

## IT PERFORMANCE MEASUREMENT

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### Overview

A pragmatic, interactive 3-day workshop for IT professionals and business users of IT services in measurement of IT's business (non-technical) performance.

What does IT contribute to the business? Business management is often cynical about the value IT adds to mission achievement. Consequently IT organizations are being challenged to assure that their services, infrastructure and projects

- Are geared to meet business strategy and objectives goals
- Deliver relevant, fully usable services on time and within budget.

While many IT organizations measure and manage technical performance (such as response and downtime), too often IT has a poor track record in delivering services that make a real contribution to the business and often IT does not measure and manage its performance against business objectives and business targets. The business needs timely delivery of really cost-effective, productive services and effective management of project risk: but more, it wants to know that IT really delivers to the bottom line.

### Objective

This workshop presents the principles of non-technical performance measurement and management methods relating to IT services and projects. It covers:

- Performance Management: what is it and why do it?
- How to develop and implement performance management and measurement
- Key issues and solutions in performance management

**The workshop will contain practical delegate exercises drawn from real-life experience.**

## DAY ONE

08.00 Registration and Refreshments

08.30 **Introduction and Seminar Objectives**

### **What are Performance Measurement and Performance Management? Why?**

Definitions

Performance Measurement Frameworks and Reference Models

Performance Measurement and the Big Picture

Performance Measurement and The Balanced Scorecard

The Vision and Mission

Critical Success Factors and Key Performance Indicators

### **What to Measure and Manage**

Productivity

Effectiveness

Quality

Timeliness

Benefits

Business Contribution

Improved Participation and Communication

### **Leading Indicators, Coincident Indicators and Lagging Indicators**

What is the difference?

How should each be used?

When should each be used?

### **Performance Measurement and Management issues for IT**

Where is the IT Payoff?

Criteria for good performance measurements

What measurements should be candidates for reporting?

To what extent are these measurable, valid and comprehensive?

How and to what extent should measurements be disaggregated?

What comparison information should be reported for the various measurements?

What explanatory data should be included?

To what extent are the measurements verifiable?

How should the information be communicated and displayed, and in what types of documents should the performance data be reported?

What are the costs and feasibility of obtaining and reporting performance information?

What are the uses for and who are the users of measurement data?

Close of Day One

## DAY TWO

### Why IT Technology Performance Management is not the same as IT Business Performance Measurement

- Strategic Performance Measurement: Benefits
- IT specific issues
- Aspects of IT Performance Measurement
- Application Performance Management (APM)
- IT Technical Performance Measurement
- IT Technical Performance Measurement tools
- Internet / Intranet Performance Measurement
- Why these do not measure Business Performance
- IT Investment Appraisal problems
- IT Investment Appraisal methods
- The Difference between Cost / Benefit Analysis and Investment Appraisal
- Value Chain Analysis
- Strategic Value Analysis

### IT Performance Management - Key Terms and Concepts

- Performance Measurement Systems
- Types of Performance Measurement Indicators
  - Input Indicators
  - Output/Workload Indicators
  - Outcome/Effectiveness Indicators
  - Efficiency (and Cost-Effectiveness Indicators)
  - Productivity indicators
- Variance Monitoring and Evaluation
- Performance Indices
  - Scheduled Performance Index
  - Cost Performance Index
  - To Complete Performance Index
- Other Variance Analysis
  - Material Usage Variance
  - Material Price Variance
  - Overhead Variances
  - Labour Variance
- Balanced Scorecard – Worked Case Study

### How Business IT Performance Measurement and Management works

- Using Best Practice
- Role of Service Level Agreements
- Accountability
- Creating Business based Measures balancing Stakeholder Needs
- Collecting, Analysing and Using Data
- Linkage with Day-to-Day Operations
- The role of Leadership
- Integrating across the Business

Close of Day Two

## DAY THREE

### IT Performance Management - How to get started

- Step 1. Identification of a program
- Step 2. Statement of purpose
- Step 3. Identification of programme inputs, outputs, efficiency and productivity indicators
- Step 4. Setting targets for accomplishment
- Step 5. Monitoring
- Step 6. Performance reporting
- Step 7. Analysis and action

### What You Should Know Before Starting on IT Performance Management

Performance Management as part of business, customer and service orientation programmes  
Winning management commitment  
Resourcing the initiative  
New management techniques for IT  
Do Performance Measurement Systems fail?  
Pitfalls and solutions

### Case Studies & Examples

Example: Performance Measurement in Customer Relationship Management Systems

- Strategic Performance Measurement and CRM
- The CRM Scorecard
- How to embed Performance Measurement

### Automated Performance Measurement and Reporting

Reporting Tools  
Visualisation  
Report Examples

### Delegate Forum

End of course

### Who should attend?

Finance Directors and Managers, Business Managers, IT Managers; Computing Service Managers; Operations Managers; Network and Communication Managers; Systems and Applications Development Managers; Customer Support Managers; Consultants; and all those responsible for, or concerned with, IT; Auditors; Company Secretaries, Company

Accountants, Finance Directors and Administration Directors with responsibilities for computing; Computer Users seeking to achieve cost-effective computing services.

