

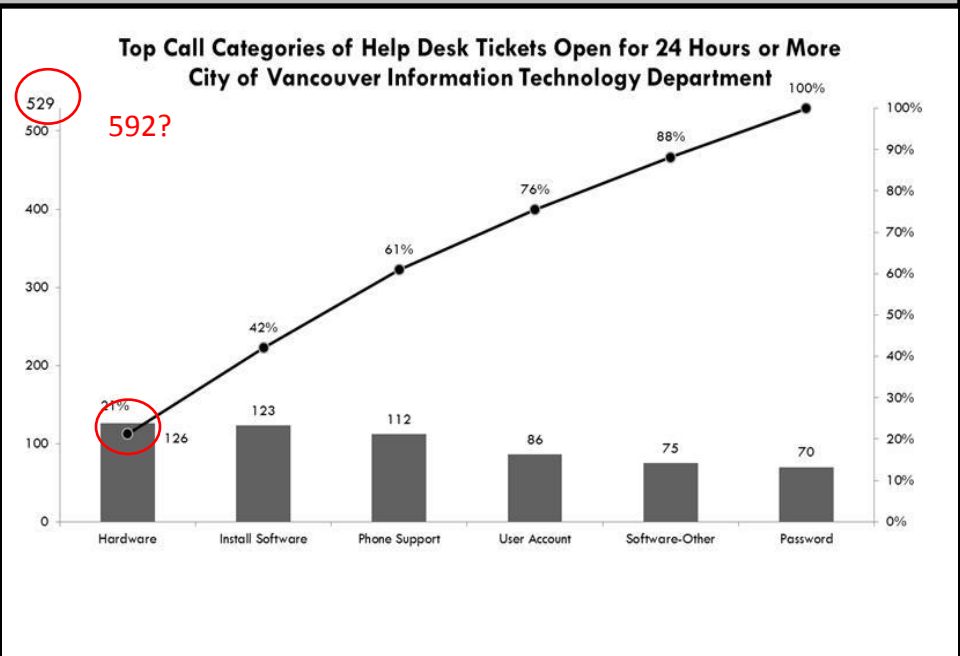


# Business Plan Performance Measure Critique

Comments	Evaluation Criteria	Sample Charts																																																																																											
<ul style="list-style-type: none"> <li>• Good measure, bad trend in the data.</li> <li>• Also good, that you are trying to break out the types of calls in the following chart.</li> <li>• Process improvement time?</li> </ul>	<p><b>Relevance</b></p> <p><b>Understandability</b></p> <p><b>Context</b></p> <p><b>Timeliness</b></p> <p><b>Operationally Defined</b></p> <p><b>Control/Influence</b></p>	<p><b>Percentage of Help Desk Tickets Open for 24 Hours or More</b> City of Vancouver Information Technology Department</p> <table border="1"> <caption>Percentage of Help Desk Tickets Open for 24 Hours or More</caption> <thead> <tr> <th>Year</th> <th>Jan</th> <th>Feb</th> <th>Mar</th> <th>Apr</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> <th>Sep</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> <th>Jan</th> <th>Feb</th> <th>Mar</th> <th>Apr</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> <th>Sep</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>33%</td> <td>30%</td> <td>30%</td> <td>28%</td> <td>32%</td> <td>29%</td> <td>29%</td> <td>30%</td> <td>33%</td> <td>29%</td> <td>34%</td> <td>36%</td> <td>31%</td> <td>29%</td> <td>32%</td> <td>31%</td> <td>30%</td> <td>29%</td> <td>32%</td> <td>32%</td> <td>32%</td> <td>32%</td> </tr> <tr> <td>2015</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>32%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> </tr> <tr> <td>2016</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> <td>31%</td> </tr> </tbody> </table>	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	2014	33%	30%	30%	28%	32%	29%	29%	30%	33%	29%	34%	36%	31%	29%	32%	31%	30%	29%	32%	32%	32%	32%	2015	31%	31%	31%	31%	32%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	2016	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%
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- As a drill-down to the Number of 24 hr.+ Help Desk tickets, this chart is relevant, only if it generates change actions.
- The “buckets” or categories are too big and general to be actionable, and Pareto charts are all about action.
- For this chart to be completely useful, it needs to have a follow-on chart that breaks the 1<sup>st</sup> couple categories down into actionable subjects that can be analyzed and generate change activities.
- There is a transposition error in the number of help tickets, which has made the start of the cumulative line begin inside the 1<sup>st</sup> bar.

