# ABOUT APQC's OPEN STANDARDS BENCHMARKING MEASURE LIST

The APQC Open Standards Benchmarking measure list concisely lists all of the measures currently available for a specific survey. These measures are organized by research area (A), the survey name (B), and finally by category of measure (C). The list identifies each measure's "metric group ID" number (D), the measure name (E), the formula in english as APQC computes it(F), the formula in question numbers specific to this survey (G), and whether or not the measure is a key performance indicator for its associated process (H).

| ID # | NAME | FORMULA | KPI |
|------|------|---------|-----|
| **FINANCIAL MANAGEMENT (FM)** (A) | | | |
| **FINANCE ORGANIZATION (93 MEASURES)** (B) | | | |
| **COST EFFECTIVENESS (7 MEASURES)** (C) | | | |
| 102860 (D) | Personnel cost to perform finance function per finance function FTE (E) | Personnel cost perform the function "manage financial resources" / Number of FTEs who perform the function "manage financial resources" (F) <br><br> 208.0330a / 208.0310aa (G) | ✔ (H) |
| 103538 | Total cost to perform the finance function as a percentage of revenue | (Total finance function cost / Total business entity revenue) * 100 <br><br> (208.0330f / 208.0190) * 100 | ✔ |
| 101666 | Overhead cost of the finance function per $100,000 revenue | Overhead cost to perform the function "manage financial resources" / (Total business entity revenue * .00001) <br><br> 208.0330c / (208.0190 * .00001) | |
| 102857 | Personnel cost to perform the finance function per $1,000 | Personnel cost perform the function "m... | |

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| ID # | NAME | FORMULA | KPI |
|---|---|---|---|
| **INFORMATION TECHNOLOGY** | | | |
| **IT APPLICATION DEVELOPMENT AND MAINTENANCE  (32 MEASURES)** | | | |
| **COST EFFECTIVENESS (1 MEASURES)** | | | |
| 105047 | Average IT budget variance for application development and maintenance projects | Average budget variance for application development and maintenance projects  293.0760 | ✔ |
| **CYCLE TIME (15 MEASURES)** | | | |
| 105060 | Average cycle time in months to break even for major new or enhanced services | Average cycle time in months to break even for major new or enhanced services  293.0600 | ✔ |
| 100333 | Average time in hours to resolve a service commitment disruption | Time in hours to resolve a service commitment disruption  293.0790 | ✔ |
| 103409 | Time in months to fulfill a business need with relevant IT solutions for major new/enhanced IT services investments between $1 million and $100 million USD | Time in months to fulfill a business need with relevant IT solutions for investments between $1 million and $100 million  293.0650 | |
| 103410 | Time in months to fulfill a business need with relevant IT solutions for major new/enhanced IT services investments between $100,000 and $250,000 USD | Time in months to fulfill a business need with relevant IT solutions for investments between $100,000 and $250,000  293.0620 | |
| 103412 | Time in months to fulfill a business need with relevant IT solutions for major new/enhanced IT services investments between $250,000 and $500,000 USD | Time in months to fulfill a business need with relevant IT solutions for investments between $250,000 and $500,000  293.0630 | |
| 103414 | Time in months to fulfill a business need with relevant IT solutions for major new/enhanced IT services investments between $500,000 and $1 million USD | Time in months to fulfill a business need with relevant IT solutions for investments between $500,000 and $1 million  293.0640 | |
| 103416 | Time in months to fulfill a business need with relevant IT solutions for major new/enhanced IT services investments greater than $100 million USD | Time in months to fulfill a business need with relevant IT solutions for investments greater than $100 million  293.0660 | |
| 103417 | Time in months to fulfill a business need with relevant IT solutions for major new/enhanced IT services investments less than $100,000 USD | Time in months to fulfill a business need with relevant IT solutions for investments less than $100,000  293.0610 | |
| 103437 | Time in weeks to close an identified IT skill or capability gap | Time in weeks to close an identified IT skill or capability gap  293.0530 | |

## CYCLE TIME (15 MEASURES)

| 103424 | Time-to-market (build-to-launch) in months for major new/enhanced IT services investments between $1 million and $100 million USD | Time-to-market (build-to-launch) in months for new or enhanced IT services for investments between $1 million and $100 million<br><br>293.0710 | |
|--------|---|---|---|
| 103427 | Time-to-market (build-to-launch) in months for major new/enhanced IT services investments between $100,000 and $250,000 USD | Time-to-market in months for new or enhanced IT services for investments between $100,000 and $250,000<br><br>293.0680 | |
| 103429 | Time-to-market (build-to-launch) in months for major new/enhanced IT services investments between $250,000 and $500,000 USD | Time-to-market (build-to-launch) in months for new or enhanced IT services for investments between $250,000 and $500,000<br><br>293.0690 | |
| 103431 | Time-to-market (build-to-launch) in months for major new/enhanced IT services investments between $500,000 and $1 million USD | Time-to-market (build-to-launch) in months for new or enhanced IT services for investments between $500,000 and $1 million<br><br>293.0700 | |
| 103421 | Time-to-market (build-to-launch) in months for major new/enhanced IT services investments greater than $100 million USD | Time-to-market (build-to-launch) in months for new or enhanced IT services with an investment level more than $100 million<br><br>293.0720 | |
| 103419 | Time-to-market (build-to-launch) in months for major new/enhanced IT services investments less than $100,000 USD | Time-to-market in months for new or enhanced IT services for investments less than $100,000<br><br>293.0670 | |

