HP IT Executive Scorecard

Software Version: 9.50
Windows ® operating system

Content Reference Guide for the Integration with HP Asset Manager

Document Release Date: February 2015
Software Release Date: June 2014



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% of Actual vs Planned Projects Cost KPI

Component Type	KPI
Business Questions	Make sure our business agility from the projects perspective is efficient.
Business Objective	Stewardship of IT Investment
Description	The actual costs relative to the planned projects cost.
Context	FinancialManagement
Data source	PPM, AM, AWS, VCM, HPV, IC
Formula	PERCENTAGE_MATH(SUM(Cost.Amount, Cost.CostType ='Actual' And Project.StartDate IN_PERIOD), SUM(Cost.Amount, Cost.CostType ='Planned' And Project.StartDate IN_PERIOD),100)
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Centralize
Thresholds	50 to 75 | 75 to 90 | 90 to 105 | 105 to 120 | 120 to 150
Release	9.00

% of Approved Project Scope Changes KPI

Component Type	KPI
Business Questions	Provides the PMO with information about the approved Scope Changes.
Business Objective	Improve Customer Satisfaction
Description	The number of approved scope changes relative to the total number of scope changes during the measurement period.
Context	DemandManagement
Data source	PPM, ALM, AM
Formula	PERCENTAGE(ScopeChange, ScopeChange.Status='CLOSED_SUCCESS' And Project.Name is not null And ScopeChange.StartDate IN_PERIOD, Project.Name is not null And ScopeChange.StartDate IN_PERIOD,100)
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Maximize
Thresholds	0 to 50 | 50 to 75 | 75 to 100
Release	9.02

% of Assets in Maintenance KPI

Component Type	KPI
Business Questions	Make sure we have enough assets to work efficiently.
Business Objective	Achieve Process Excellence
Description	The number of assets in maintenance relative to the total number of assets.
Context	AssetManagement
Data source	AM, SM
Formula	PERCENTAGE(Asset,Asset.Status Like 'Return for mainten%',Asset.Status<>'Retired(or consumed)')
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Minimize
Thresholds	0 to 5 | 5 to 100
Release	9.00

% of Assets Returned to Supplier KPI

Component Type	KPI
Business Questions	Make sure we have enough assets to work efficiently. Should we change suppliers?
Business Objective	Achieve Process Excellence
Description	The number of assets returned to the suppliers relative to the total number of assets.
Context	AssetManagement
Data source	AM, SM
Formula	PERCENTAGE(Asset, Asset.Status='Return to supplier' ,Asset.Status<>'Retired(or consumed)')
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Minimize
Thresholds	0 to 5 | 5 to 100
Release	9.00

% of Change in Assets Cost KPI

Component Type	KPI
Business Questions	Make sure our assets costs are under control. Make sure our asset management is improving.
Business Objective	Reduce Cost
Description	The asset cost in the last period relative to the asset cost in the previous period.
Context	AssetManagement
Data source	AM, PPM, SM
Formula	PERCENTAGE_MATH(SUM(Cost.Amount,Asset.Status='In use' And PERIOD_ ENTITY=InstalledPeriod), SUM(Cost.Amount,Asset.Status='In use' And PERIOD_ ENTITY=InstalledPeriod(-1)),100)-100
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Centralize
Thresholds	-50 to -30 | -30 to -10 | -10 to 10 | 10 to 30 | 30 to 50
Release	9.00

% of Change in Business Service Cost KPI

Component Type	KPI
Business Questions	Make sure that our business services policy is efficient. What is the change of BS cost compared to last month?
Business Objective	Stewardship of IT Investment
Description	The last period cost of business services relative to the cost of business services during the previous period.
Context	FinancialManagement
Data source	PPM, VCM, HPV, IC, AM, AWS
Formula	PERCENTAGE_MATH(SUM(Cost.Amount, Cost.CostType ='Actual' And PERIOD_ENTITY=Period), SUM(Cost.Amount, Cost.CostType ='Actual' And PERIOD_ENTITY=Period(-1)),100)-100
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Centralize
Thresholds	50 to 75 | 75 to 90 | 90 to 105 | 105 to 120 | 120 to 150
Release	9.00

% of Change in Project Cost KPI

Component Type	KPI
Business Questions	Make sure that our project costing policy is efficient.
Business Objective	Stewardship of IT Investment
Description	The change in the cost of projects during the last period relative to the change in the cost of projects during the previous period.
Context	FinancialManagement
Data source	PPM, IC, AM, ALM
Formula	PERCENTAGE_MATH(SUM(Cost.Amount, Project.Name<> 'INVALID' And Project.Name <> 'UNKNOWN' And Cost.CostType ='actual' And PERIOD_ENTITY =Period), SUM(Cost.Amount, Project.Name<> 'INVALID' And Project.Name <> 'UNKNOWN' And Cost.CostType ='actual' And PERIOD_ENTITY =Period(-1)),100)-100
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Centralize
Thresholds	- 50 to -30 | -30 to -10 | 90 to 105 | 10 to 30 | 30 to 50
Release	9.00

