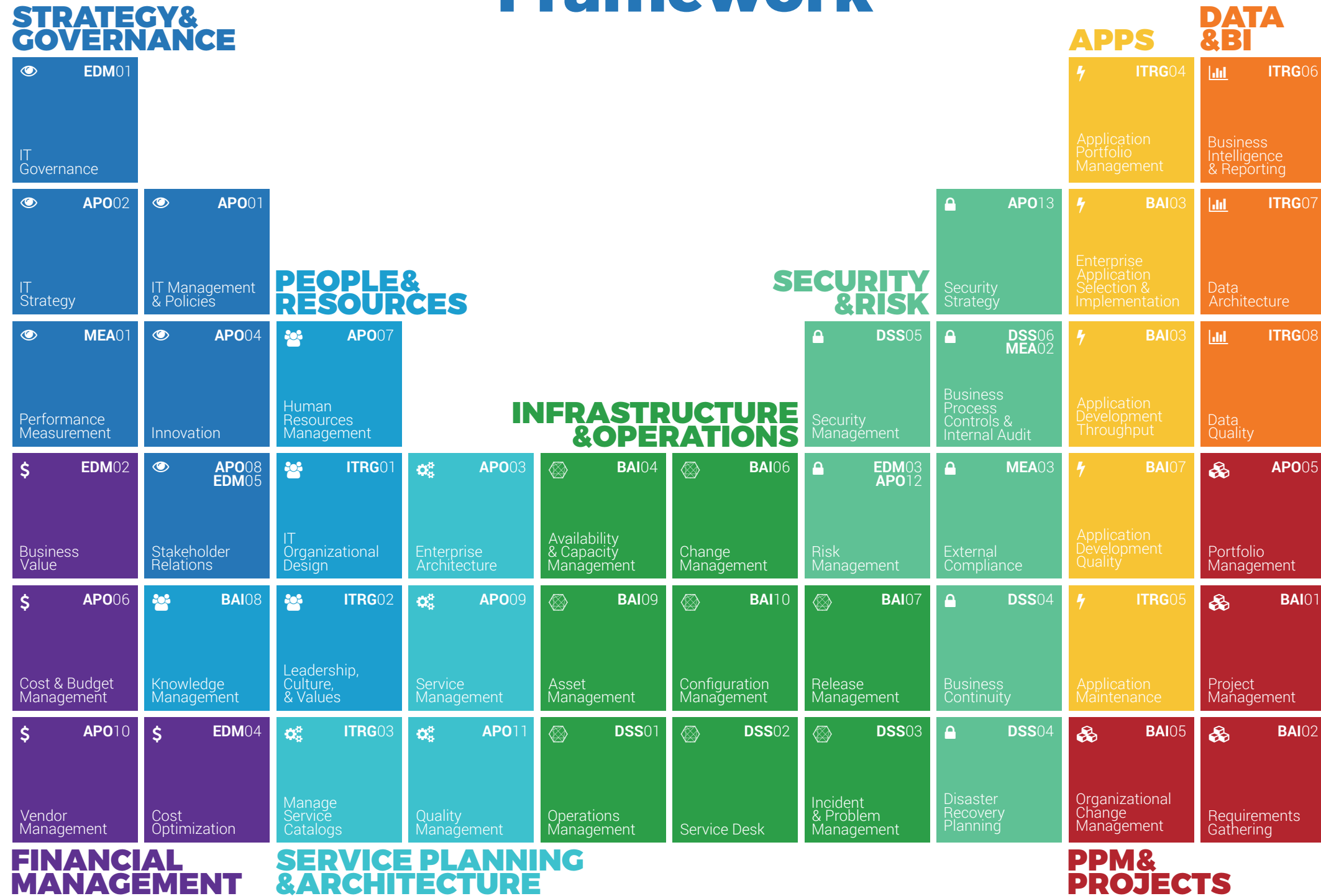


A group of business professionals are silhouetted against a large window overlooking a city skyline at dusk. They are gathered around a long table, some sitting and some standing, appearing to be in a meeting. The scene is reflected on the floor.

IT Management & Governance Tool

Assess the importance and effectiveness of your core IT processes

IT Management & Governance Framework



Your Journey Starts Here.

Understand Your Department's Strengths & Weaknesses

Prioritize Your Key IT Processes & Build an Improvement Roadmap

Establish Clear Ownership of Core IT Processes

Empower Your Team with a Training & Development Plan for Process Owners

The following report is a sample of what you will receive after completing the Management and Governance Diagnostic. Each report is customized to the individual organization highlighting the IT department's most pressing needs.

Complete the diagnostic program to get the data you need to start your process improvement journey.



STRATEGY & GOVERNANCE

IT Management & Governance Diagnostic Program

APPS

DATA & BI



Prepared for **Sample IT Company**

To be completed by your IT management team or whole department.

EDM01
IT Governance

APO02
IT Strategy

MEA01
Performance Measurement

EDM02
Business Value

APO06
Cost and Budget Management

APO10
Vendor Management

APO01
IT Management and Policies

APO04
Innovation

APO08 EDM05
Stakeholder Relations

BAI08
Knowledge Management

EDM04
Cost Optimization

PEOPLE & RESOURCES

APO07
Human Resources Management

ITRG01
IT Organizational Design

ITRG02
Leadership, Culture and Values

ITRG03
Manage Service Catalogs

APO03
Enterprise Architecture

APO09
Service Management

APO11
Quality Management

INFRASTRUCTURE & OPERATIONS

BAI04
Availability and Capacity Management

BAI09
Asset Management

DSS01
Operations Management

BAI06
Change Management

BAI10
Configuration Management

DSS02
Service Desk

SECURITY & RISK

DSS05
Security Management

EDM03 APO12
Risk Management

BAI07
Release Management

DSS03
Incident and Problem Management

APO13
Security Strategy

DSS06 MEA02
Business Process Controls and Internal Audit

MEA03
External Compliance

DSS04
Business Continuity

DSS04
Disaster Recovery Planning

ITRG04
Application Portfolio Management

BAI03
Enterprise Application Selection & Implementation

BAI03
Application Development Throughput

BAI07
Application Development Quality

ITRG05
Application Maintenance

BAI05
Organizational Change Management

ITRG06
Business Intelligence and Reporting

ITRG07
Data Architecture

ITRG08
Data Quality

APO05
Portfolio Management

BAI01
Project Management

BAI02
Requirements Gathering

FINANCIAL MANAGEMENT

SERVICE PLANNING & ARCHITECTURE

PPM & PROJECTS

powered by





1. Understand Your Department's Strengths & Weaknesses

- Once a year, take a step back from IT's day-to-day operations and look at the big picture.
- Understand your team's perception of each process' importance and effectiveness.
- Build your framework for managing and improving the IT department over the long term.



2. Prioritize Your Key IT Processes & Build an Improvement Roadmap

- Cut through the noise: uncover the IT processes that really matter in building your world-class IT department.
- Align your team behind achieving your vision, communicating the rationale behind your decisions.
- Prioritize quick wins to show your stakeholders that rapid improvement is a priority.



3. Establish Clear Ownership of Core IT Processes

- Use our scripted ownership exercise to make your next IT leadership meeting exciting and effective.
- Ensure that every IT process has clear ownership and accountability.
- Balance responsibilities so that senior staff aren't overloaded and junior staff aren't under-leveraged.



4. Empower Your Team with a Training & Development Plan for Process Owners

- Engage your team by communicating how their efforts will contribute to your organization's big picture.
- Kick off your team's initiatives by setting clear objectives, timelines, and key success metrics.
- Provide your team with the tools and best-practices they'll need to learn skills and drive improvement for the team.

What's in this report?

✔ **Completes: 6**

Top Team Processes

1. Service Desk
2. Cost Optimization
3. Disaster Recovery Planning
4. Data Quality
5. IT Organizational Design
6. Quality Management

IT Management & Governance Framework

A comprehensive and connected set of research to help you optimize and improve your core IT processes



STRATEGY & GOVERNANCE

EDM01
IT Governance

APO02
IT Strategy

MEA01
Performance Measurement

APO01
IT Management & Policies

APO04
Innovation

PEOPLE & RESOURCES

APO07
Human Resources Management

INFRASTRUCTURE & OPERATIONS

SECURITY & RISK

DSS05
Security Management

APO13
Security Strategy

DSS06 MEA02
Business Process Controls & Internal Audit

APPLICATIONS

ITRG04
Application Portfolio Management

BAI03
Enterprise Application Selection & Implementation

BAI03
Application Development Throughput

DATA & BI

ITRG06
Business Intelligence & Reporting

ITRG07
Data Architecture

ITRG08
Data Quality

Understand your department's strengths and weaknesses across 45 IT processes. See processes by importance and effectiveness so you can prioritize improvement efforts on the most important and least effective processes.

ITRG01
Organizational

APO03
Enterprise Architecture

BAI04
Availability & Capacity Management

BAI06
Change Management

APO12 EDM03
Risk Management

MEA03
External Compliance

BAI07
Application Development Quality

APO05
Portfolio Management

APO10
Vendor Management

ITRG02
Cost & Budget Management

APO09
Knowledge Management

ITRG03
Leadership, Culture & Values

APO11
Service Management

BAI09
Asset Management

BAI10
Configuration Management

BAI07
Release Management

DSS04
Business Continuity

ITRG05
Application Maintenance

EDM04
Cost Optimization

ITRG03
Manage Service Catalog

APO11
Quality Management

DSS01
Operations Management

DSS02
Service Desk

DSS03
Incident & Problem Management

DSS04
Disaster Recovery Planning

BAI05
Organizational Change Management

BAI02
Requirements Gathering

FINANCIAL MANAGEMENT

SERVICE PLANNING & ARCHITECTURE

PPM & PROJECTS

This diagnostic program was developed using the Info-Tech World Class Operations framework which is made up of IT processes that map to the COBIT standard based on the numbers in the top right corner. This page is a snapshot of the IT process landscape within your IT department. The processes have been colour coded based on your team's importance and effectiveness scores for each IT process. Use this page to help you prioritize your IT process improvement initiatives.

Improve Process Immediately	High Importance and Low Effectiveness	Evaluate Process	Low Importance and Low Effectiveness	Maintain Process	Low Importance and High Effectiveness	Leverage Process	High Importance and High Effectiveness	COBIT 4.5 SACAP FRAMEWORK
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No Importance 1.0 - 6.9	Limited Importance 7.0 - 7.9	Significant Importance 8.0 - 8.9	Critical Importance 9.0 - 10.0
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These are all of your IT processes ranked based on their perceived importance, from the most important to the least important. Use this data to understand which processes your team believes are crucial to them and to the organization.