<b>Relevance</b>
<b>Understandability</b>
<b>Context</b>
<b>Timeliness</b>
<b>Operationally Defined</b>
<b>Control/Influence</b>

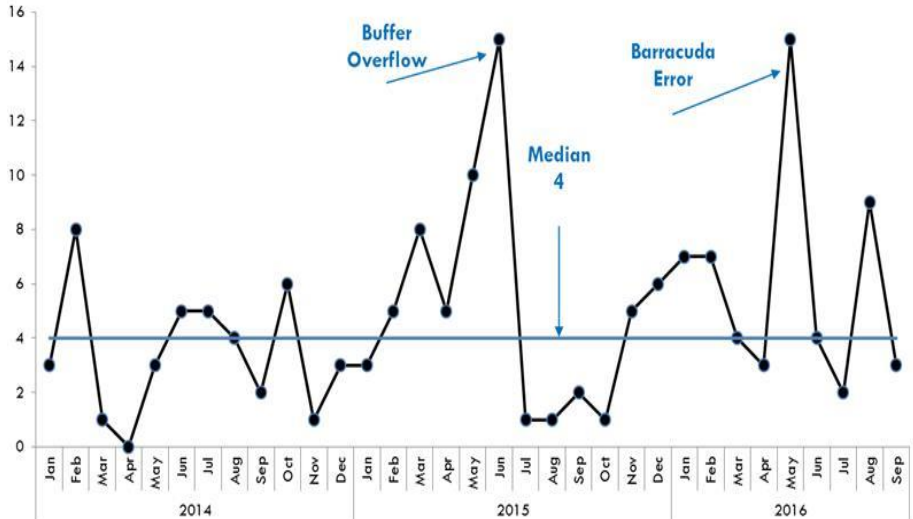


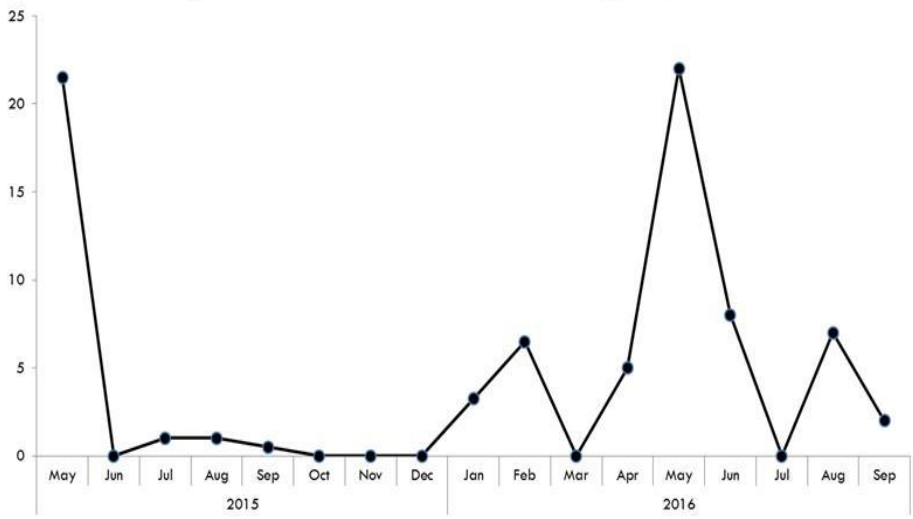
# Business Plan Performance Measure Critique