## Workshop Leader

Andrew Hiles, BA, MBCS has had responsibility for providing internal IT services and for negotiating IT Purchasing and in Sales spanning some 25 years He is a Fellow of the Business Continuity Institute and a Member of the British Computer Society. Andrew was founder Chairman of the influential European Information Market (EURIM) group which supports the UK Parliament's All-Party EURIM Group in handling European legislation. His books on Service Level Management, Help Desk Management and Business Continuity are published by Rothstein Inc ([info@rothstein.com](mailto:info@rothstein.com)). He contributed to Croner's Guide to IT Purchasing. His software package, SLA FRAMEWORK™, has been purchased by leading international companies.

Starting his IT career with the Royal Air Force in programming and systems, Andrew moved to London Transport in an operational role. Later, in their Central Productivity Unit and subsequently as IT Projects Manager and as Manager of the Business Process Re-engineering function, he led several major technical and organisational reviews involving the reorganisation of key functions of London Transport. From there he moved to the Post Office as their first Business Systems Consultant with responsibilities for major projects. Subsequently as Computer Services Manager at the UK Atomic Energy Authority he provided supercomputing, mainframe, midrange and client / server bureau services and operational support of mainframe and midrange installations that they facility managed. He also had Customer Support and Quality Assurance responsibilities for the Datacenter.

Andrew is a Director of Kingswell consultants - an international consultancy specialising in delivering service and managing business risk. He has helped hi-tech, financial, transport and government bodies to develop and enhance Customer Support and Service Desk functions and has supported both customers and suppliers in Service Level Agreements, Market Testing, Outsourcing and Facilities Management.

Andrew is a published writer and international speaker on service management. He has presented at Cranfield, Henley, Ashridge and GEC Management Colleges and at numerous workshops and conferences in Europe, USA, Southern Africa, the Middle East, Hong Kong, the Philippines, New Zealand and Australia. He has broadcast on IT topics on webcasts, radio and television.

## Books

Hiles, A. N. *The Complete Guide to IT Service Level Agreements, Matching Service Quality to Business Needs..* Revised and enlarged 2002 edition ISBN 0-9641648-2-5 published by Rothstein Associates Inc. The standard work on IT Service Level Agreements.

Hiles, A. N. *E-Business Service Level Agreements: Strategies for ISPs, ASPs, \*SPs and CLECS.* Published by Rothstein Associates Inc. The first book to deal specifically with e-commerce Service Level Agreements.

Hiles, A. N. *Service Level Agreements, Winning a Competitive Edge for Supply and Support Services*. ISBN 0-9641648-4-1 published by Rothstein Associates Inc. This book applies Service Level Agreements to services other than IT. Real case studies and example SLAs are provided ranging from Human Resources, Logistics, through Training, Livestock Handling, Logistics and Field Service Engineering.

Hiles A.N. and Gunn, Dr. Y. *Creating a Customer-Focused Help Desk: How to Win and Keep Your Customers*. Published by Rothstein Associates Inc. ISBN 0-9641648-6-8 This book has the support of the Help Desk Institute [www.helpdeskinst.com](http://www.helpdeskinst.com)

Hiles A.N. *Business Continuity Management: Best Practice*. Published by Rothstein Associates Inc. revised ISBN 0-9641648-3-3. This book explicitly covers all the ten areas of business continuity competence required for membership of the Disaster Recovery Institute International (DRII) and the Business Continuity Institute (BCI).

Hiles A.N. (Editor and main contributor) *The Definitive Handbook of Business Continuity Management*, John Wiley & Sons. ISBN 078-0-4750-51638-6 (HB)

Hiles A.N. *Enterprise Risk Assessment & Business Impact Analysis – Best Practices* ISBN 1-931332-12-6 Published by Rothstein Associates Inc. Covers many techniques and methods of risk and impact assessment with detailed examples and checklists.

Hiles A.N. *Guide to Risk Management*. Published by the Institute of Chartered Accountants of England and Wales.

All books can be obtained from:

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Hiles, A.N. (contributor), *Croner's Purchasing and Supply Guide to I.T.*, 1994, ISBN 1 85524 271 0

Hiles, A.N. (contributor), *Guide to Business Continuity Management*, 1999, for the Confederation of British Industry by Caspian Publishing

Hiles A.N. (contributor) *Business Continuity Management*, 2000, Institute of Directors / Department of Trade & Industry.

Andrew's books are required or referenced reading at universities across the USA, Canada and the Middle East.

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