Critical Importance	IT Strategy	9.8	Service Desk	9.3	Security Management	9.3	Incident & Problem Management	9.3	Cost Optimization	9.2
	Knowledge Management	9.2	Business Continuity	9.2	Data Quality	9.2	Disaster Recovery Planning	9.2	Project Management	9.2
	Innovation	8.8	IT Organizational Design	9	Cost & Budget Management	9	IT Governance	9		
	Risk Management	8.8	Data Architecture	8.8	Business Intelligence & Reporting	8.8	Portfolio Management	8.7		
	Innovation	8.7	Performance Measurement	8.7	Availability & Capacity Management	8.7	IT Management & Policies	8.5	External Compliance	8.5
	Change Management	8.5	Security Strategy	8.5	Stakeholder Relations	8.5	Enterprise Application Selection & Implementation	8.3	Operations Management	8.3
Limited Importance	Leadership, Culture & Values	8.3	Enterprise Architecture	8.3	Organizational Change Management	8.3	Release Management	8.2	Human Resources Management	8
	Configuration Management	8	Business Value	8	Asset Management	8				
	Requirements Gathering	7.8	Application Maintenance	7.8	Business Process Controls & Internal Audit	7.8	Application Portfolio Management	7.8	Application Development Throughput	7.7
No Importance	Manage Service Catalog	7.3	Vendor Management	7.2						
	Application Development Quality	5.3								

See which processes your team have deemed most important and validate their assessment. Work on optimizing these processes first.

Evaluate which processes your team disagreed on the most. Determine if overall disagreement is high or low. Conduct a team exercise to discuss disagreements and build alignment.

Top 10 Areas of Disagreement

Red	2.5 - 9	Significant Gap in Alignment
2.7	Application Development Quality	
Yellow	1.1 - 2.4	Gap in Alignment
2.3	Application Portfolio Management	
2.1	External Compliance	
2.1	Enterprise Architecture	
2.0	Business Process Controls & Internal Audit	
1.6	Business Value	
1.6	Application Development Throughput	
1.6	Vendor Management	
	Enterprise Application Selection & Implementation	
	Release Management	
Green	0 - 1	Minimal Gap in Alignment

Not in Place N/A	Not Effective 0.0 - 4.9	Somewhat Ineffective 5.0 - 5.9	Somewhat Effective 6.0 - 6.9	Effective 7.0 - 10.0
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This page shows all your IT processes in order of their perceived effectiveness, from least effective to most effective. Use this data to understand which processes your team believes are currently performing well and which processes are currently struggling or broken.









Top 10 Areas of Disagreement

Not In Place				
Not Effective				
Somewhat Ineffective				
Somewhat Effective				
Effective				

Red	2.5 - 9	Significant Gap in Alignment
2.9		Data Quality
		Application Portfolio Management
		Service Desk
	2.4	Gap in Alignment
2.5		Application Development Quality
2.3		Manage Service Catalog
2.3		IT Organizational Design
2.2		Operations Management
2.1		Cost Optimization
2.1		Change Management
2.1		External Compliance
Green	0 - 1	Minimal Gap in Alignment

Evaluate which processes your team disagreed on the most. Determine if overall disagreement is high or low. Conduct a team exercise to discuss disagreements and build alignment.

See which processes your team have deemed most and least effective and validate their assessment. Reference these processes against the importance list to determine top priorities.

<p>DSS02</p> <p> Service Desk</p>	<p>EDM04</p> <p> Cost Optimization</p>	<p>DSS04</p> <p> Disaster Recovery Planning</p>
<p>Criticality Rankings</p> <p>1</p> <p>4th Most Important Process (out of 45) Average Importance score 9.3</p> <p>34th Most Effective Process (out of 45) Average Effectiveness score 6.2</p>	<p>Criticality Rankings</p> <p>2</p> <p>10th Most Important Process (out of 45) Average Importance score 9.2</p> <p>28th Most Effective Process (out of 45) Average Effectiveness score 6.5</p>	<p>Criticality Rankings</p> <p>3</p> <p>7th Most Important Process (out of 45) Average Importance score 9.2</p> <p>19th Most Effective Process (out of 45) Average Effectiveness score 6.8</p>
<p>Process Owner(s):</p> <ul style="list-style-type: none"> • Eva Wright • Jon Dingess • Jeffrey Cruz <p>+ 1 more Process Owner</p>	<p>Process Owner(s):</p> <ul style="list-style-type: none"> • Jeffrey Cruz 	<p>Process Owner(s):</p> <ul style="list-style-type: none"> • Kim Porter • Jeffrey Cruz
<p>ITRG08</p> <p> Data Quality</p>	<p>ITRG01</p> <p> IT Organizational Design</p>	<p>AP011</p> <p> Quality Management</p>
<p>Criticality Rankings</p> <p>4</p> <p>6th Most Important Process (out of 45) Average Importance score 9.2</p> <p>18th Most Effective Process (out of 45) Average Effectiveness score 6.8</p>	<p>Criticality Rankings</p> <p>5</p> <p>12th Most Important Process (out of 45) Average Importance score 9.0</p> <p>23rd Most Effective Process (out of 45) Average Effectiveness score 6.8</p>	<p>Criticality Rankings</p> <p>6</p> <p>11th Most Important Process (out of 45) Average Importance score 9.0</p> <p>22nd Most Effective Process (out of 45) Average Effectiveness score 6.8</p>
<p>Process Owner(s):</p> <ul style="list-style-type: none"> • Jon Dingess • Jeffrey Cruz 	<p>Process Owner(s):</p> <ul style="list-style-type: none"> • Kim Porter • Jon Dingess • Jeffrey Cruz <p>+ 1 more Process Owner</p>	<p>Process Owner(s):</p> <ul style="list-style-type: none"> • Kim Porter • Jon Dingess • Jeffrey Cruz <p>+ 1 more Process Owner</p>

See the top six processes we have identified based on your team's feedback. Determine if you agree and make sure each has clear ownership and accountability.

Prioritize your key IT processes and build an improvement roadmap. Leverage Info-Tech resources to make fast progress against these initiatives.
























































This page outlines the current process accountabilities for each IT process. These individuals have indicated that they are accountable for all of the processes that sit next to their names. Pay particular attention to processes who have more than one individual accountable, as well as processes that have nobody held accountable for them. Determine whether the current accountability distribution makes sense, and which processes need more or less attention.

Name ⚠ If a person has been identified as accountable for three processes or more, a warning sign will show up. Being accountable for too many processes can result in insufficient attention being paid to each individual process.

Missing Accountability

Jeffrey Cruz ⚠	Innovation	IT Governance	IT Management & Policies	IT Strategy	Performance Measurement	Stakeholder Relations	Business Intelligence & Reporting
	Data Architecture	Data Quality	Enterprise Architecture	Enterprise Application Selection & Implementation	Organizational Change Management	Project Management	Requirements Gathering
	Application Maintenance	Availability & Capacity Management	Change Management	Configuration Management	Operations Management	Release Management	Service Management
	Business Continuity	Disaster Recovery Planning	External Compliance	Risk Management	Asset Management	Cost & Budget Management	Portfolio Management
	Vendor Management	Human Resources Management	Leadership, Culture & Values	IT Organizational Design	Business Value	Cost Optimization	Knowledge Management
	Quality Management	Manage Service Catalog	Service Desk	Incident & Problem Management	Security Strategy	Security Management	Business Process Controls & Internal Audit
	Application Portfolio Management	Application Development Throughput	Application Development Quality				
Jon Dingess ⚠	Performance Measurement	Stakeholder Relations	Business Intelligence & Reporting	Data Architecture	Data Quality	Application Maintenance	Change Management
	Operations Management	Release Management	Service Management	Business Continuity	External Compliance	Risk Management	Asset Management
	Leadership, Culture & Values	IT Organizational Design	Quality Management	Manage Service Catalog	Service Desk	Incident & Problem Management	Security Strategy
	Security Management	Business Process Controls & Internal Audit					

Get a list of process accountabilities by respondent. Each IT manager should only be responsible for a handful of processes. Work with your team to ensure that processes have clear ownership and that accountability is reasonably distributed across the team.

Michelle Solis ⚠	Innovation 	IT Governance 	IT Management & Policies 	IT Strategy 	Performance Measurement 	Stakeholder Relations 	Enterprise Application Selection & Implementation 
	Project Management 	Requirements Gathering 	Operations Management 	Release Management 	Service Management 	External Compliance 	Leadership, Culture & Values 
	IT Organizational Design 	Business Value 	Knowledge Management 	Quality Management 	Manage Service Catalog 	Service Desk 	Incident & Problem Management 
Kim Porter ⚠	Innovation 	IT Governance 	IT Strategy 	Enterprise Architecture 	Availability & Capacity Management 	Change Management 	Configuration Management 
	Release Management 	Service Management 	Business Continuity 	Disaster Recovery Planning 	Risk Management 	Vendor Management 	IT Organizational Design 
	Quality Management 	Manage Service Catalog 	Incident & Problem Management 	Security Strategy 	Security Management 	Business Process Controls & Internal Audit 	
Eva Wright ⚠	IT Strategy 	Stakeholder Relations 	Enterprise Application Selection & Implementation 	Project Management 	Application Maintenance 	Configuration Management 	Release Management 
	Asset Management 	Knowledge Management 	Manage Service Catalog 	Service Desk 	Incident & Problem Management 		
Richard Wilkins							



Accountable Only : I am the owner of this process and I am accountable for the results & outcomes. I have assigned someone else primary responsibility for execution and day to day activities. **Accountable & Responsible** : I am the owner of this process and I am accountable for the results & outcomes. I am primarily responsible for execution and day to day activities of this process. **Responsible** : I am responsible for the execution and oversight of the activities involved with this process. I manage the process maturity and I'm responsible to report on results from this process. **Consulted & Involved** : I am actively involved with this process and consulted on decisions. **Involved & Informed** : I am actively involved with this process and told about decisions surrounding this process. **Not involved** : I am not actively involved in this process or the decisions surrounding this process.

Accountable Only	Accountable & Responsible	Responsible Only	Involved; Consulted	Involved; Informed	Not Involved	Accountability Conflict	Accountability Conflict & Responsibility Conflict	Responsibility Conflict
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Kim Porter	Availability & Capacity Management	Business Continuity	Business Process Controls & Internal Audit	Change Management	Configuration Management	Disaster Recovery Planning	Enterprise Architecture
	IT Governance	IT Organizational Design	IT Strategy	Incident & Problem Management	Innovation	Manage Service Catalog	Quality Management
	Release Management	Risk Management	Security Management	Security Strategy	Service Management	Vendor Management	Application Development Throughput
	Application Maintenance	Asset Management	External Compliance	IT Management & Policies	Knowledge Management	Leadership, Culture & Values	Organizational Change Management
	Requirements Gathering	Stakeholder Relations	Application Portfolio Management	Business Value	Cost & Budget Management	Cost Optimization	Enterprise Application Selection & Implementation
	Human Resources Management	Operations Management	Portfolio Management	Project Management	Service Desk	Performance Measurement	Application Development Quality
	Business Intelligence & Reporting	Data Architecture	Data Quality				

See each respondent's involvement level with each process and whether or not there is a conflict, e.g. multiple people believing they are accountable. Sit down with your team to work through each process and make sure clear accountabilities are established.



