplanned downtime		
# Number of times performance SLAs were broken		
# Number of unplanned upgrades		
1-100% Satisfaction with infrastructure availability		
1-100% Satisfaction with infrastructure performance		

Asset Management		
# Number of obsolete assets		
1-100% Percent of assets that are not allocated		
1-100% Percentage of unallocated software licenses		
1-100% Satisfaction with the availablitiy of software licenses		

Operations Management		
1-100% Percent of incidents caused by facilities issues		
1-100% Percent of incidents caused by operational issues		
1-100% Percentage of of incidents detected by automated systems		
1-100% Satisfaction with the consistency of IT service delievery		

BAI04 — Availability and Capacity Management

BAI06 — Change Management

BAI09 — Asset Management

BAI10 — Configuration Management

BAI07 — Release Management

DSS01 — Operations Management

DSS02 — Service Desk

DSS03 — Incident and Problem Management

Infrastructure & Operations

Part 2 of 3

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Change Management

#
Number of times problems were caused by business facing problems

#
Number of times problems were caused by infra. changes

1-100%
Percentage of emergency business facing changes

1-100%
Percentage of emergency infra. changes

1-100%
Satisfaction with business facing change management

1-100%
Satisfaction with infrastructure change management

Configuration Management

1-100%
Percent of of discrepancies between repository and live

1-100%
Percent of services recorded in configuration repository

Service Desk

#
Number of incidents resolved

#
Number of requests fulfilled

Average time to first contact (in minutes)

Average time to resolve incidents (in minutes)

1-100%
Satisfaction with service desk effectiveness

1-100%
Satisfaction with service desk timelines

BAI04 Availability and Capacity Management	**BAI06** Change Management
BAI09 Asset Management	**BAI10** Configuration Management
DSS01 Operations Management	**DSS02** Service Desk

BAI07 Release Management

DSS03 Incident and Problem Management

Infrastructure & Operations

Part 3 of 3

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Release Management

1-100%
Percent of releases that cause downtime

1-100%
Percent of releases that meet deadlines

1-100%
Satisfaction that solutions are released successfully and are stable

1-100%
Satisfaction with the acceptance testing performed on solutions

Incident & Problem Management

#
Number of infrastructure incidents

1-100%
Percentage of of incidents with identified root caused

1-100%
Percentage of incidents with identifies root cause

Average time to resolve incidents (in minutes)

1-100%
Satisfaction that issues are resolved in a way that prevents them from recurring

1-100%
Satisfaction with the timely resolution of incidents

BAI04 Availability and Capacity Management	BAI06 Change Management	
BAI09 Asset Management	BAI10 Configuration Management	BAI07 Release Management
DSS01 Operations Management	DSS02 Service Desk	DSS03 Incident and Problem Management

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Security & Risk

Part 1 of 2

	APO13 **Security Strategy**
DSS05 **Security Management**	**DSS**06 **MEA**02 **Business Process Controls and Internal Audit**
EDM03 **APO**12 **Risk Management**	**MEA**03 **External Compliance**
BAI07 Release Management	**DSS**04 **Business Continuity**
DSS03 Incident and Problem Management	**DSS**04 **Disaster Recovery Planning**

Security Management

#
Number of firewall breaches detected

#
Number of unauthorized devices discovered on the network

#
Number of vulnerablities discovered

1-100%
Satisifaction with the management of security services

Risk Management

1-100%
Percent of projects that consider IT risk

1-100%
Satisfaction that IT risk is in line with the enterprise risk appetite & tolerance

Security Strategy

#
Number of security incidents

1-100%
Percent of incidents due to issues not addressed in the security plan

1-100%
Percent of projects with security oversight

1-100%
Satisifaction with the IT security plan

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Security & Risk

Part 2 of 2

Business Process Controls & Internal Audit

1-100%
Percent of processes with self-assesment plans inplace

1-100%
Satisfaction with the integrity and security of information assets

External Compliance

#
Number of processes with compliance requirements

1-100%
Percent of processes meeting compliance requirements

1-100%
Satisfaction that IT processes are compliant with applicable external requirements

Business Continuity

1-100%
Satisfaction with IT's ability to continue critical business operations in the event of a significant distruption

Disaster Recovery Planning

1-100%
Percent of critical systems covered by disaster recovery plan

1-100%
Percent of disaster recovery plan verified by tests

APO13
Security Strategy

DSS05
Security Management

DSS06 MEA02
Business Process Controls and Internal Audit

EDM03 APO12
Risk Management

MEA03
External Compliance

DSS04
Business Continuity

DSS04
Disaster Recovery Planning

Applications

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ITRG04 Application Portfolio Management	
BAI03 Enterprise Application Selection & Implementation	
BAI03 Application Development Throughput	
BAI07 Application Development Quality	
ITRG05 Application Maintenance	

Application Portfolio Management

#
Number of supported applications

1-100%
Overall application portfolio satisfaction

Enterprise Application Selection & Impementation

1-100%
Percent of projects that are over budget

1-100%
Percent of projects that do not meet deadlines

1-100%
Satisfaction that solutions delievered are cost-effective

1-100%
Satisfaction that colutions delievered are timely

Application Maintenance

1-100%
Percent of budget spent on maintenance

1-100%
Percent of maintenance budget spent on day to day maintenance

1-100%
Percent of maintenance budget spent on hotfixes

1-100%
Percent of maintenance budget spent on patch releases

Application Development Throughput

1-100%
Percent of application development projects that do not meet deadlines

1-100%
Percent of project that are over budget

1-100%
Satisfaction that solutions delivered are cost-effective

1-100%
Satisfaction that solutions delivered are timely

Application Development Quality

1-100%
Percent of releases that cause downtime

1-100%
Percent of releases that meet deadlines

1-100%
Satisfaction that solutions are released successfully and are stable

1-100%
Satisfaction with the acceptance testing performed on solutions

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Data & Business Intelligence

Business Intelligence & Reporting

1-100%
Percent of available reports that are used

%
Adoption Rate (% of users accessing reports)

1-100%
Satisfaction with reports

Data Quality

1-100%
Percent of datasets fixed by data stewards

1-100%
Percent of datasets meeting data quality thresholds

1-100%
Percent of datasets with defined data quality thresholds

1-100%
Satisfaction with the accuracy of the data

1-100%
Satisfaction with the usuability of the data

Data Architecture

1-100%
Data arch. supports the business vision, mission & strategy

1-100%
Data arch. policies, standards and guidelines have been communicated

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ITRG06
Business Intelligence and Reporting

ITRG07
Data Architecture

ITRG08
Data Quality

APO05

PPM & Project Management

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		APO05 **Portfolio Management**
MEA03 Application Development Quality	BAI07	
DSS04 Application Maintenance	ITRG05	BAI01 **Project Management**
DSS04	BAI05 **Organizational Change Management**	BAI02 **Requirements Gathering**

Portfolio Management

1-100%
Percent of projects cancelled based on re-evaluated business value

1-100%
Percent of projects exceeding planned budget

1-100%
Percent of projects which realize planned benefits

1-100%
Satisfaction that IT projects provide business value

Organizational Change Management

1-100%
Satisfaction with the ability of IT to prepare stakeholders for changes

Project Management

#
Number of projects started without an approved business case

1-100%
Percent of projects which achieved expected benefits

1-100%
Satisfaction that IT projects provide business value

1-100%
Satisfaction with the quality of the project deliverables

Requirements Gathering

1-100%
Percent of solutions not meeting business case objectives

1-100%
Satisfaction that proposed solutions are feasible and optimal

1-100%
Satisfaction that requirements accurately reflect business needs