% of IT POR vs Total Revenue KPI

Component Type	KPI
Business Questions	Make sure we are on target for spending against the corporate plan.
Business Objective	Stewardship of IT Investment
Description	The IT Plan Of Record relative to the Total Planned Company Revenue Goal (where the goal is manually entered).
Context	FinancialManagement
Data source	PPM, VCM, AM, IC, HPV, AWS
Formula	PERCENTAGE_MATH(SUM(Cost.Amount,Cost.CostType='Actual' and PERIOD_ ENTITY=Period),100000,20)
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Centralize
Thresholds	0 to 5 | 5 to 15 | 15 to 25 | 25 to 35 | 35 to 100
Release	9.00

% of Capex vs OpEx Spending KPI

Component Type	KPI
Business Questions	How does Capex spending compare to Opex spending? Is the organization within its PoR for capital (Capex) and operating (Opex) expenses? What percentage of spending is capital expenses versus operating expenses? Where is the organization spending the majority of its actual expenses: on capital or on operating expenses?
Business Objective	Alignment with Business Strategy
Description	The capitalized expense relative to the operational expense.
Context	FinancialManagement
Data source	PPM, AM, VCM, IC, HPV, AWS
Formula	PERCENTAGE_MATH(SUM(Cost.Amount, Cost.ExpenseType = 'CAPEX' and PERIOD_ENTITY=Period),SUM(Cost.Amount, Cost.ExpenseType = 'OPEX' and PERIOD_ENTITY=Period),100)
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Centralize
Thresholds	0 to 40 | 40 to 80 | 80 to 120 | 120 to 160 | 160 to 200
Release	9.00

% of Projects Associated with Business Objectives KPI

Component Type	KPI
Business Questions	Make sure that our investments are focused on the organization's strategical goals.
Business Objective	Alignment with Business Strategy
Description	The number of projects aligned with a business objective relative to the total number of projects that were started during the measurement period.
Context	ProjectPortfolioManagement
Data source	PPM, ALM, AM
Formula	PERCENTAGE(Project, Project.HasObjectiveIndicator=1 And Project.StartDate IN_PERIOD, Project.StartDate IN_PERIOD,100)
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Maximize
Thresholds	0 to 75 | 75 to 90 | 90 to 100
Release	9.00

% of Projects Budget at Risk KPI

Component Type	KPI
Business Questions	Make sure our project budget is attributed to healthy projects.
Business Objective	Stewardship of IT Investment
Description	The budget of unhealthy or risky projects relative to the total budget of projects that are ongoing during the measurement period.
Context	FinancialManagement
Data source	PPM
Formula	PERCENTAGE_MATH(SUM(Cost.Amount,Project.RiskRating <> '0' And Project.StartDate IN_PERIOD), SUM(Cost.Amount,Project.StartDate IN_PERIOD))
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Minimize
Thresholds	0 to 10 | 10 to 20 | 20 to 100
Release	9.00

% of Software Licenses in Use KPI

Component Type	KPI
Business Questions	Make sure our software license purchasing is efficient.
Business Objective	Reduce Cost
Description	The number of used software licenses relative to the total number of purchased software licenses.
Context	AssetManagement
Data source	AM, SM
Formula	PERCENTAGE(Asset,Asset.Type='Software license' And Asset.Status='In use', Asset.Type='Software license' And Asset.Status<>'Retired(or consumed)',100)
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Maximize
Thresholds	0 to 50 | 50 to 75 | 75 to 100
Release	9.00

% Variance of Actual vs Planned Costs KPI

Component Type	KPI
Business Questions	Make sure the actual costs of an activity stay on track. What is the percentage of actual versus planned spending? How do the actual versus planned costs stay in the defined boundaries?
Business Objective	Stewardship of IT Investment
Description	The actual costs relative to the planned costs of an activity.
Context	FinancialManagement
Data source	PPM, VCM, AM, IC, HPV, AWS
Formula	PERCENTAGE_MATH(SUM(Cost.Amount,Cost.CostType='Actual' and PERIOD_ENTITY=Period), SUM (Cost.Amount,Cost.CostType='Planned' and PERIOD_ENTITY=Period),100)-100
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Centralize
Thresholds	-50 to -30 | 75 to 90 | -10 to 10 | 10 to 30 | 30 to 100
Release	9.00

Average Age of Hardware Assets KPI

Component Type	KPI
Business Questions	Make sure our policy of hardware asset renewal is on track.
Business Objective	Achieve Process Excellence
Description	The average age of hardware assets.
Context	AssetManagement
Data source	AM, SM
Formula	DATE_CONVERT('ms', 'd', NOW()-AVG(InstalledPeriod.StartDate,Asset.Type<>'Software license' And Asset.Status='In use'))/30
KPI Formula Filter	N/A
Unit Type	Months
Time Period	Monthly
Direction	Centralize
Thresholds	0 to 36 | 36 to 48 | 48 to 54 | 54 to 60
Release	9.00