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Accountable Only	Accountable & Responsible	Responsible Only	Involved: Consulted	Involved: Informed	Not Involved		Accountability Conflict		Accountability Conflict & Responsibility Conflict		Responsibility Conflict
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Eva Wright	Application Maintenance	Project Management	Release Management	Asset Management	Configuration Management	Enterprise Application Selection & Implementation	IT Strategy
	Incident & Problem Management	Knowledge Management	Manage Service Catalog	Service Desk	Stakeholder Relations	Application Portfolio Management	Change Management
	Enterprise Architecture	Innovation	Availability & Capacity Management	Business Continuity	Business Value	Cost Optimization	Disaster Recovery Planning
	IT Governance	IT Management & Policies	Leadership, Culture & Values	Operations Management	Portfolio Management	Quality Management	Risk Management
	Security Strategy	Service Management	Application Development Quality	Application Development Throughput	Business Intelligence & Reporting	Business Process Controls & Internal Audit	Cost & Budget Management
	Data Architecture	Data Quality	External Compliance	Human Resources Management	IT Organizational Design	Organizational Change Management	Performance Measurement
	Requirements Gathering	Security Management	Vendor Management				



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Accountable Only	Accountable & Responsible	Responsible Only	Involved: Consulted	Involved: Informed	Not Involved	Accountability Conflict	Responsibility Conflict
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Jon Dingess	Application Maintenance	Asset Management	Business Continuity	Business Intelligence & Reporting	Business Process Controls & Internal Audit	Change Management	Data Architecture
	Data Quality	External Compliance	IT Organizational Design	Incident & Problem Management	Leadership, Culture & Values	Manage Service Catalog	Operations Management
	Performance Measurement	Quality Management	Release Management	Risk Management	Security Management	Security Strategy	Service Desk
	Service Management	Stakeholder Relations	Application Development Quality	Application Development Throughput	Application Portfolio Management	Availability & Capacity Management	Business Value
	Configuration Management	Cost Optimization	Disaster Recovery Planning	Enterprise Application Selection & Implementation	Enterprise Architecture	IT Governance	IT Management & Policies
	IT Strategy	Innovation	Knowledge Management	Organizational Change Management	Portfolio Management	Project Management	Requirements Gathering
	Cost & Budget Management	Human Resources Management	Vendor Management				



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Accountable Only	Accountable & Responsible	Responsible Only	Involved: Consulted	Involved: Informed	Not Involved	Accountability Conflict	Accountability Conflict & Responsibility Conflict	Responsibility Conflict
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Jeffrey Cruz	Application Development Quality	Application Development Throughput	Application Maintenance	Application Portfolio Management	Asset Management	Configuration Management	Data Architecture
	Data Quality	Disaster Recovery Planning	Enterprise Application Selection & Implementation	Enterprise Architecture	Incident & Problem Management	Operations Management	Release Management
	Security Management	Security Strategy	Service Desk	Availability & Capacity Management	Business Continuity	Business Intelligence & Reporting	Business Process Controls & Internal Audit
	Business Value	Change Management	Cost & Budget Management	Cost Optimization	External Compliance	Human Resources Management	IT Governance
	IT Management & Policies	IT Organizational Design	IT Strategy	Innovation	Knowledge Management	Leadership, Culture & Values	Manage Service Catalog
	Organizational Change Management	Performance Measurement	Portfolio Management	Project Management	Quality Management	Requirements Gathering	Risk Management
	Service Management	Stakeholder Relations	Vendor Management				



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Accountable Only	Accountable & Responsible	Responsible Only	Involved: Consulted	Involved: Informed	Not Involved	Accountability Conflict	Responsibility Conflict
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Michelle Solis	Business Value	Performance Measurement	Enterprise Application Selection & Implementation	External Compliance	IT Governance	IT Management & Policies	IT Organizational Design
	IT Strategy	Incident & Problem Management	Innovation	Knowledge Management	Leadership, Culture & Values	Manage Service Catalog	Operations Management
	Project Management	Quality Management	Release Management	Requirements Gathering	Service Desk	Service Management	Stakeholder Relations
	Application Development Quality	Application Development Throughput	Application Maintenance	Application Portfolio Management	Asset Management	Business Continuity	Business Intelligence & Reporting
	Change Management	Cost Optimization	Data Architecture	Data Quality	Organizational Change Management	Risk Management	Security Management
	Availability & Capacity Management	Configuration Management	Cost & Budget Management	Disaster Recovery Planning	Enterprise Architecture	Portfolio Management	Security Strategy
	Vendor Management	Business Process Controls & Internal Audit	Human Resources Management				



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Accountable Only	Accountable & Responsible	Responsible Only	Involved: Consulted	Involved: Informed	Not Involved	Accountability Conflict	Responsibility Conflict
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Richard Wilkins	Incident & Problem Management	Asset Management	Availability & Capacity Management	Innovation	Project Management	Stakeholder Relations	Application Portfolio Management
	Business Value	Change Management	Configuration Management	Enterprise Application Selection & Implementation	IT Governance	IT Management & Policies	IT Strategy
	Knowledge Management	Leadership, Culture & Values	Operations Management	Performance Measurement	Portfolio Management	Release Management	Service Desk
	Application Development Quality	Application Development Throughput	Application Maintenance	Business Continuity	Business Intelligence & Reporting	Business Process Controls & Internal Audit	Cost & Budget Management
	Cost Optimization	Data Architecture	Data Quality	Disaster Recovery Planning	Enterprise Architecture	External Compliance	Human Resources Management
	IT Organizational Design	Manage Service Catalog	Organizational Change Management	Quality Management	Requirements Gathering	Risk Management	Security Management
	Security Strategy	Service Management	Vendor Management				

TEAM ALIGNMENT EXERCISE

Use the data from this report to get your team to commit to IT process improvement.

The following pages will provide you with a deeper insight into what the program participants believe should be your top IT process priorities. Use the data from this section of the report to conduct an alignment exercise to reach a consensus around 3-5 processes that your team should focus on improving over the next 12 months. Pay particular attention to the areas of disagreement, and bridge the gap between yourself as an IT leader, and your team. As a part of this exercise, take the time to review process accountabilities and delegate or distribute the accountabilities to other team members in order to maximize the likelihood of success and to improve transparency and clarity.



Use our scripted ownership exercise to make your next IT leadership meeting exciting and effective. Align your team behind achieving your vision, communicating the rationale behind your decisions.

IT Management and Governance Diagnostic Program

This report was prepared by Info-Tech Research Group for Sample IT Company on 2016-05-18. Data is comprised of 6 responses.

Process Capability Landscape

Sample IT Company

IT Management & Governance Framework

A comprehensive and connected set of research to help you optimize and improve your core IT processes



Visualize process ownership across all core IT processes. Use the Info-Tech website to update ownership as required. Use this page as a communication tool across IT and the organization.

STRATEGY & GOVERNANCE

EDM01 IT Governance Kim Porter	AP002 IT Strategy Kim Porter	AP001 IT Management & Policies Jeffrey Cruz
MEA01 Performance Measurement Jon Dingess	AP004 Innovation Kim Porter	AP007 Human Resources Management Jeffrey Cruz
EDM02 Business Value Jeffrey Cruz	EDM05 APO08 Stakeholder Relations Eva Wright	ITRG01 IT Organizational Design Kim Porter
AP006 Cost & Budget Management Jeffrey Cruz	BAI08 Knowledge Management Eva Wright	ITRG02 Leadership, Culture & Values Jon Dingess
AP010 Vendor Management Kim Porter	EDM04 Cost Optimization Jeffrey Cruz	ITRG03 Manage Service Catalog Kim Porter

PEOPLE & RESOURCES

ITRG01 IT Organizational Design Kim Porter
ITRG02 Leadership, Culture & Values Jon Dingess
ITRG03 Manage Service Catalog Kim Porter

INFRASTRUCTURE & OPERATIONS

BAI04 Availability & Capacity Management Kim Porter	BAI06 Change Management Kim Porter
BAI09 Asset Management Eva Wright	BAI10 Configuration Management Kim Porter
DSS01 Operations Management Jon Dingess	DSS02 Service Desk Eva Wright

SECURITY & RISK

AP013 Security Strategy Kim Porter	ME02 DSS06 Business Process Controls & Internal Audit Kim Porter
DSS05 Security Management Kim Porter	ME03 External Compliance Jon Dingess
EDM03 APO12 Risk Management Kim Porter	DSS04 Business Continuity Kim Porter
DSS01 Operations Management Jon Dingess	DSS02 Service Desk Eva Wright
DSS03 Incident & Problem Management Kim Porter	DSS04 Disaster Recovery Planning Kim Porter

APPLICATIONS

ITRG04 Application Portfolio Management Jeffrey Cruz	BAI03 Enterprise Application Selection & Eva Wright	BAI03 Application Development Throughput Jeffrey Cruz	BAI07 Application Development Quality Jeffrey Cruz	ITRG05 Application Maintenance Eva Wright
ITRG06 Business Intelligence & Reporting Jon Dingess	ITRG07 Data Architecture Jon Dingess	ITRG08 Data Quality Jon Dingess	AP005 Portfolio Management Jeffrey Cruz	BAI01 Project Management Eva Wright
ITRG03 Manage Service Catalog Kim Porter	AP011 Quality Management Kim Porter	DSS01 Operations Management Jon Dingess	DSS02 Service Desk Eva Wright	DSS03 Incident & Problem Management Kim Porter
BAI05 Organizational Change Management Jeffrey Cruz	BAI02 Requirements Gathering Jeffrey Cruz			

DATA & BI

ITRG06 Business Intelligence & Reporting Jon Dingess	ITRG07 Data Architecture Jon Dingess	ITRG08 Data Quality Jon Dingess	AP005 Portfolio Management Jeffrey Cruz	BAI01 Project Management Eva Wright
BAI05 Organizational Change Management Jeffrey Cruz	BAI02 Requirements Gathering Jeffrey Cruz			

FINANCIAL MANAGEMENT

SERVICE PLANNING & ARCHITECTURE

PPM & PROJECTS

Engage your team by communicating how their efforts will contribute to your organization's big picture.

Who is accountable?

Have questions or need expert insight into a specific IT process? Below each process in the above framework you can contact the name of the individual who is accountable for the process within your organization.





The IT leader must focus on improving the processes in the top left quadrant first in order to see the biggest impact.



IT Strategy (APO02)
Align strategic IT plans with business objectives. Clearly communicate the objectives and associated accountabilities so they are understood by all, with the IT strategic options identified, structured and integrated with the business plans.

1st Most Important Process (out of 45)
3rd Most Effective Process (out of 45)
Average Importance score **9.8**
Average Effectiveness score **7.7**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	10.0	10.0	0.0
Eva Wright	8.0	10.0	-2.0
Jon Dingess	8.0	10.0	-2.0
Richard Wilkins	8.0	10.0	-2.0
Michelle Solis	7.0	10.0	-3.0
Kim Porter	5.0	9.0	-4.0

IT Governance (EDM01)
Provide a consistent approach so that IT-related decisions are made in line with the business strategies and objectives. Ensure that IT-related processes are overseen effectively and transparently, and that legal and regulatory compliance requirements are met.

14th Most Important Process (out of 45)
17th Most Effective Process (out of 45)
Average Importance score **9.0**
Average Effectiveness score **7.0**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	8.0	8.0	0.0

IT Governance (EDM01)
Provide a consistent approach so that IT-related decisions are made in line with the business strategies and objectives. Ensure that IT-related processes are overseen effectively and transparently, and that legal and regulatory compliance requirements are met.

14th Most Important Process (out of 45)
17th Most Effective Process (out of 45)
Average Importance score **9.0**
Average Effectiveness score **7.0**

Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	10.0	-1.0
Eva Wright	9.0	10.0	-1.0
Michelle Solis	7.0	10.0	-3.0
Richard Wilkins	7.0	10.0	-3.0
Kim Porter	5.0	7.0	-2.0

See individual respondent scores for each process as well as their involvement. Use this to facilitate a conversation with the team and build consensus around the performance and priority level of each process.

