

Ejercicio de realización grupal - Tablero de Control – Archivo de base

La siguiente información le servirá de base para responder a la consigna de la actividad.

INFORMATION TECHNOLOGY INFRASTRUCTURE LIBRARY

The Information Technology Infrastructure Library (ITIL) defines the organisational structure and skill requirements of an information technology organisation and a set of standard operational management procedures and practices to allow the organisation to manage an IT operation and associated infrastructure. The operational procedures and practices are supplier independent and apply to all aspects within the IT Infrastructure.

Fuente: Information Technology Infrastructure Library (ITIL) - ITIL Open Guide [online] [Acceso 23 junio 2016].
Disponible en: <<http://www.itlibrary.org/>>

KPI FOR IT DEFINED BY ITIL, ORGANIZED BY AREA:

1. Service Strategy
2. Service Design
3. Service Transition
4. Service Operation
5. Continual Service Improvement

1. Service Strategy

ITIL KPIs Strategy Management for IT Services and Service Portfolio Management

Key Performance Indicator (KPI)	Definition
Number of Planned New Services	<ul style="list-style-type: none"> Percentage of new services which are developed following a strategic review
Number of Unplanned New Services	<ul style="list-style-type: none"> Percentage of new services which are developed without being triggered by strategic reviews
Number of Strategic Initiatives	<ul style="list-style-type: none"> Number of strategic initiatives launched from the Service Portfolio Management process
Number of new Customers	<ul style="list-style-type: none"> Number of newly won customers
Number of lost Customers	<ul style="list-style-type: none"> Number of customers which were lost to competing service providers

Fuente: ITIL KPIs Service Strategy, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Strategy>

ITIL KPIs Financial Management

Key Performance Indicator (KPI)	Definition
Adherence to Budgeting Process	<ul style="list-style-type: none"> Percent of projects using the standard IT budgeting process
Cost-/ Benefit Estimation	<ul style="list-style-type: none"> Percent of project files containing cost-/ benefit estimates
Post Implementation Review	<ul style="list-style-type: none"> Percent of projects where costs and benefits are verified after implementation
Adherence to Approved Budget	<ul style="list-style-type: none"> Percent of IT expenses exceeding the approved budget
Adherence to Project Resources	<ul style="list-style-type: none"> Percent of expenses exceeding the planned budget for a project
Proposals for Cost Optimization	<ul style="list-style-type: none"> Number of proposals by Financial Management for the optimized use of financial resources

Fuente: ITIL KPIs Service Strategy, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Strategy>

ITIL KPIs Business Relationship Management

Key Performance Indicator (KPI)	Definition
Number of Customer Complaints	<ul style="list-style-type: none"> • Number of received customer complaints
Number of accepted Customer Complaints	<ul style="list-style-type: none"> • Number of received customer complaints which were accepted as justified
Number of Customer Satisfaction Surveys	<ul style="list-style-type: none"> • Number of formal Customer Satisfaction Surveys carried out during the reporting period
Percentage of returned Questionnaires	<ul style="list-style-type: none"> • Percentage of questionnaires returned, in relation to all questionnaires being sent out
Customer Satisfaction per Service	<ul style="list-style-type: none"> • Average measured customer satisfaction for each Service (including standard deviation), determined by means of Customer Satisfaction Surveys.

Fuente: ITIL KPIs Service Strategy, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Strategy>

2. Service Design

ITIL KPIs Service Level Management

Key Performance Indicator (KPI)	Definition
Services covered by SLAs	<ul style="list-style-type: none"> • Number of services covered by SLAs
Services covered by OLAs/ UCs	<ul style="list-style-type: none"> • Number of Services where SLAs are backed up by corresponding OLAs/ UCs
Monitored SLAs	<ul style="list-style-type: none"> • Number of monitored Services/ SLAs, where weak-spots and counter-measures are reported
SLAs under Review	<ul style="list-style-type: none"> • Number of Services/ SLAs which are regularly reviewed
Fulfilment of Service Levels	<ul style="list-style-type: none"> • Number of Services/ SLAs where the agreed service levels are fulfilled
Number of Service Issues	<ul style="list-style-type: none"> • Number of issues in the service provision, which are identified and addressed in an improvement plan

Fuente: ITIL KPIs Service Design, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Design>

