



Summary:

Workshop-series about KPIs for information security within City of Stockholm

Stockholm
September 14, 2005

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Background and project

Background

City of Stockholm won the Telcities Award with Deloitte as a partner. The prize was 40 consulting hours from Deloitte Consulting. Kent Larsson, Corporate Information Security Director, City of Stockholm together with Deloitte defined a small project with a workshop series around KPIs within IT-security.

Project

Deloitte facilitated two workshops where long list of suitable KPIs had been prepared in advance. Kent Larsson invited a reference group within the city and the first workshop was held 10/5 and continued with a new workshop 18/5.

The agenda was to discuss the possibility to implement, measure and to create a final KPI suggestion with instructions for measurement.

Result

Result

The two qualitative discussions gave a number of good KPIs. The KPI's was evaluated from their measurement, i.e. how they could be measured and if it was practicable possible. The group managed to identify method of measurement on all identified KPIs which was a success. The last session also discussed the information sources and where in the organization this could exist.

KPI	Measurability	Sources and definition	Drives behavior
Downtime on vital system	Downtime	TietoEnators monitoring system. Stockholm Water vattens monitoring system. Measuring availability for clients through end to end measuring. Reference-PC as measuring station will be set up.	1. Uniform standards for measuring within the city for district councils, companies and committees. 2. Increased visibility. Define what to measure and what not to measure.
Education	No. IT-Security trained/ Total users	Survey result / Number of active accounts in	Increased education
Number of tested	No. tested / target group for survey	Received answers/ total defined target group	More effective survey projects
Knowledge level	Correct answers / Total no. questions.	Survey answers	Increased education and increased knowledge
IT-Security budget	IT-security cost/ Year	Accounting system	Baseline / Value for money. To be related to other measures.
Incident efficiency	No. incidents / IT-security cost	Incidentloggingsystem / accounting system	More effective use of money
Security budget/ Total IT-budget	Budget for security cost/ Total IT-budget	Accounting system	Baseline / Value for money. To be related to other measures.

Possible next step for Stockholm

Result

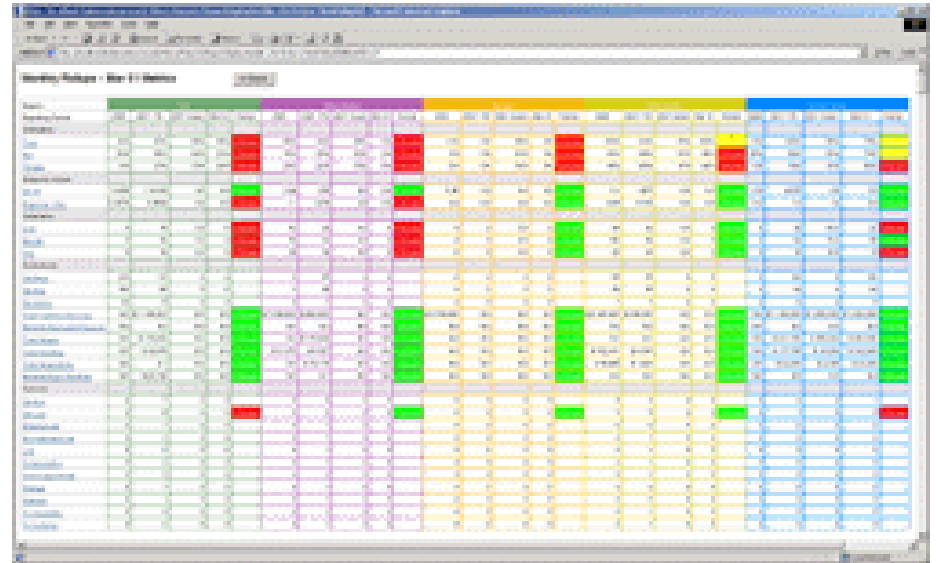
Finally there was a discussion around what behavior the identified KPIs could drive. Many of the described possible behavior changes were positive for Stockholm. The conclusion of the two workshops is that there is a good potential to continue the work with the KPIs because they can help drive the city towards a more efficient IT-security within the City of Stockholm

KPI	Measurability	Sources and definition	Drives behavior
IT-revision	No. identified fault	No. identified faults summary over years. ISAP	Reduction of no. of faults
Incident handling	No. reported incidents per category /year	ISAP Risk-analysis, security revision and incident reporting	Better collection of incident reporting. Possibility to prioritize security money on the right things
Mobil units	No. approved mobile units/total mobile units	Survey answers, fixed assets register	Better compliance with policy
No. fulfilled info-classifications/ No. critical applications	No. performed classifications	Survey answers. Info in system catalogue.	Increase tempo in info-classification. Better control on critical information.
Unused accounts	No. inactive users/ unit	Report from s:t erik net / AD	Reduce license costs and easier administration etc.
Patchlevel	Patchtime from first release to internal release	Demands patch-management process. Ementor responsible for patch management. Ask for reports from Ementor. See patch status	Faster process, fewer leaks, increased security against virus attacks.
Compliance to password policy	No. systems without implemented policy/total no. system	Survey to system administrators	Better security in password management

Possible next step for Stockholm

Next Step

After the workshops a possible international continuation in the form of a Eurocities project, where cities in Europe would cooperate, was discussed. Another local initiative is to continue within the city and choose 4-6 KPIs and measure and test the hypotheses from this project. A possible long-term vision is to have a automatic scorecard where the IT-unit can follow how the security develops within the city.



The image shows a screenshot of a dashboard or scorecard application. The interface features a navigation menu on the left side with various categories. The main area is a grid of data points, each represented by a colored square (red, green, yellow, or blue) indicating the status of a specific metric or KPI. The dashboard is titled 'Working Package - Star IT Metrics' and includes a 'Dashboard' button. The data is organized into columns and rows, with some cells containing numerical values or text labels.