Innovation (APO04)
Stay up to date with IT trends, identify innovation opportunities, and plan how to use technology innovation to create a competitive advantage, enable business innovation, or achieve improved operational effectiveness and efficiency.

21st Most Important Process (out of 45)
6th Most Effective Process (out of 45)
Average Importance score **8.7**
Average Effectiveness score **7.3**

Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	9.0	0.0
Richard Wilkins	8.0	10.0	-2.0

Innovation (APO04)
Stay up to date with IT trends, identify innovation opportunities, and plan how to use technology innovation to create a competitive advantage, enable business innovation, or achieve improved operational effectiveness and efficiency.

21st Most Important Process (out of 45)
6th Most Effective Process (out of 45)
Average Importance score **8.7**
Average Effectiveness score **7.3**


Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	8.0	6.0	2.0
Eva Wright	7.0	8.0	-1.0
Michelle Solis	7.0	10.0	-3.0
Kim Porter	5.0	9.0	-4.0

Performance Measurement (MEA01)
Manage IT and process goals and metrics. Monitor and communicate that processes are performing against expectations, and provide transparency of performance and conformance.

22nd Most Important Process (out of 45)
2nd Most Effective Process (out of 45)
Average Importance score **8.7**
Average Effectiveness score **7.7**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	10.0	10.0	0.0
Jon Dingess	9.0	7.0	2.0
Eva Wright	7.0	8.0	-1.0


* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.
** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.

 **MEA01**
Performance Measurement

Manage IT and process goals and metrics. Monitor and communicate that processes are performing against expectations, and provide transparency of performance and conformance.

22nd Most Important Process (out of 45)
2nd Most Effective Process (out of 45)
Average Importance score **8.7**
Average Effectiveness score **7.7**


Name	Effectiveness scores	Importance scores	Gap
Michelle Solis	7.0	10.0	-3.0
Richard Wilkins	7.0	8.0	-1.0
Kim Porter	6.0	9.0	-3.0

 **APO08 EDM05**
Stakeholder Relations

Manage the relationship between the business and IT to ensure that the stakeholders are satisfied with the services they need from IT and have visibility into IT processes.

26th Most Important Process (out of 45)
15th Most Effective Process (out of 45)
Average Importance score **8.5**
Average Effectiveness score **7.0**


Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	10.0	10.0	0.0
Jon Dingess	9.0	9.0	0.0
Michelle Solis	7.0	10.0	-3.0
Richard Wilkins	6.0	7.0	-1.0

 **APO08 EDM05**
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26th Most Important Process (out of 45)
15th Most Effective Process (out of 45)
Average Importance score **8.5**
Average Effectiveness score **7.0**

Name	Effectiveness scores	Importance scores	Gap
Eva Wright	5.0	7.0	-2.0
Kim Porter	5.0	8.0	-3.0

 **APO01**
IT Management & Policies

Provide a consistent approach to enable IT to meet the business governance requirements, covering management processes, organisational structures, roles and responsibilities, reliable and repeatable activities, and skills and competencies.

27th Most Important Process (out of 45)
16th Most Effective Process (out of 45)
Average Importance score **8.5**
Average Effectiveness score **7.0**

Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	8.0	1.0
Richard Wilkins	7.0	10.0	-3.0
Eva Wright	7.0	7.0	0.0
Michelle Solis	7.0	10.0	-3.0
Jeffrey Cruz	7.0	7.0	0.0

 **APO01**
IT Management & Policies

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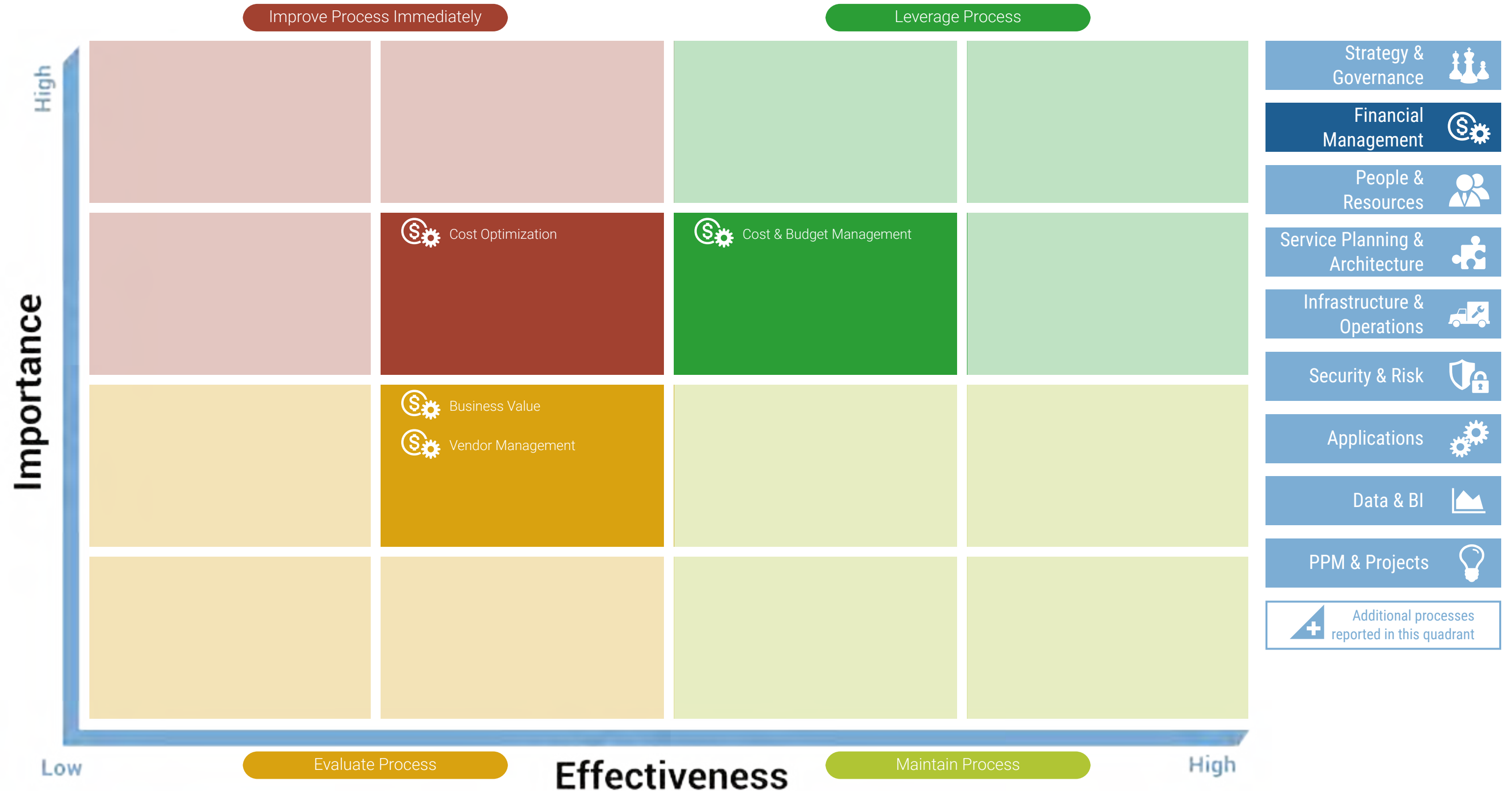
27th Most Important Process (out of 45)
16th Most Effective Process (out of 45)
Average Importance score **8.5**
Average Effectiveness score **7.0**


Name	Effectiveness scores	Importance scores	Gap
Kim Porter	5.0	9.0	-4.0

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** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.



The IT leader must focus on improving the processes in the top left quadrant first in order to see the biggest impact.




 **EDM04**
Ensure that adequate and sufficient IT-related capabilities e.g., people, process and technology, are available to support business objectives effectively at optimal cost.

Cost Optimization

10th Most Important Process (out of 45)
28th Most Effective Process (out of 45)
 Average Importance score **9.2**
 Average Effectiveness score **6.5**


Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0
Jon Dingess	9.0	9.0	0.0
Michelle Solis	7.0	10.0	-3.0
Eva Wright	6.0	8.0	-2.0
Kim Porter	5.0	9.0	-4.0
Richard Wilkins	3.0	10.0	-7.0

 **AP006**
Manage the IT-related financial activities and prioritize spending through the use of formal budgeting practices. Provide transparency and accountability of the cost and business value of IT solutions and services.

Cost & Budget Management

13th Most Important Process (out of 45)
9th Most Effective Process (out of 45)
 Average Importance score **9.0**
 Average Effectiveness score **7.2**


Name	Effectiveness scores	Importance scores	Gap
Richard Wilkins	8.0	9.0	-1.0

 **AP006**
Manage the IT-related financial activities and prioritize spending through the use of formal budgeting practices. Provide transparency and accountability of the cost and business value of IT solutions and services.

Cost & Budget Management

13th Most Important Process (out of 45)
9th Most Effective Process (out of 45)
 Average Importance score **9.0**
 Average Effectiveness score **7.2**


Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	8.0	8.0	0.0
Jeffrey Cruz	8.0	8.0	0.0
Eva Wright	7.0	10.0	-3.0
Michelle Solis	7.0	10.0	-3.0
Kim Porter	5.0	9.0	-4.0

 **EDM02**
Secure optimal value from IT-enabled initiatives, services and assets by delivering cost-efficient solutions and services and by providing a reliable and accurate picture of costs and benefits.

Business Value

37th Most Important Process (out of 45)
36th Most Effective Process (out of 45)
 Average Importance score **8.0**
 Average Effectiveness score **6.2**


Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	8.0	8.0	0.0
Eva Wright	8.0	10.0	-2.0

 **EDM02**
Secure optimal value from IT-enabled initiatives, services and assets by delivering cost-efficient solutions and services and by providing a reliable and accurate picture of costs and benefits.

Business Value

37th Most Important Process (out of 45)
36th Most Effective Process (out of 45)
 Average Importance score **8.0**
 Average Effectiveness score **6.2**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	6.0	5.0	1.0
Kim Porter	5.0	9.0	-4.0
Michelle Solis	5.0	7.0	-2.0
Richard Wilkins	5.0	9.0	-4.0

 **AP010**
Manage IT-related services provided by all suppliers, including the selection of suppliers, management of relationships, management of contracts, and reviewing and monitoring of supplier performance.

Vendor Management

44th Most Important Process (out of 45)
32nd Most Effective Process (out of 45)
 Average Importance score **7.2**
 Average Effectiveness score **6.3**

Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	8.0	8.0	0.0
Eva Wright	8.0	8.0	0.0
Richard Wilkins	7.0	7.0	0.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.
 ** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.