ITIL KPIs Capacity Management

Key Performance Indicator (KPI)	Definition
Incidents due to Capacity Shortages	<ul style="list-style-type: none"> • Number of incidents occurring because of insufficient service or component capacity
Exactness of Capacity Forecast	<ul style="list-style-type: none"> • Deviation of the predicted capacity development from actual course
Capacity Adjustments	<ul style="list-style-type: none"> • Number of adjustments to service and component capacities due to changing demand
Unplanned Capacity Adjustments	<ul style="list-style-type: none"> • Number of unplanned increases to service or component capacity as result of capacity bottlenecks
Resolution Time of Capacity Shortage	<ul style="list-style-type: none"> • Resolution time for identified capacity bottlenecks
Capacity Reserves	<ul style="list-style-type: none"> • Percentage of capacity reserves at times of normal and maximum demand
Percentage of Capacity Monitoring	<ul style="list-style-type: none"> • Percentage of services and infrastructure components under capacity monitoring

Fuente: ITIL KPIs Service Design, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Design>

ITIL KPIs Availability Management

Key Performance Indicator (KPI)	Definition
Service Availability	<ul style="list-style-type: none"> • Availability of IT Services relative to the availability agreed in SLAs and OLAs
Number of Service Interruptions	<ul style="list-style-type: none"> • Number of service interruptions
Duration of Service Interruptions	<ul style="list-style-type: none"> • Average duration of service interruptions
Availability Monitoring	<ul style="list-style-type: none"> • Percentage of services and infrastructure components under availability monitoring
Availability Measures	<ul style="list-style-type: none"> • Number of implemented measures with the objective of increasing availability

Fuente: ITIL KPIs Service Design, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Design>

ITIL KPIs IT Service Continuity Management

Key Performance Indicator (KPI)	Definition
Business Processes with Continuity Agreements	<ul style="list-style-type: none"> Percentage of business processes which are covered by explicit service continuity targets
Gaps in Disaster Preparation	<ul style="list-style-type: none"> Number of identified gaps in the preparation for disaster events (major threats without any defined counter measures)
Implementation Duration	<ul style="list-style-type: none"> Duration from the identification of of a disaster-related risk to the implementation of a suitable continuity mechanism
Number of Disaster Practices	<ul style="list-style-type: none"> Number of disaster practices actually carried out
Number of identified Shortcomings during Disaster Practices	<ul style="list-style-type: none"> Number of identified shortcomings in the preparation for disaster events which are identified during practices

Fuente: ITIL KPIs Service Design, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Design>

ITIL KPIs Information Security Management

Key Performance Indicator (KPI)	Definition
Number of implemented Preventive Measures	<ul style="list-style-type: none"> Number of preventive security measures which were implemented in response to identified security threats
Implementation Duration	<ul style="list-style-type: none"> Duration from the identification of a security threat to the implementation of a suitable counter measure
Number of major Security Incidents	<ul style="list-style-type: none"> Number of identified security incidents, classified by severity category
Number of Security-related Service Downtimes	<ul style="list-style-type: none"> Number of security incidents causing service interruption or reduced availability
Number of Security Tests	<ul style="list-style-type: none"> Number of security tests and trainings carried out
Number of identified Shortcomings during Security Tests	<ul style="list-style-type: none"> Number of identified shortcomings in security mechanisms which were identified during tests

Fuente: ITIL KPIs Service Design, 2016 [Acceso 23 junio 2016]. Disponible en:
http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Design

ITIL KPIs Supplier Management

Key Performance Indicator (KPI)	Definition
Number of agreed UCs	<ul style="list-style-type: none"> Percentage of contracts underpinned by UCs
Number of Contract Reviews	<ul style="list-style-type: none"> Number of conducted contract and supplier reviews
Number of identified Contract Breaches	<ul style="list-style-type: none"> Number of contractual obligations which were not fulfilled by suppliers (identified during contract reviews)

Fuente: ITIL KPIs Service Design, 2016 [Acceso 23 junio 2016]. Disponible en:
http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Design

3- ITIL KPIs Service Transition

ITIL KPIs Change Management

Key Performance Indicator (KPI)	Definition
Number of Major Changes	<ul style="list-style-type: none"> • Number of major changes assessed by the CAB (Change Advisory Board)
Number of CAB Meetings	<ul style="list-style-type: none"> • Number of CAB (Change Advisory Board) meetings
Time for Change Approval/ Rejection	<ul style="list-style-type: none"> • Average time from registering an RFC with Change Management until a decision on the RFC is reached (i.e. until it is either approved or rejected)
Change Acceptance Rate	<ul style="list-style-type: none"> • Number of accepted vs. rejected RFCs
Number of Emergency Changes	<ul style="list-style-type: none"> • Number of Emergency Changes assessed by the ECAB (Emergency Change Advisory Board)