## PROCESS EFFICIENCY (8 MEASURES)

| 105064 | Average schedule variance for application development and maintenance projects | Average schedule variance for application development and maintenance projects<br><br>293.0740 | ✔ |
|--------|---|---|---|
| 105073 | Number of applications in the enterprise portfolio per $1 billion revenue | Applications are in the enterprise application portfolio / (Total business entity revenue * 0.000000001)<br><br>293.0540 / (293.0100 * 0.000000001) | ✔ |
| 102409 | Percentage of application development and maintenance projects in the most recent year delivered on or below budget | Percentage of application development and maintenance projects in the most recent year delivered on or below budget<br><br>293.0750 | ✔ |
| 102412 | Percentage of application development and maintenance projects in the most recent year delivered on time or early | Percentage of application development and maintenance projects in the most recent year delivered on time or early<br><br>293.0730 | ✔ |

## INFORMATION TECHNOLOGY
## IT APPLICATION DEVELOPMENT AND MAINTENANCE (32 MEASURES)

### PROCESS EFFICIENCY (8 MEASURES)

| ID | Measure | Description | |
|---|---|---|---|
| 106284 | Percentage of applications deployed on the cloud | Percentage of applications deployed on the cloud<br><br>293.0260 | ✔ |
| 102122 | Percentage of initially planned functionality that is delivered for application development and maintenance projects in the most recent year | Percentage of initially planned functionality delivered for application development/maintenance projects in the most recent year<br><br>293.0770 | ✔ |
| 106285 | Percentage of new business applications that use cognitive solutions or technologies | Percentage of new business applications that use cognitive solutions or technologies<br><br>293.0270 | ✔ |
| 105063 | Average number of production defects in both enhancements and new developments per 1,000 function points | Average number of production defects in both enhancements and new developments per 1,000 function points<br><br>293.0780 | |

### STAFF PRODUCTIVITY (2 MEASURES)

| ID | Measure | Description | |
|---|---|---|---|
| 105061 | Average number of function points delivered per application development FTE | Average number of function points delivered per application development FTE<br><br>293.0580 | ✔ |
| 105062 | Average number of function points delivered per application support FTE | Average number of function points delivered per application support FTE<br><br>293.0590 | ✔ |

### SUPPLEMENTAL INFORMATION (6 MEASURES)

| ID | Measure | Description | |
|---|---|---|---|
| 105076 | Percentage of application development and support FTEs that are for development | Percentage of application development and support FTEs that are for development<br><br>293.0560 | |
| 105077 | Percentage of application development and support FTEs that are for support | Percentage of application development and support FTEs that are for support<br><br>293.0570 | |
| 106287 | Percentage of FTEs performing IT processes that perform application development | (Percentage of FTEs performing IT processes that perform application development and support * Percentage of application development and support FTEs that are for development) / 100<br><br>(293.0550 * 293.0560) / 100 | |
| 106286 | Percentage of FTEs performing IT processes that perform application development and support | Percentage of FTEs performing IT processes that perform application development and support<br><br>293.0550 | |

| 106288 | Percentage of FTEs performing IT processes that perform application support | (Percentage of FTEs performing IT processes that perform application development and support * Percentage of application development and support FTEs that are for support) / 100<br><br>(293.0550 * 293.0570) / 100 | |
| --- | --- | --- | --- |
| 105079 | Percentage of respondents claiming to be satisfied with the IT helpdesk | Percentage of respondents claiming to be satisfied with the IT helpdesk<br><br>293.0800 | |

## About APQC's Open Standards Benchmarking

· APQC is the steward of the open standard benchmarking content. Content is developed and reviewed by various subject matter experts.
· Participation in APQC's Open Standards Benchmarking is complimentary for APQC Enterprise Members. APQC Functional Members can benchmark in their functional membership at no cost.
· By participating, you will receive a detailed table comparing your responses with those of your peers. In essence, you'll get a row-by-row comparison of your responses versus those of your peers. The data tables will feature your answers as well as indicate the high, median and low performance ranges.
· Past participants have used open standards benchmarking research reports to set baselines for process improvement projects, to build a business case for new initiatives, to prioritize high-impact opportunities, and even to validate success or return on investment from efforts.


For more information, call +1-713-681-4020 or visit www.apqc.org/osb.