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44th Most Important Process (out of 45)

32nd Most Effective Process (out of 45)

Average Importance score **7.2**

Average Effectiveness score **6.3**

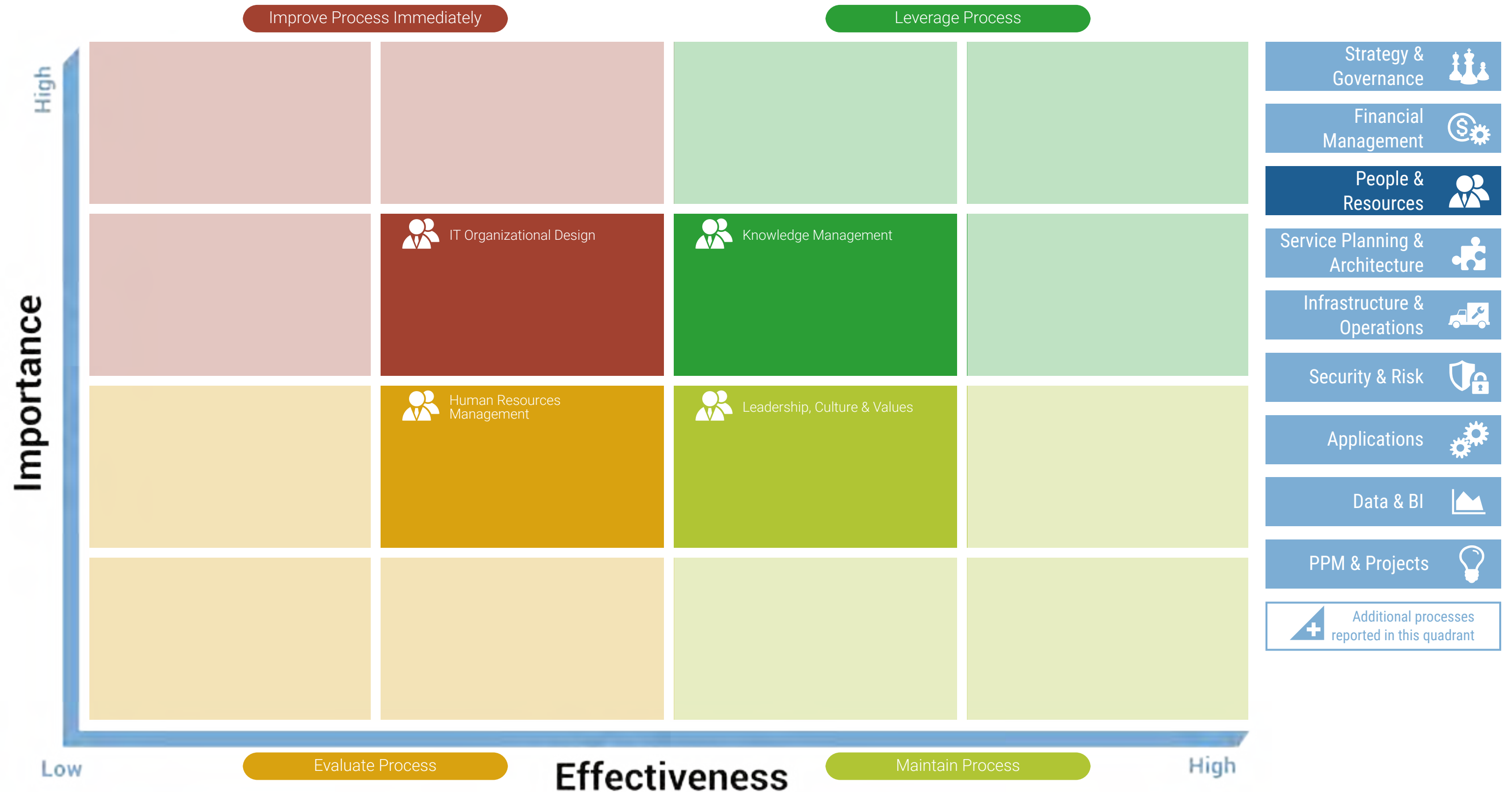
Name	Effectiveness scores	Importance scores	Gap
Kim Porter	6.0	9.0	-3.0
Michelle Solis	5.0	7.0	-2.0
Jeffrey Cruz	4.0	4.0	0.0

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BAI08
Knowledge Management
Maintain the availability of knowledge to support all process activities and to facilitate decision making. Provide the knowledge required to support all IT staff in their work activities.

9th Most Important Process (out of 45)
4th Most Effective Process (out of 45)
Average Importance score **9.2**
Average Effectiveness score **7.5**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0
Jon Dingess	9.0	9.0	0.0
Eva Wright	7.0	9.0	-2.0
Michelle Solis	7.0	10.0	-3.0
Richard Wilkins	7.0	9.0	-2.0
Kim Porter	6.0	9.0	-3.0

ITRG01
IT Organizational Design
Set up the structure of IT's people, processes, and technology as well as roles and responsibilities to ensure that they're best meeting the needs of the business.

12th Most Important Process (out of 45)
23rd Most Effective Process (out of 45)
Average Importance score **9.0**
Average Effectiveness score **6.8**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	10.0	10.0	0.0

ITRG01
IT Organizational Design
Set up the structure of IT's people, processes, and technology as well as roles and responsibilities to ensure that they're best meeting the needs of the business.

12th Most Important Process (out of 45)
23rd Most Effective Process (out of 45)
Average Importance score **9.0**
Average Effectiveness score **6.8**

Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	9.0	0.0
Eva Wright	8.0	9.0	-1.0
Kim Porter	5.0	9.0	-4.0
Michelle Solis	5.0	8.0	-3.0
Richard Wilkins	4.0	9.0	-5.0

ITRG02
Leadership, Culture & Values
Ensure that the IT department reflects the values of your organization. Improve the leadership skills of your team to generate top performance.

32nd Most Important Process (out of 45)
14th Most Effective Process (out of 45)
Average Importance score **8.3**
Average Effectiveness score **7.0**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	10.0	10.0	0.0
Jon Dingess	8.0	8.0	0.0

ITRG02
Leadership, Culture & Values
Ensure that the IT department reflects the values of your organization. Improve the leadership skills of your team to generate top performance.

32nd Most Important Process (out of 45)
14th Most Effective Process (out of 45)
Average Importance score **8.3**
Average Effectiveness score **7.0**

Name	Effectiveness scores	Importance scores	Gap
Eva Wright	7.0	7.0	0.0
Kim Porter	6.0	9.0	-3.0
Michelle Solis	6.0	9.0	-3.0
Richard Wilkins	5.0	7.0	-2.0

AP007
Human Resources Management
Manage structuring, placement, decision rights and skills of human resources. This includes communicating the defined roles and responsibilities, learning and growth plans, and performance expectations.

36th Most Important Process (out of 45)
38th Most Effective Process (out of 45)
Average Importance score **8.0**
Average Effectiveness score **6.0**

Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	9.0	0.0
Eva Wright	7.0	7.0	0.0
Jeffrey Cruz	6.0	6.0	0.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.
** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.



AP007

Human Resources Management

Manage structuring, placement, decision rights and skills of human resources. This includes communicating the defined roles and responsibilities, learning and growth plans, and performance expectations.

36th Most Important Process (out of 45)

38th Most Effective Process (out of 45)

Average Importance score **8.0**

Average Effectiveness score **6.0**

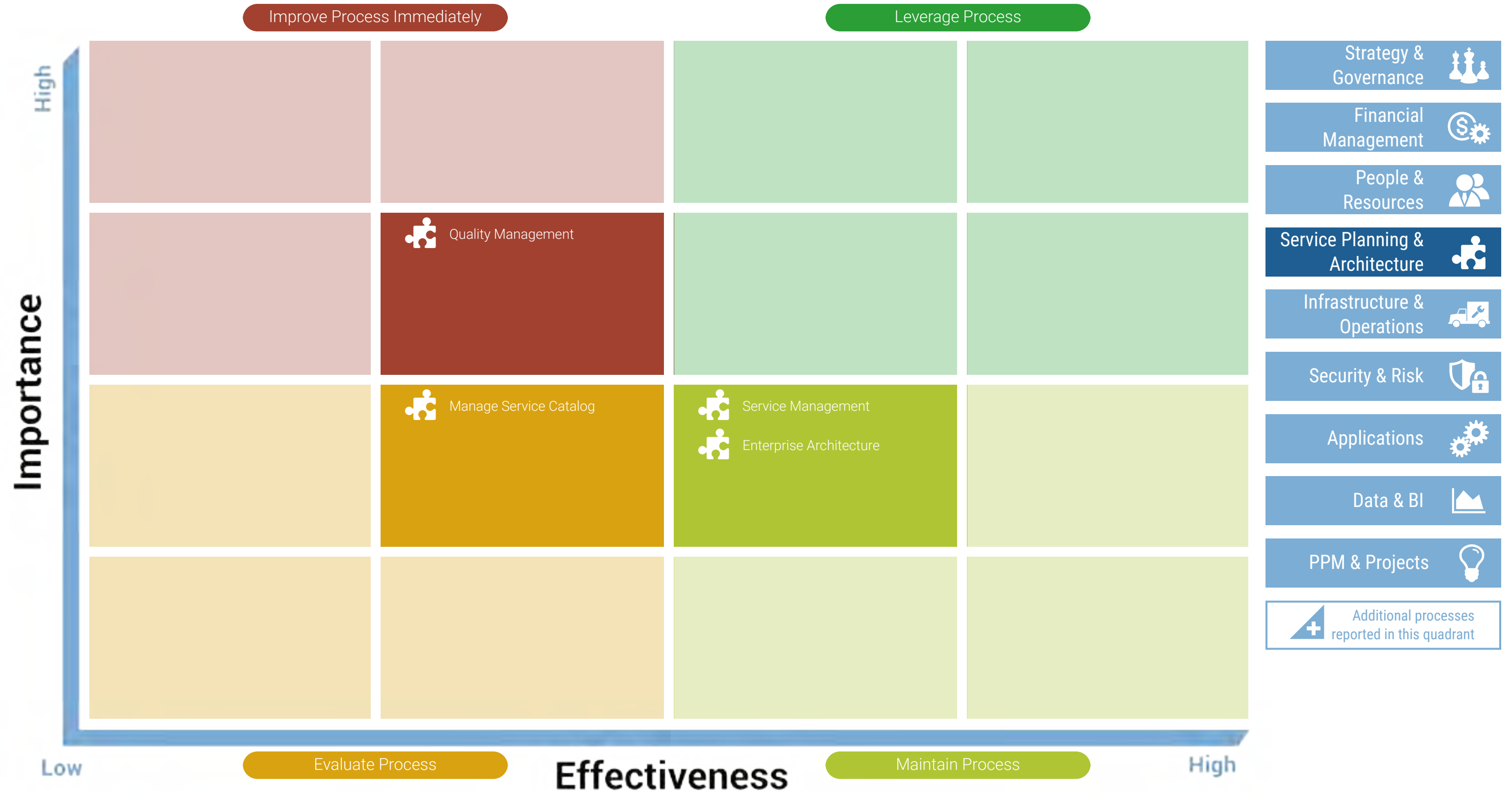
Name	Effectiveness scores	Importance scores	Gap
Kim Porter	5.0	9.0	-4.0
Michelle Solis	5.0	8.0	-3.0
Richard Wilkins	4.0	9.0	-5.0


* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.

** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.



The IT leader must focus on improving the processes in the top left quadrant first in order to see the biggest impact.




 **AP011**
Quality Management

Define and communicate quality requirements in all processes, procedures and business outcomes. Ensure the consistent delivery of IT solutions and services to meet the quality requirements of the business and satisfy stakeholder needs.

