

# HOW TO USE THE ITIL FRAMEWORK EFFECTIVELY



IT services have become integral for businesses of all sizes, private and public organizations, educational institutions, consumers, and the individuals working within these organizations. Without IT services, it is hard to see how any organization would be able to deliver their products and services in today's market.

As a direct consequence, businesses require that IT services are measured, not the performance of an individual component such as a server or application. IT must now be able to measure and report against an end-to-end service and understand how this service supports and enables the business to achieve its goals. Too often we provide a report against a component, system, or application but don't provide the true service level as experienced by the customer.

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## Service Measurement

It is always challenging for an organization to create a measurement framework that supports the business requirements. One of the key factors for this is the definition of what success looks like. We need to be mindful of both the past and the future; measurement should allow for the identification of future improvement as well as report on past performance.

Whether measuring one or multiple services, the following are key to a successful service measurement framework.

- *The origins of the framework*
- *Defining what success looks like; in other words, what are we trying to achieve and how will we know when we've achieved it?*
- *Ensuring that we building the framework and choosing measures that will provide us with information to make strategic, tactical, and/or operational decisions.*

It is important to select measures that will deliver the data and information we need based on agreed targets within IT and the business. There are some critical elements that should be included in a service measurement framework.

# THE ITIL SERVICE MEASUREMENT FRAMEWORK

For example, the framework should be integrated into business planning and focused on business and IT goals and objectives. It should support cost effectiveness, with a balanced approach to the measures applied, which can be sustained over a period of time and withstand change.

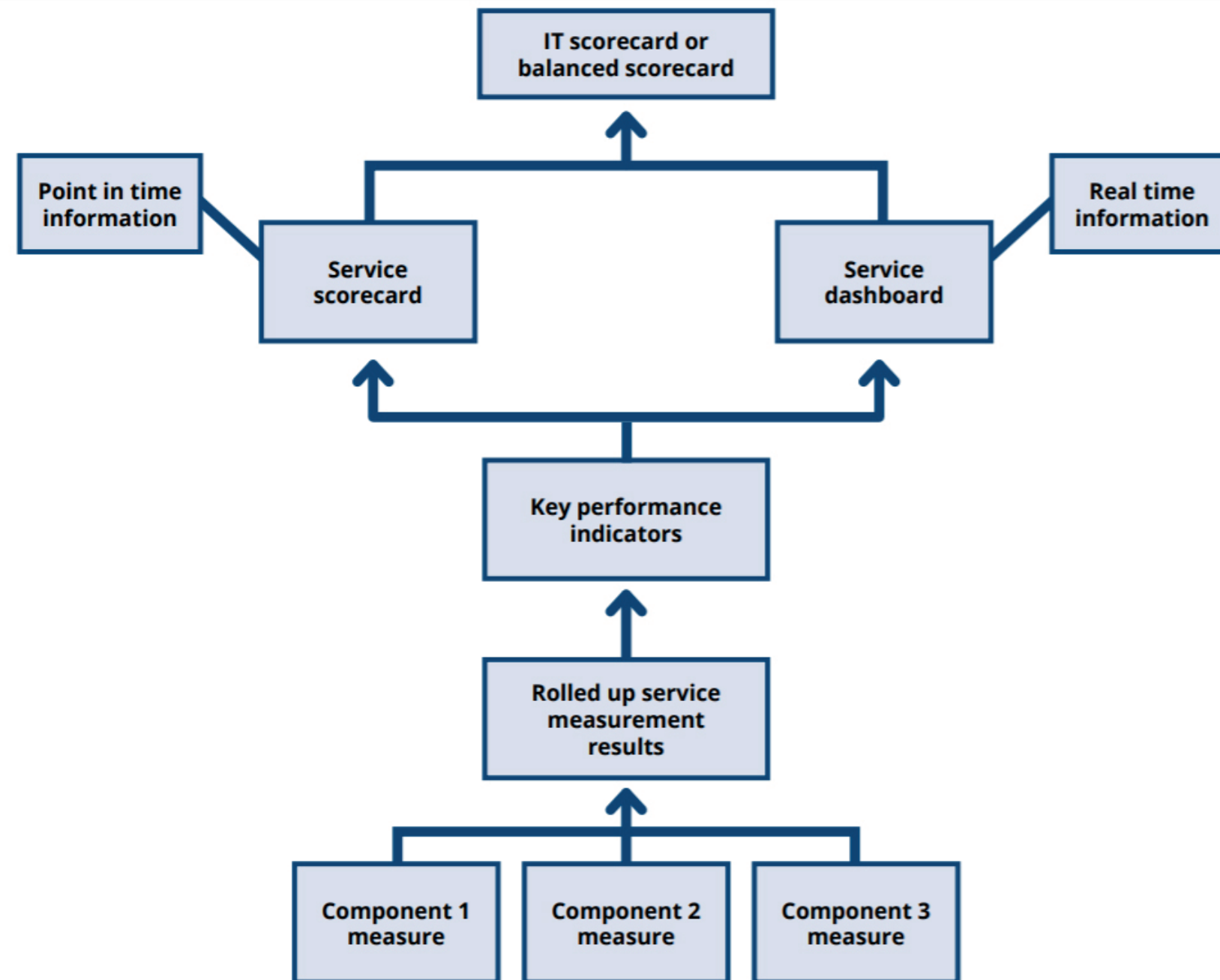
The framework must clearly identify the performance measures that will encourage the behaviors desired and be accurate, timely, and reliable. It is also important to ensure that the roles and responsibilities are clearly defined, so there is no doubt about who defines the measures and targets, who monitors and measures, and who gathers and analyzes the data and prepares the reports.