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<ul style="list-style-type: none"> <li>Measuring inputs is usually only relevant if there is an active program to change them.</li> <li>If nothing can be done about these help calls, then maybe the chart type should be changed to a bar chart, or you should consider dropping this measure because it falls into the "True, but useless", "Oh, that's interesting" category.</li> </ul>	Relevance	<p><b>Top 10 Call Categories in Q3 2016</b> City of Vancouver Information Technology Department</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Count</th> <th>Cumulative %</th> </tr> </thead> <tbody> <tr><td>Oracle</td><td>375</td><td>17%</td></tr> <tr><td>User Account</td><td>292</td><td>31%</td></tr> <tr><td>Password/Permissions</td><td>291</td><td>44%</td></tr> <tr><td>Phone Support</td><td>234</td><td>55%</td></tr> <tr><td>Install Software</td><td>212</td><td>64%</td></tr> <tr><td>Hardware</td><td>205</td><td>74%</td></tr> <tr><td>Software-Other</td><td>167</td><td>81%</td></tr> <tr><td>Desktop Support</td><td>142</td><td>88%</td></tr> <tr><td>Smart Phone</td><td>138</td><td>94%</td></tr> <tr><td>Outlook/Exchange</td><td>126</td><td>100%</td></tr> </tbody> </table>	Category	Count	Cumulative %	Oracle	375	17%	User Account	292	31%	Password/Permissions	291	44%	Phone Support	234	55%	Install Software	212	64%	Hardware	205	74%	Software-Other	167	81%	Desktop Support	142	88%	Smart Phone	138	94%	Outlook/Exchange	126	100%
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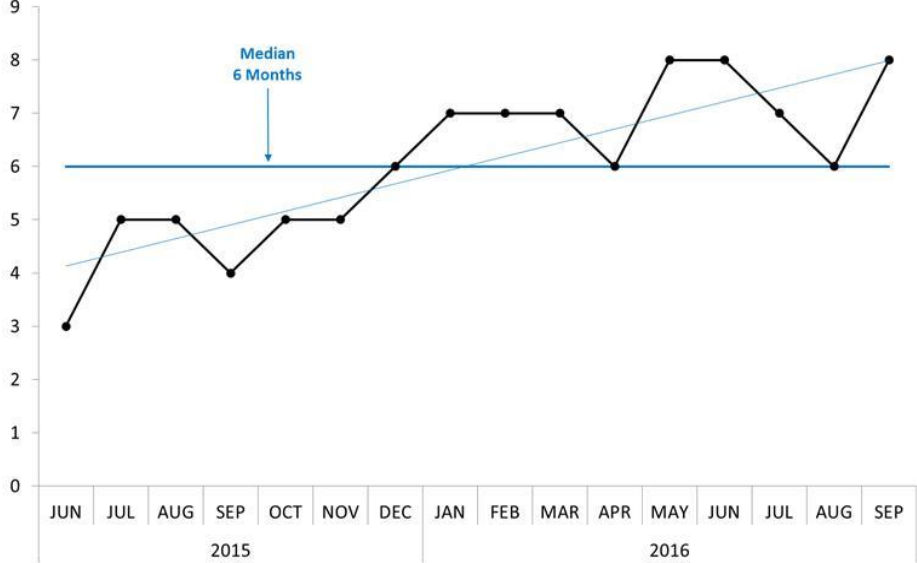
<ul style="list-style-type: none"> <li>This is another case of the data trending in an undesirable direction, without generating much of action in the quarterly review to correct the downward slide. What are you going to do to reverse the trend?</li> <li>On a related topic, you currently rely on Bobbi to resolve @ 28% of all help desk calls. What are your current plans/actions to back her up and make sure you can get similar performance from someone else if she is unavailable for an extended period of time, or leaves the City?</li> </ul>	Relevance	<p><b>Percentage of Help Desk Tickets Resolved by Help Desk Staff</b> City of Vancouver Information Technology Department</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Jan</th> <th>Feb</th> <th>Mar</th> <th>Apr</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> <th>Sep</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> </tr> </thead> <tbody> <tr><td>2014</td><td>24%</td><td>28%</td><td>39%</td><td>39%</td><td>29%</td><td>33%</td><td>33%</td><td>25%</td><td>31%</td><td>27%</td><td>26%</td><td>31%</td></tr> <tr><td>2015</td><td>27%</td><td>27%</td><td>29%</td><td>28%</td><td>24%</td><td>26%</td><td>21%</td><td>32%</td><td>31%</td><td>24%</td><td>31%</td><td>23%</td></tr> <tr><td>2016</td><td>23%</td><td>24%</td><td>22%</td><td>30%</td><td>27%</td><td>22%</td><td>28%</td><td>26%</td><td>26%</td><td>28%</td><td>26%</td><td>26%</td></tr> </tbody> </table>	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2014	24%	28%	39%	39%	29%	33%	33%	25%	31%	27%	26%	31%	2015	27%	27%	29%	28%	24%	26%	21%	32%	31%	24%	31%	23%	2016	23%	24%	22%	30%	27%	22%	28%	26%	26%	28%	26%	26%
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<ul style="list-style-type: none"> <li>For an “Input” measure like this to be relevant, there has to be an active countermeasure program designed to reduce the number/type/frequency of the outbreaks. Then, we can evaluate the effectiveness of the countermeasure program.</li> <li>Sitting behind a firewall and counting the number of impacts is not “active”.</li> <li>I would like to see another chart with this that catalogs the methods used to infiltrate our systems (i.e. email attachment, thumb drive, website, etc.) and then see some action items designed to address these infiltration methodologies.