11th Most Important Process (out of 45)
22nd Most Effective Process (out of 45)
Average Importance score **9.0**
Average Effectiveness score **6.8**


Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	10.0	10.0	0.0
Jon Dingess	9.0	9.0	0.0
Eva Wright	6.0	9.0	-3.0
Michelle Solis	6.0	9.0	-3.0
Kim Porter	5.0	9.0	-4.0
Richard Wilkins	5.0	8.0	-3.0

 **AP009**
Service Management

Align IT-enabled services and service levels with business needs and expectations, including identification, specification, design, publishing, agreement, and monitoring of IT services, service levels and performance indicators.

18th Most Important Process (out of 45)
12th Most Effective Process (out of 45)
Average Importance score **8.8**
Average Effectiveness score **7.0**


Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	10.0	10.0	0.0

 **AP009**
Service Management

Align IT-enabled services and service levels with business needs and expectations, including identification, specification, design, publishing, agreement, and monitoring of IT services, service levels and performance indicators.

18th Most Important Process (out of 45)
12th Most Effective Process (out of 45)
Average Importance score **8.8**
Average Effectiveness score **7.0**


Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	9.0	0.0
Kim Porter	7.0	9.0	-2.0
Richard Wilkins	6.0	6.0	0.0
Michelle Solis	5.0	10.0	-5.0
Eva Wright	5.0	9.0	-4.0

 **AP003**
Enterprise Architecture

Establish a management practice to create and maintain a coherent set of principles, methods, and models that are used in the design and implementation of the enterprise's business processes, information systems, and infrastructure.

31st Most Important Process (out of 45)
13th Most Effective Process (out of 45)
Average Importance score **8.3**
Average Effectiveness score **7.0**


Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	9.0	0.0
Eva Wright	8.0	10.0	-2.0

 **AP003**
Enterprise Architecture

Establish a management practice to create and maintain a coherent set of principles, methods, and models that are used in the design and implementation of the enterprise's business processes, information systems, and infrastructure.

31st Most Important Process (out of 45)
13th Most Effective Process (out of 45)
Average Importance score **8.3**
Average Effectiveness score **7.0**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	8.0	8.0	0.0
Kim Porter	6.0	9.0	-3.0
Richard Wilkins	6.0	4.0	2.0
Michelle Solis	5.0	10.0	-5.0

 **ITRG03**
Manage Service Catalog

Produce, maintain, and promote a service catalog containing accurate information on all operational IT services, as well as those being prepared to be run operationally.

43rd Most Important Process (out of 45)
43rd Most Effective Process (out of 45)
Average Importance score **7.3**
Average Effectiveness score **5.2**

Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	9.0	0.0
Jeffrey Cruz	7.0	7.0	0.0
Eva Wright	5.0	7.0	-2.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.
** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.



ITRG03

Manage Service Catalog

Produce, maintain, and promote a service catalog containing accurate information on all operational IT services, as well as those being prepared to be run operationally.

43rd Most Important Process (out of 45)

43rd Most Effective Process (out of 45)

Average Importance score **7.3**

Average Effectiveness score **5.2**

Name	Effectiveness scores	Importance scores	Gap
Michelle Solis	5.0	5.0	0.0
Richard Wilkins	3.0	7.0	-4.0
Kim Porter	2.0	9.0	-7.0


* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.

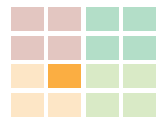
** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.



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 This page outlines additional IT processes that were not displayed in the previous prioritization grid. While it's important to prioritize the processes from the grid first, it is also worth noting in which grid each of these processes were reported.



 Asset Management  Configuration Management

Strategy & Governance 

Financial Management 

People & Resources 

Service Planning & Architecture 

Infrastructure & Operations 


Security & Risk 

Applications 

Data & BI 

PPM & Projects 


 Additional processes reported in this quadrant

 **DSS03**
Incident & Problem Management

Identify and classify problems and their root causes and provide timely resolution to prevent recurring incidents. Reduce the number of operational problems.

3rd Most Important Process (out of 45)
1st Most Effective Process (out of 45)
Average Importance score **9.3**
Average Effectiveness score **7.8**


Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	10.0	10.0	0.0
Jon Dingess	9.0	8.0	1.0
Richard Wilkins	9.0	10.0	-1.0
Michelle Solis	8.0	10.0	-2.0
Eva Wright	6.0	9.0	-3.0
Kim Porter	5.0	9.0	-4.0

 **DSS02**
Service Desk

Provide timely and effective response to user requests and resolution of all types of incidents. Restore normal service; record and fulfil user requests; and record, investigate, diagnose, escalate and resolve incidents.

4th Most Important Process (out of 45)
34th Most Effective Process (out of 45)
Average Importance score **9.3**
Average Effectiveness score **6.2**


Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0

 **DSS02**
Service Desk

Provide timely and effective response to user requests and resolution of all types of incidents. Restore normal service; record and fulfil user requests; and record, investigate, diagnose, escalate and resolve incidents.

4th Most Important Process (out of 45)
34th Most Effective Process (out of 45)
Average Importance score **9.3**
Average Effectiveness score **6.2**


Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	10.0	-1.0
Michelle Solis	7.0	10.0	-3.0
Eva Wright	6.0	10.0	-4.0
Richard Wilkins	4.0	8.0	-4.0
Kim Porter	2.0	9.0	-7.0

 **BAI04**
Availability & Capacity Management

Balance current and future needs for availability, performance and capacity of IT systems and infrastructure through the forecast of future performance and capacity requirements.

20th Most Important Process (out of 45)
21st Most Effective Process (out of 45)
Average Importance score **8.7**
Average Effectiveness score **6.8**


Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	9.0	0.0
Jeffrey Cruz	8.0	8.0	0.0

 **BAI04**
Availability & Capacity Management

Balance current and future needs for availability, performance and capacity of IT systems and infrastructure through the forecast of future performance and capacity requirements.

20th Most Important Process (out of 45)
21st Most Effective Process (out of 45)
Average Importance score **8.7**
Average Effectiveness score **6.8**

Name	Effectiveness scores	Importance scores	Gap
Richard Wilkins	7.0	9.0	-2.0
Eva Wright	6.0	9.0	-3.0
Kim Porter	6.0	9.0	-3.0
Michelle Solis	5.0	8.0	-3.0


 **BAI06**
Change Management

Manage all IT system changes in a controlled manner, including standard changes and emergency maintenance relating to business processes, applications and infrastructure. Enable fast and reliable delivery of change to the business and mitigate the risk of negatively impacting the stability of the changed environment.

25th Most Important Process (out of 45)
41st Most Effective Process (out of 45)
Average Importance score **8.5**
Average Effectiveness score **5.7**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0
Jon Dingess	8.0	8.0	0.0
Eva Wright	5.0	9.0	-4.0


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Average Importance score **8.5**
Average Effectiveness score **5.7**


Name	Effectiveness scores	Importance scores	Gap
Michelle Solis	5.0	8.0	-3.0
Kim Porter	4.0	9.0	-5.0
Richard Wilkins	3.0	8.0	-5.0

 **DSS01**
Operations Management

Manage the activities and operational procedures required to deliver IT services, including standard operating procedures and monitoring activities.

30th Most Important Process (out of 45)
27th Most Effective Process (out of 45)
Average Importance score **8.3**
Average Effectiveness score **6.5**


Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	9.0	0.0
Richard Wilkins	8.0	8.0	0.0
Michelle Solis	7.0	9.0	-2.0
Jeffrey Cruz	7.0	7.0	0.0

 **DSS01**
Operations Management

Manage the activities and operational procedures required to deliver IT services, including standard operating procedures and monitoring activities.

30th Most Important Process (out of 45)
27th Most Effective Process (out of 45)
Average Importance score **8.3**
Average Effectiveness score **6.5**


Name	Effectiveness scores	Importance scores	Gap
Eva Wright	6.0	8.0	-2.0
Kim Porter	2.0	9.0	-7.0

 **BAI07**
Release Management

Successfully implement new IT solutions and services in line with the agreed-on expectations and outcomes. Ensure that the implementation of new solutions and services has the necessary support, from planning to execution to post-implementation support and staff training.

33rd Most Important Process (out of 45)
42nd Most Effective Process (out of 45)
Average Importance score **8.2**
Average Effectiveness score **5.3**


Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	8.0	9.0	-1.0
Michelle Solis	7.0	9.0	-2.0
Eva Wright	6.0	9.0	-3.0
Jeffrey Cruz	5.0	5.0	0.0
Richard Wilkins	4.0	8.0	-4.0

 **BAI07**
Release Management

Successfully implement new IT solutions and services in line with the agreed-on expectations and outcomes. Ensure that the implementation of new solutions and services has the necessary support, from planning to execution to post-implementation support and staff training.

33rd Most Important Process (out of 45)
42nd Most Effective Process (out of 45)
Average Importance score **8.2**
Average Effectiveness score **5.3**

Name	Effectiveness scores	Importance scores	Gap
Kim Porter	2.0	9.0	-7.0

 **BAI10**
Configuration Management

Provide sufficient information about IT service assets to enable the service to be effectively managed. Define and maintain descriptions and relationships between key resources and capabilities required to deliver IT-enabled services.

34th Most Important Process (out of 45)
26th Most Effective Process (out of 45)
Average Importance score **8.0**
Average Effectiveness score **6.7**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	8.0	8.0	0.0
Eva Wright	8.0	9.0	-1.0
Jon Dingess	8.0	8.0	0.0
Richard Wilkins	6.0	6.0	0.0
Michelle Solis	5.0	8.0	-3.0
Kim Porter	5.0	9.0	-4.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.
** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.



BAI09

Asset Management

IT assets through their life cycle to make sure that they deliver value at optimal cost, remain operational, are accounted for and physically protected. Ensure that the assets are reliable and available as needed.

35th Most Important Process (out of 45)

35th Most Effective Process (out of 45)