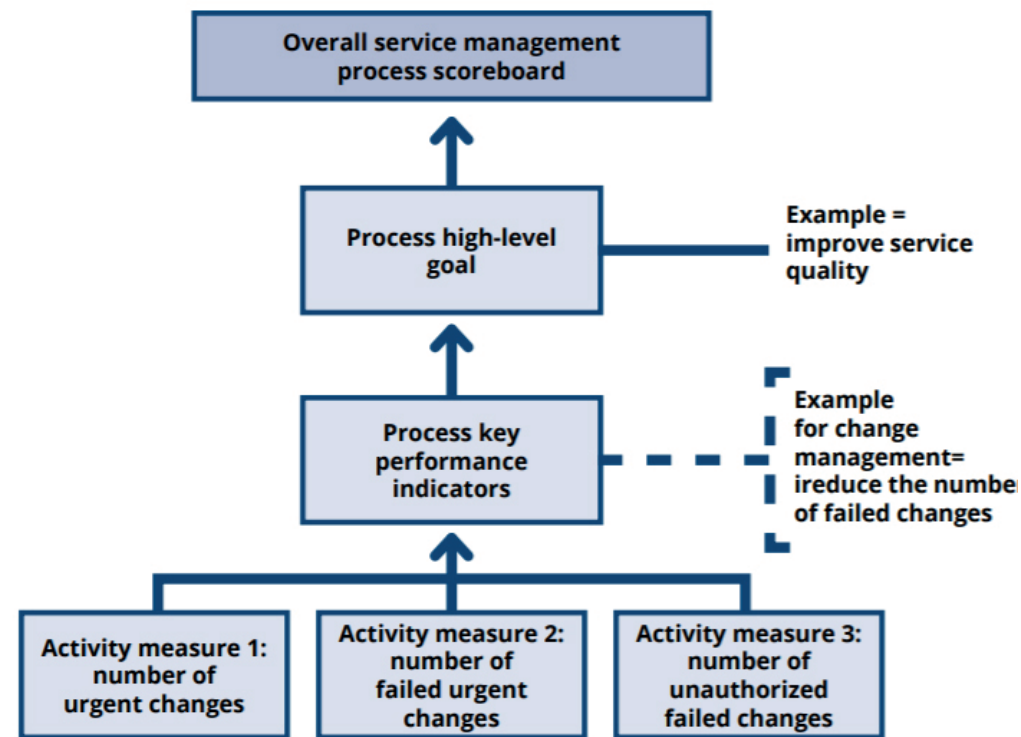
A service management framework should be built on different metrics and measurements so that the end result is a combined view of the way the individual components support the overall service. This in turn should provide information to the key performance indicators, allowing us to ensure that targets are being achieved. This will then be the basis for creating a service scorecard and dashboard.

The service scorecard can then be used to populate an IT scorecard or overall balanced scorecard. The diagram shown here shows a diagrammatic representation of the multiple levels that need to be considered when developing a service measurement framework.



Example: Let's see how this approach can also be used to measure the effectiveness of a service management process, that of Change Management.





## There are 4 Major Levels to Report on:

The bottom level contains the activity metrics for a process, and these are often volume-type metrics such as number of requests for change (RFCs) submitted, number of RFCs accepted into the process, number of RFCs by type, number approved, number successfully implemented, and so on

The next level contains the KPIs associated with each process. The activity metrics should feed into and support the KPIs.

In turn, the KPIs will support the next level, which is the high-level goal such as improving service quality, reducing IT costs, or improving customer satisfaction.

Finally, this high-level goal will feed into the organization's balanced scorecard or IT scorecard.

When first starting out, it is important not to pick too many KPIs to support the high-level goal(s). Additional KPIs can always be added later.

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