Fuente: ITIL KPIs Service Transition, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Transition>

4. ITIL KPIs Service Operation

ITIL KPIs Incident Management

Key Performance Indicator (KPI)	Definition
Number of repeated Incidents	<ul style="list-style-type: none"> • Number of repeated Incidents, with known resolution methods
Incidents resolved Remotely	<ul style="list-style-type: none"> • Number of Incidents resolved remotely by the Service Desk • (i.e.without carrying out work at user's location)
Number of Escalations	<ul style="list-style-type: none"> • Number of escalations for Incidents not resolved in the agreed resolution time
Number of Incidents	<ul style="list-style-type: none"> • Number of incidents registered by the Service Desk grouped into categories
Average Initial Response Time	<ul style="list-style-type: none"> • Average time taken between the time a user reports an Incident and the time that the Service Desk responds to that Incident
Incident Resolution Time	<ul style="list-style-type: none"> • Average time for resolving an incident • grouped into categories
First Time Resolution Rate	<ul style="list-style-type: none"> • Percentage of Incidents resolved at the Service Desk during the first call • grouped into categories
Resolution within SLA	<ul style="list-style-type: none"> • Rate of incidents resolved during solution times agreed in SLA • grouped into categories
Incident Resolution Effort	<ul style="list-style-type: none"> • Average work effort for resolving Incidents • grouped into categories

Fuente: ITIL KPIs Service Operation, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Operation>

ITIL KPIs Problem Management

Key Performance Indicator (KPI)	Definition
Number of Problems	<ul style="list-style-type: none"> • Number of Problems registered by Problem Management • grouped into categories
Problem Resolution Time	<ul style="list-style-type: none"> • Average time for resolving Problems • grouped into categories
Number of unresolved Problem	<ul style="list-style-type: none"> • Number of Problems where the underlying root cause is not known at a particular time
Number of Incidents per Known Problem	<ul style="list-style-type: none"> • Number of reported Incidents linked to the same Problem after problem identification
Time until Problem Identification	<ul style="list-style-type: none"> • Average time between first occurrence of an Incident and identification of the underlying root cause
Problem Resolution Effort	<ul style="list-style-type: none"> • Average work effort for resolving Problems • grouped into categories

Fuente: ITIL KPIs Service Operation, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Service_Operation>

5. ITIL KPIs Continual Service Improvement

ITIL KPIs Service Review

Key Performance Indicator (KPI)	Definition
Number of Service Reviews	<ul style="list-style-type: none"> Number of formal Service Reviews carried out during the reporting period
Number of identified Weaknesses	<ul style="list-style-type: none"> Number of weaknesses which were identified during Service Review, to be addressed by improvement initiatives

Fuente: ITIL KPIs Continual Service Improvement, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Continual_Service_Improvement>

ITIL KPIs Process Evaluation

Key Performance Indicator (KPI)	Definition
Number of Process Benchmarkings, Maturity Assessments, and Audits	<ul style="list-style-type: none"> Number of formal Process Benchmarkings, Maturity Assessments, and Audits carried out during the reporting period
Number of Process Evaluations	<ul style="list-style-type: none"> Number of formal Service Evaluations carried out
Number of identified Weaknesses	<ul style="list-style-type: none"> Number of weaknesses which were identified during Service Evaluation, to be addressed by improvement initiatives
Number of CSI Initiatives	<ul style="list-style-type: none"> Number of CSI initiatives, resulting from identified weaknesses during Service Reviews and Process Evaluations
Number of completed CSI Initiatives	<ul style="list-style-type: none"> Number of CSI initiatives which were completed during the reporting period

Fuente: ITIL KPIs Continual Service Improvement, 2016 [Acceso 23 junio 2016]. Disponible en:

<http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Continual_Service_Improvement>

ITIL KPIs Definition of CSI Initiatives

Key Performance Indicator (KPI)	Definition
Number of CSI Initiatives	<ul style="list-style-type: none"> • Number of CSI initiatives, resulting from identified weaknesses during Service and Process Evaluation
Number of completed CSI Initiatives	<ul style="list-style-type: none"> • Number of CSI initiatives which were completed during the reporting period

Fuente: ITIL KPIs Continual Service Improvement, 2016 [Acceso 23 junio 2016]. Disponible en:
 <http://wiki.en.it-processmaps.com/index.php/ITIL_KPIs_Continual_Service_Improvement>