Average Importance score **8.0**

Average Effectiveness score **6.2**

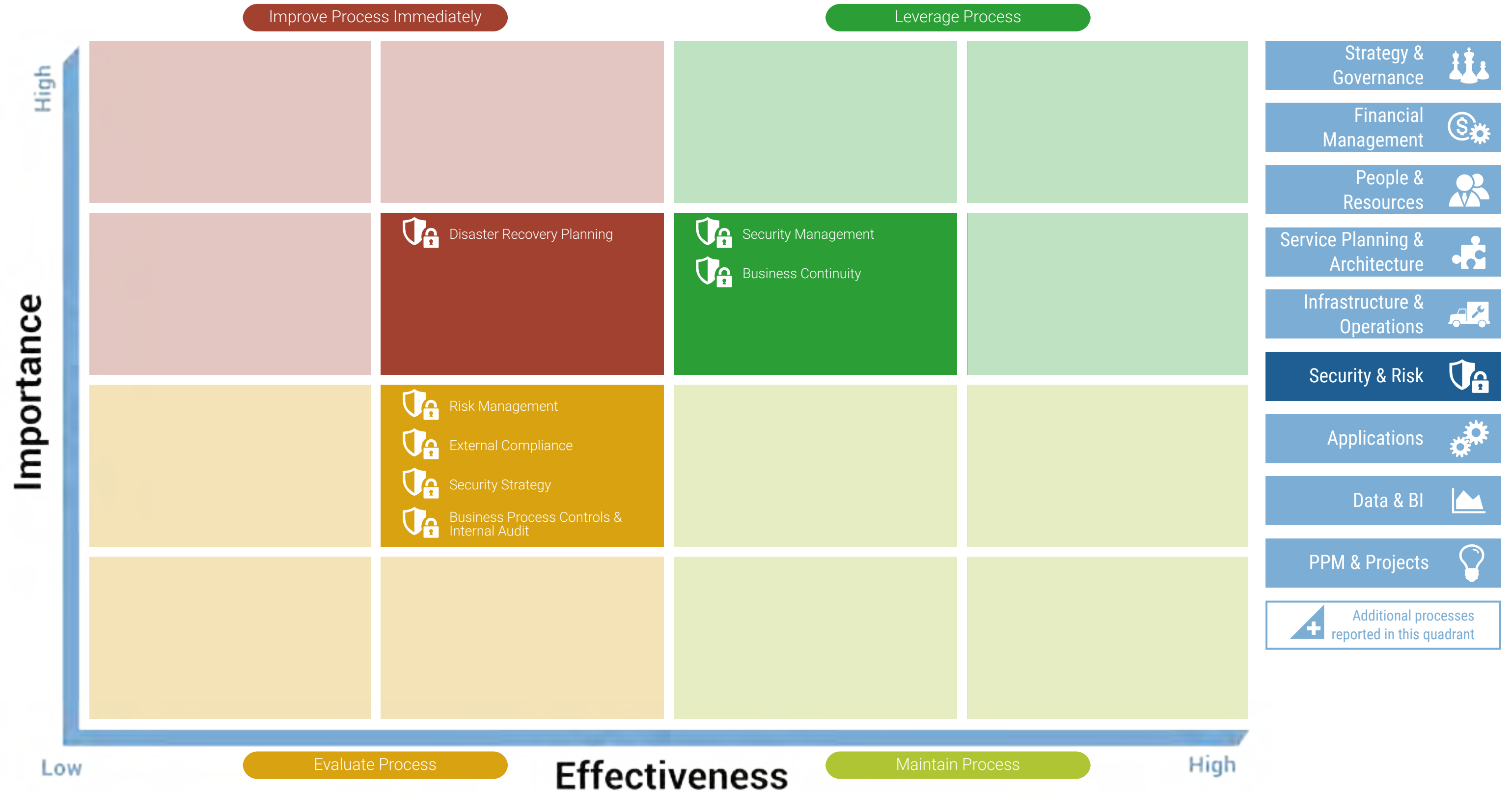
Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	8.0	1.0
Jeffrey Cruz	7.0	7.0	0.0
Eva Wright	6.0	8.0	-2.0
Kim Porter	5.0	9.0	-4.0
Michelle Solis	5.0	8.0	-3.0
Richard Wilkins	5.0	8.0	-3.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.

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The IT leader must focus on improving the processes in the top left quadrant first in order to see the biggest impact.



DSS05
Protect enterprise information as required by the business. Establish and maintain information security roles and access privileges, and perform security monitoring to minimize the business impact of operational information security vulnerabilities and incidents.

Security Management

2nd Most Important Process (out of 45)
11th Most Effective Process (out of 45)
 Average Importance score **9.3**
 Average Effectiveness score **7.0**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0
Jon Dingess	9.0	10.0	-1.0
Michelle Solis	8.0	9.0	-1.0
Richard Wilkins	7.0	10.0	-3.0
Eva Wright	5.0	9.0	-4.0
Kim Porter	4.0	9.0	-5.0

DSS04
Establish and maintain a plan to enable IT to respond to incidents and disruptions in order to continue operation of required IT services and assets.

Disaster Recovery Planning

7th Most Important Process (out of 45)
19th Most Effective Process (out of 45)
 Average Importance score **9.2**
 Average Effectiveness score **6.8**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	8.0	8.0	0.0

DSS04
Establish and maintain a plan to enable IT to respond to incidents and disruptions in order to continue operation of required IT services and assets.

Disaster Recovery Planning

7th Most Important Process (out of 45)
19th Most Effective Process (out of 45)
 Average Importance score **9.2**
 Average Effectiveness score **6.8**

Name	Effectiveness scores	Importance scores	Gap
Michelle Solis	8.0	10.0	-2.0
Jon Dingess	8.0	9.0	-1.0
Richard Wilkins	7.0	10.0	-3.0
Eva Wright	6.0	9.0	-3.0
Kim Porter	4.0	9.0	-5.0

DSS04
Establish and maintain a plan to enable the business to respond to incidents and disruptions in order to continue operation of business and IT processes.

Business Continuity

8th Most Important Process (out of 45)
10th Most Effective Process (out of 45)
 Average Importance score **9.2**
 Average Effectiveness score **7.0**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0
Michelle Solis	9.0	10.0	-1.0

DSS04
Establish and maintain a plan to enable the business to respond to incidents and disruptions in order to continue operation of business and IT processes.

Business Continuity

8th Most Important Process (out of 45)
10th Most Effective Process (out of 45)
 Average Importance score **9.2**
 Average Effectiveness score **7.0**

Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	8.0	8.0	0.0
Richard Wilkins	7.0	10.0	-3.0
Eva Wright	5.0	9.0	-4.0
Kim Porter	4.0	9.0	-5.0

APO12 EDM03
Continually identify, assess and reduce IT-related risk within levels of tolerance set by the business.

Risk Management

17th Most Important Process (out of 45)
20th Most Effective Process (out of 45)
 Average Importance score **8.8**
 Average Effectiveness score **6.8**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0
Jon Dingess	8.0	9.0	-1.0
Richard Wilkins	8.0	9.0	-1.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.
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AP012 EDM03
Risk Management

Continually identify, assess and reduce IT-related risk within levels of tolerance set by the business.

17th Most Important Process (out of 45)
20th Most Effective Process (out of 45)
 Average Importance score **8.8**
 Average Effectiveness score **6.8**

Name	Effectiveness scores	Importance scores	Gap
Michelle Solis	7.0	8.0	-1.0
Eva Wright	6.0	9.0	-3.0
Kim Porter	3.0	9.0	-6.0

MEA03
External Compliance

Ensure that IT processes and IT-supported business processes are compliant with laws, regulations and contractual requirements.

23rd Most Important Process (out of 45)
33rd Most Effective Process (out of 45)
 Average Importance score **8.5**
 Average Effectiveness score **6.2**

Name	Effectiveness scores	Importance scores	Gap
Michelle Solis	9.0	10.0	-1.0
Jon Dingess	9.0	10.0	-1.0
Richard Wilkins	6.0	9.0	-3.0
Eva Wright	5.0	9.0	-4.0

MEA03
External Compliance

Ensure that IT processes and IT-supported business processes are compliant with laws, regulations and contractual requirements.

23rd Most Important Process (out of 45)
33rd Most Effective Process (out of 45)
 Average Importance score **8.5**
 Average Effectiveness score **6.2**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	4.0	4.0	0.0
Kim Porter	4.0	9.0	-5.0

AP013
Security Strategy

Define, operate and monitor a system for information security management. Keep the impact and occurrence of information security incidents within the business' risk appetite levels.

24th Most Important Process (out of 45)
25th Most Effective Process (out of 45)
 Average Importance score **8.5**
 Average Effectiveness score **6.7**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0
Jon Dingess	9.0	9.0	0.0
Eva Wright	6.0	9.0	-3.0
Michelle Solis	6.0	6.0	0.0
Richard Wilkins	6.0	9.0	-3.0

AP013
Security Strategy

Define, operate and monitor a system for information security management. Keep the impact and occurrence of information security incidents within the business' risk appetite levels.

24th Most Important Process (out of 45)
25th Most Effective Process (out of 45)
 Average Importance score **8.5**
 Average Effectiveness score **6.7**

Name	Effectiveness scores	Importance scores	Gap
Kim Porter	4.0	9.0	-5.0

DSS06 MEA02
Business Process Controls & Internal Audit

Manage business process controls such as self-assessments and independent assurance reviews to ensure that information related to and used by business processes meets security and integrity requirements.

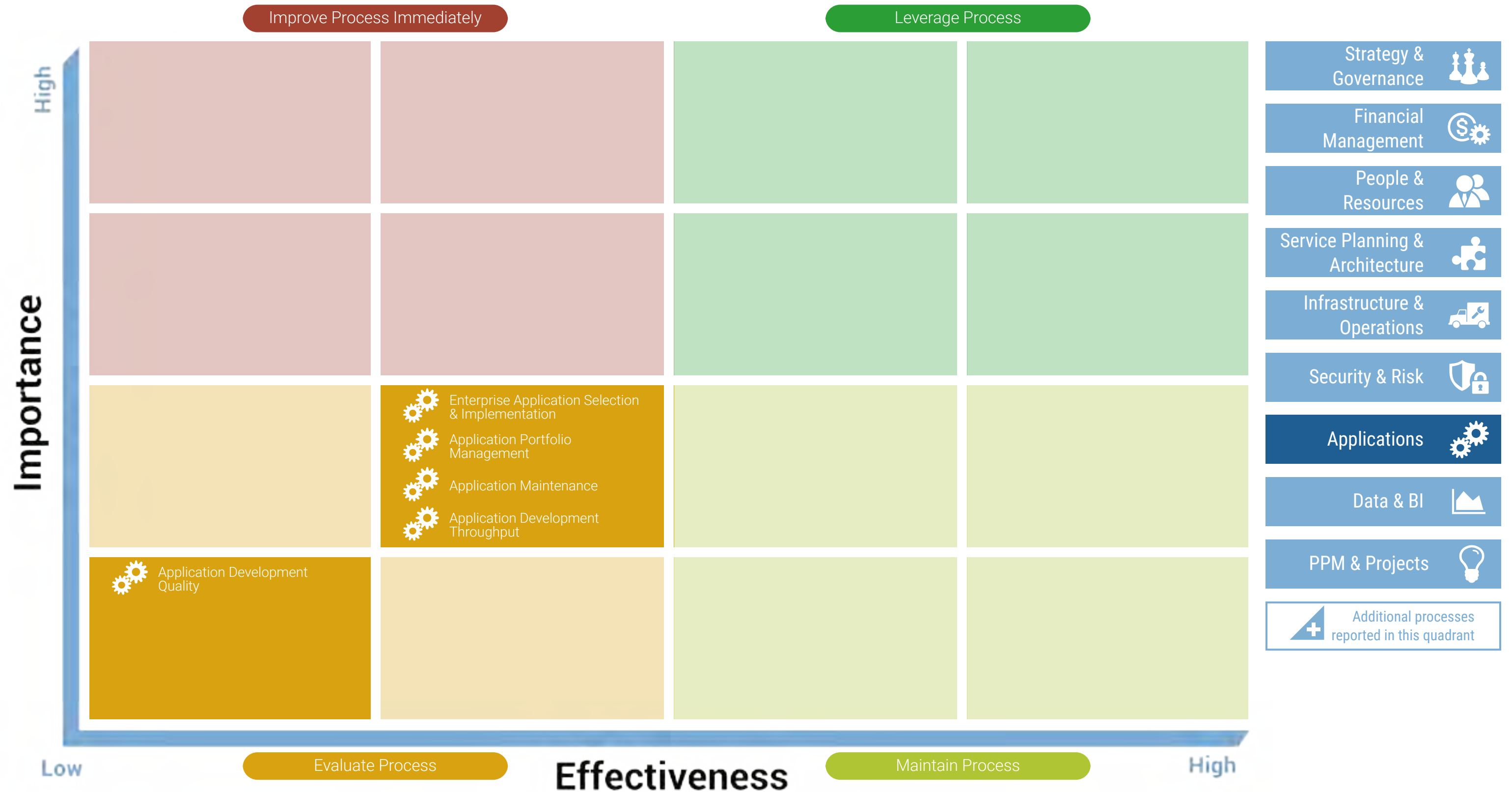
41st Most Important Process (out of 45)
40th Most Effective Process (out of 45)
 Average Importance score **7.8**
 Average Effectiveness score **5.7**


Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	8.0	10.0	-2.0
Michelle Solis	7.0	7.0	0.0
Eva Wright	6.0	9.0	-3.0
Richard Wilkins	6.0	8.0	-2.0
Jeffrey Cruz	4.0	4.0	0.0
Kim Porter	3.0	9.0	-6.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.
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The IT leader must focus on improving the processes in the top left quadrant first in order to see the biggest impact.