Average Cost of IT Delivery Per Customer KPI

Component Type	KPI
Business Questions	Make sure our IT delivery costs are on track.
Business Objective	Stewardship of IT Investment
Description	The average cost of IT delivery per customer calculated as the cost of IT service delivery divided by number of end users or customers.
Context	FinancialManagement
Data source	PPM
Formula	SUM(Cost.Amount,Cost.CostType='Actual' and PERIOD_ENTITY=Period)/Count (Customer,Customer.Name <> 'UNKNOWN' And Customer.Name <> 'INVALID')
KPI Formula Filter	N/A
Unit Type	Money
Time Period	Monthly
Direction	Centralize
Thresholds	0 to 1500 | 75 to 90 | 1500 to 3000 | 3000 to 5000 | > 5000
Release	9.00

Average Delivery Time of New Products or Services KPI

Component Type	KPI
Business Questions	Make sure our business agility from the projects perspective is efficient.
Business Objective	Accelerate Agility
Description	The average delivery time of new products/services defined as the time it takes from the conception of a project until it is delivered to customer(EndDate and StartDate used in this KPI formula).
Context	ProjectPortfolioManagement
Data source	PPM, ALM, AM
Formula	DATE_CONVERT('ms','d',(AVG(Project.EndDate, Project.Status='Complete' And Project.EndDate IN_PERIOD)-AVG(Project.StartDate, Project.Status='Complete' And Project.StartDate is not NULL And Project.EndDate IN_PERIOD))/30)
KPI Formula Filter	N/A
Unit Type	Months
Time Period	Monthly
Direction	Minimize
Thresholds	0 to 6 | 6 to 12 | 12 to 18
Release	9.00

Average Project Initiation Time KPI

Component Type	KPI
Business Questions	Make sure our project planning policy is efficient.
Business Objective	Accelerate agility
Description	The average time it takes to initiate a project (until all resources are assigned and the planning is completed).
Context	ProjectPortfolioManagement
Data source	PPM, ALM, AM
Formula	DATE_CONVERT('ms','d', AVG(Project.StartDate, Project.StartDate IN_PERIOD)-AVG (Project.PlannedStartDate, Project.PlannedStartDate is not NULL and Project.StartDate IN_PERIOD))
KPI Formula Filter	N/A
Unit Type	Days
Time Period	Monthly
Direction	Minimize
Thresholds	0 to 60 | 60 to 80 | 80 to 180
Release	9.00

Average Time to Procure Hardware KPI

Component Type	KPI
Business Questions	Make sure our procuration policy is efficient.
Business Objective	Improve Responsiveness
Description	The average time needed to procure an item defined as the time lag between a request for procurement and the contract signing or the purchase.
Context	AssetManagement
Data source	AM, SM
Formula	DATE_CONVERT('ms','d', AVG(PurchaseOrderPeriod.EndDate, Asset.Type<>'Software license' And PurchaseRequestPeriod.Periodicity<>'INVALID' and PurchaseRequestPeriod.Periodicity<>'UNKNOWN' and PERIOD_ENTITY = PurchaseOrderPeriod) - AVG(PurchaseRequestPeriod.EndDate, Asset.Type<>'Software license' And PurchaseRequestPeriod.Periodicity<>'INVALID' and PurchaseRequestPeriod.Periodicity<>'UNKNOWN' and PERIOD_ENTITY = PurchaseOrderPeriod))
KPI Formula Filter	N/A
Unit Type	Days
Time Period	Monthly
Direction	Minimize
Thresholds	0 to 15 | 15 to 45 | 45 to 90
Release	9.00

Innovation Delivery KPI

Component Type	KPI
Business Questions	Make sure our discretionary spending is aligned with our innovation goals. What are the discretionary and non-discretionary values for the fiscal period? How does discretionary spending compare to non-discretionary spending? What is the percentage of total discretionary and non-discretionary spending?
Business Objective	Alignment with Business Strategy
Description	The discretionary cost divided by the actual cost.
Context	FinancialManagement
Data source	PPM, AM, VCM, IC, HPV, AWS
Formula	PERCENTAGE_MATH(SUM(Cost.Amount, Cost.IsDiscretionary='Y' and PERIOD_ ENTITY=Period),SUM(Cost.Amount,PERIOD_ENTITY=Period),30)
KPI Formula Filter	N/A
Unit Type	%
Time Period	Monthly
Direction	Centralize
Thresholds	0 to 10 | 10 to 20 | 20 to 40 | 40 to 50 | 50 to 100
Release	9.00

Time to Resolve Project Scope Change KPI

Component Type	KPI
Business Questions	Make sure our project scope change procedures are efficient.
Business Objective	Accelerate Agility
Description	The average time of Project Scope Change to resolution.
Context	DemandManagement
Data source	PPM, ALM, AM
Formula	DATE_CONVERT('ms','d', AVG(ScopeChange.CloseTime, Project.Name is not null And ScopeChange.CloseTime is not Null and ScopeChange.StartDate IN_PERIOD) - AVG (ScopeChange.StartDate, Project.Name is not null and ScopeChange.CloseTime is not Null And ScopeChange.StartDate IN_PERIOD))
KPI Formula Filter	N/A
Unit Type	Days
Time Period	Monthly
Direction	Minimize
Thresholds	0 to 20 | 20 to 40 | 40 to 60 | 60 to 80 | 80 to 100
Release	9.02

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