</li> </ul>	Relevance	<p data-bbox="1110 142 1787 207"><b>Number of Reported Virus Calls to the Help Desk per Month</b> City of Vancouver Information Technology Department</p>  <table border="1" data-bbox="985 221 1903 735"> <caption>Number of Reported Virus Calls to the Help Desk per Month</caption> <thead> <tr> <th>Year</th> <th>Jan</th> <th>Feb</th> <th>Mar</th> <th>Apr</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> <th>Sep</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> <th>Jan</th> <th>Feb</th> <th>Mar</th> <th>Apr</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> <th>Sep</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>3</td> <td>8</td> <td>1</td> <td>0</td> <td>3</td> <td>5</td> <td>5</td> <td>4</td> <td>2</td> <td>6</td> <td>1</td> <td>3</td> <td>3</td> <td>5</td> <td>8</td> <td>5</td> <td>10</td> <td>15</td> <td>1</td> <td>1</td> <td>2</td> <td>1</td> <td>5</td> <td>6</td> <td>7</td> <td>7</td> <td>4</td> <td>3</td> <td>15</td> <td>4</td> <td>2</td> <td>9</td> <td>3</td> </tr> </tbody> </table>	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	2014	3	8	1	0	3	5	5	4	2	6	1	3	3	5	8	5	10	15	1	1	2	1	5	6	7	7	4	3	15	4	2	9	3
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<ul style="list-style-type: none"> <li>I almost colored this measure “red” for relevance. When looked at with the Number of Reported Virus Calls, this metric seems redundant. The spikes and valleys seem to correspond with the previous metric.</li> <li>More relevant virus measurement topic questions might be: <ul style="list-style-type: none"> <li>How many attacks are there per month (previous measure)?</li> <li>What was the severity and spread of the infection? (This metric seems like the proxy for that...)</li> <li>How long did it take us to detect the infection?</li> <li>How long did it take to eradicate the infection?</li> </ul> </li> </ul>	Relevance	<p data-bbox="1139 806 1758 871"><b>Hours Spent on Viruses per Month</b> City of Vancouver Information Technology Department</p>  <table border="1" data-bbox="985 878 1903 1392"> <caption>Hours Spent on Viruses per Month</caption> <thead> <tr> <th>Year</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> <th>Sep</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> <th>Jan</th> <th>Feb</th> <th>Mar</th> <th>Apr</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> <th>Sep</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>21</td> <td>0</td> <td>1</td> <td>1</td> <td>0.5</td> <td>0</td> <td>0</td> <td>0</td> <td>3</td> <td>6</td> <td>0</td> <td>5</td> <td>22</td> <td>8</td> <td>0</td> <td>7</td> <td>2</td> </tr> <tr> <td>2016</td> <td>0</td> <td>0</td> <td>7</td> <td>2</td> <td>2</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>5</td> <td>22</td> <td>8</td> <td>0</td> <td>7</td> <td>2</td> </tr> </tbody> </table>	Year	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	2015	21	0	1	1	0.5	0	0	0	3	6	0	5	22	8	0	7	2	2016	0	0	7	2	2	0	0	0	0	0	0	5	22	8	0	7	2
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<ul style="list-style-type: none"> <li>The direction the data is trending is highly undesirable.</li> <li>Does it matter if IT projects are delivered late?</li> <li>Why aren't there any action items for follow-up?</li> <li>I'd like to see more in the operational definition – What defines a project? What does "late" mean?</li> </ul>	Relevance	<p data-bbox="1136 139 1758 168">Average Number of Months IT Projects are Late (All Causes)</p>  <table border="1" data-bbox="981 182 1903 739"> <caption>Average Number of Months IT Projects are Late (All Causes)</caption> <thead> <tr> <th>Month</th> <th>Average Number of Months Late</th> </tr> </thead> <tbody> <tr><td>JUN 2015</td><td>3</td></tr> <tr><td>JUL 2015</td><td>5</td></tr> <tr><td>AUG 2015</td><td>5</td></tr> <tr><td>SEP 2015</td><td>4</td></tr> <tr><td>OCT 2015</td><td>5</td></tr> <tr><td>NOV 2015</td><td>5</td></tr> <tr><td>DEC 2015</td><td>6</td></tr> <tr><td>JAN 2016</td><td>7</td></tr> <tr><td>FEB 2016</td><td>7</td></tr> <tr><td>MAR 2016</td><td>7</td></tr> <tr><td>APR 2016</td><td>6</td></tr> <tr><td>MAY 2016</td><td>8</td></tr> <tr><td>JUN 2016</td><td>8</td></tr> <tr><td>JUL 2016</td><td>7</td></tr> <tr><td>AUG 2016</td><td>6</td></tr> <tr><td>SEP 2016</td><td>8</td></tr> </tbody> </table>	Month	Average Number of Months Late	JUN 2015	3	JUL 2015	5	AUG 2015	5	SEP 2015	4	OCT 2015	5	NOV 2015	5	DEC 2015	6	JAN 2016	7	FEB 2016	7	MAR 2016	7	APR 2016	6	MAY 2016	8	JUN 2016	8	JUL 2016	7	AUG 2016	6	SEP 2016	8
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