 **BAI03**
Enterprise Application Selection & Implementation

Manage the selection and implementation of enterprise applications, off-the-shelf software and Software as a Service, to ensure that IT provides the business with the most appropriate applications at an acceptable cost.

29th Most Important Process (out of 45)
24th Most Effective Process (out of 45)
 Average Importance score **8.3**
 Average Effectiveness score **6.7**


Name	Effectiveness scores	Importance scores	Gap
Michelle Solis	9.0	9.0	0.0
Jon Dingess	8.0	9.0	-1.0
Richard Wilkins	7.0	9.0	-2.0
Eva Wright	6.0	9.0	-3.0
Jeffrey Cruz	5.0	5.0	0.0
Kim Porter	5.0	9.0	-4.0

 **ITRG05**
Application Maintenance

Manage the constant improvement and changes to the organization's applications after they have been originally delivered and implemented.

39th Most Important Process (out of 45)
31st Most Effective Process (out of 45)
 Average Importance score **7.8**
 Average Effectiveness score **6.3**


Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	9.0	0.0

 **ITRG05**
Application Maintenance

Manage the constant improvement and changes to the organization's applications after they have been originally delivered and implemented.

39th Most Important Process (out of 45)
31st Most Effective Process (out of 45)
 Average Importance score **7.8**
 Average Effectiveness score **6.3**


Name	Effectiveness scores	Importance scores	Gap
Michelle Solis	8.0	8.0	0.0
Jeffrey Cruz	7.0	7.0	0.0
Kim Porter	5.0	9.0	-4.0
Eva Wright	5.0	9.0	-4.0
Richard Wilkins	4.0	5.0	-1.0

 **ITRG04**
Application Portfolio Management

Manage the organization's suite of applications by determining each application's ability to provide value to the business relative to its cost. Identify which applications to retire, grow or replace, repurpose or sustain.

40th Most Important Process (out of 45)
44th Most Effective Process (out of 45)
 Average Importance score **7.8**
 Average Effectiveness score **5.0**


Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	9.0	0.0
Michelle Solis	8.0	8.0	0.0

 **ITRG04**
Application Portfolio Management

Manage the organization's suite of applications by determining each application's ability to provide value to the business relative to its cost. Identify which applications to retire, grow or replace, repurpose or sustain.

40th Most Important Process (out of 45)
44th Most Effective Process (out of 45)
 Average Importance score **7.8**
 Average Effectiveness score **5.0**

Name	Effectiveness scores	Importance scores	Gap
Eva Wright	4.0	8.0	-4.0
Kim Porter	4.0	9.0	-5.0
Jeffrey Cruz	3.0	3.0	0.0
Richard Wilkins	2.0	10.0	-8.0

 **BAI03**
Application Development Throughput

Establish a timely and cost-effective system for the development of applications capable of supporting the business' strategic and operational goals.

42nd Most Important Process (out of 45)
37th Most Effective Process (out of 45)
 Average Importance score **7.7**
 Average Effectiveness score **6.0**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0
Michelle Solis	7.0	9.0	-2.0
Jon Dingess	7.0	6.0	1.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.
 ** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.

BAI03 Establish a timely and cost-effective system for the development of applications capable of supporting the business' strategic and operational goals.

Application Development Throughput

42nd Most Important Process (out of 45)
37th Most Effective Process (out of 45)
 Average Importance score **7.7**
 Average Effectiveness score **6.0**

Name	Effectiveness scores	Importance scores	Gap
Kim Porter	5.0	9.0	-4.0
Eva Wright	4.0	8.0	-4.0
Richard Wilkins	4.0	5.0	-1.0

BAI07 Implement standard procedures in the application development process, including testing strategies, testing preparation and testing execution, to ensure that the quality of the applications meet business requirements.

Application Development Quality

45th Most Important Process (out of 45)
45th Most Effective Process (out of 45)
 Average Importance score **5.3**
 Average Effectiveness score **4.3**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	3.0	3.0	0.0
Kim Porter	0.0	1.0	-1.0

BAI07 Implement standard procedures in the application development process, including testing strategies, testing preparation and testing execution, to ensure that the quality of the applications meet business requirements.

Application Development Quality

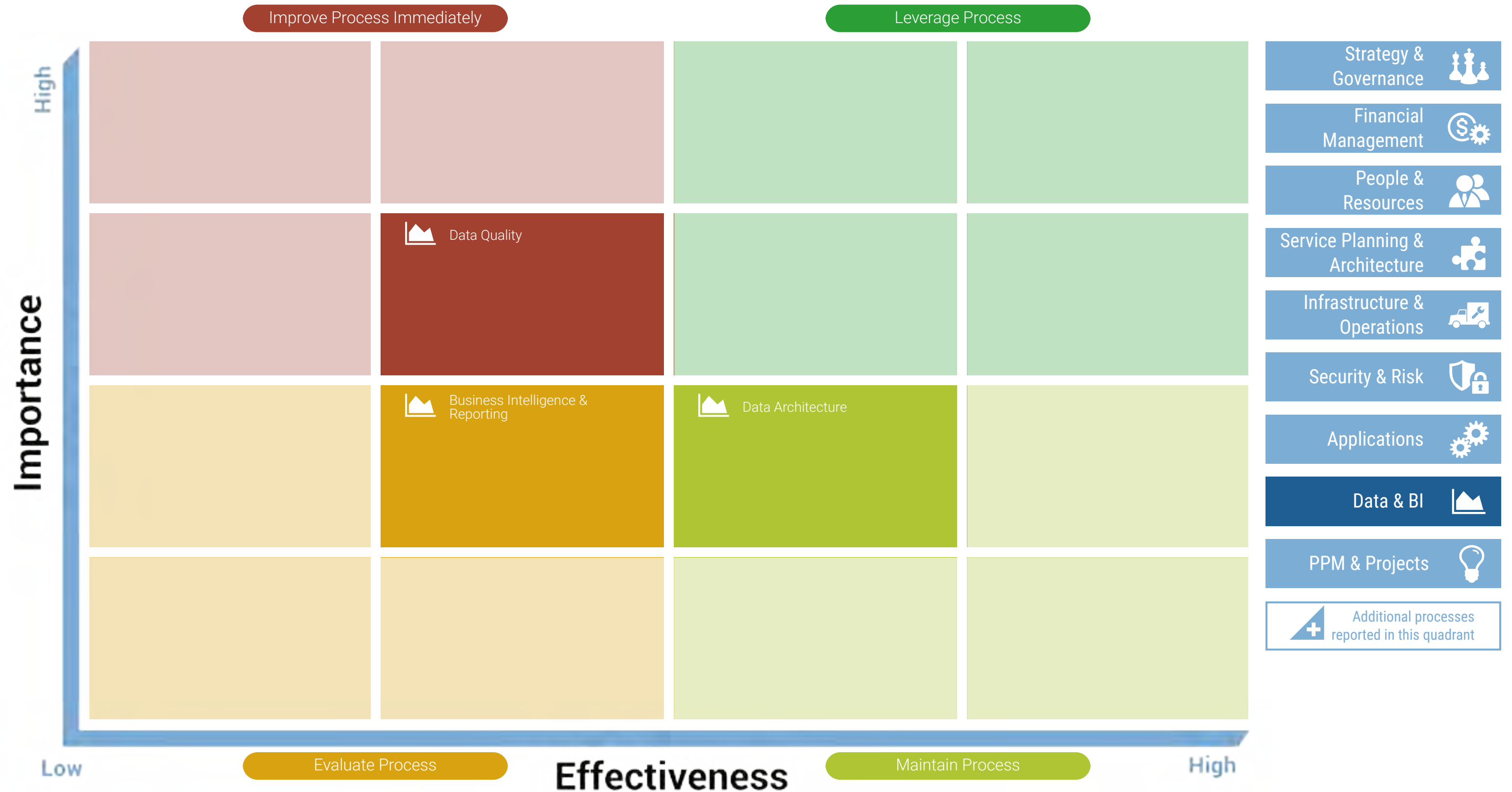
45th Most Important Process (out of 45)
45th Most Effective Process (out of 45)
 Average Importance score **5.3**
 Average Effectiveness score **4.3**

Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	8.0	8.0	0.0
Michelle Solis	6.0	6.0	0.0
Eva Wright	5.0	9.0	-4.0
Richard Wilkins	4.0	5.0	-1.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.
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The IT leader must focus on improving the processes in the top left quadrant first in order to see the biggest impact.



ITRG08
Data Quality
Put policies, processes and capabilities in place to ensure that appropriate targets for data quality are set and achieved to match the needs of the business.

6th Most Important Process (out of 45)
18th Most Effective Process (out of 45)
Average Importance score **9.2**
Average Effectiveness score **6.8**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	10.0	10.0	0.0
Michelle Solis	10.0	10.0	0.0
Jon Dingess	9.0	10.0	-1.0
Kim Porter	5.0	9.0	-4.0
Eva Wright	4.0	8.0	-4.0
Richard Wilkins	3.0	8.0	-5.0

ITRG07
Data Architecture
Manage the business' databases, including the technology, the governance processes and the people that manage them. Establish the principles, policies, and guidelines relevant to the effective use of data within the organization.

15th Most Important Process (out of 45)
8th Most Effective Process (out of 45)
Average Importance score **8.8**
Average Effectiveness score **7.2**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0

ITRG07
Data Architecture
Manage the business' databases, including the technology, the governance processes and the people that manage them. Establish the principles, policies, and guidelines relevant to the effective use of data within the organization.

15th Most Important Process (out of 45)
8th Most Effective Process (out of 45)
Average Importance score **8.8**
Average Effectiveness score **7.2**

Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	9.0	0.0
Michelle Solis	7.0	8.0	-1.0
Richard Wilkins	7.0	9.0	-2.0
Eva Wright	6.0	9.0	-3.0
Kim Porter	5.0	9.0	-4.0

ITRG06
Business Intelligence & Reporting
Develop a set of capabilities, including people, processes and technology, to enable the transformation of raw data into meaningful and useful information for the purpose of business analysis.

16th Most Important Process (out of 45)
30th Most Effective Process (out of 45)
Average Importance score **8.8**
Average Effectiveness score **6.3**

Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0
Jon Dingess	9.0	10.0	-1.0

ITRG06
Business Intelligence & Reporting
Develop a set of capabilities, including people, processes and technology, to enable the transformation of raw data into meaningful and useful information for the purpose of business analysis.

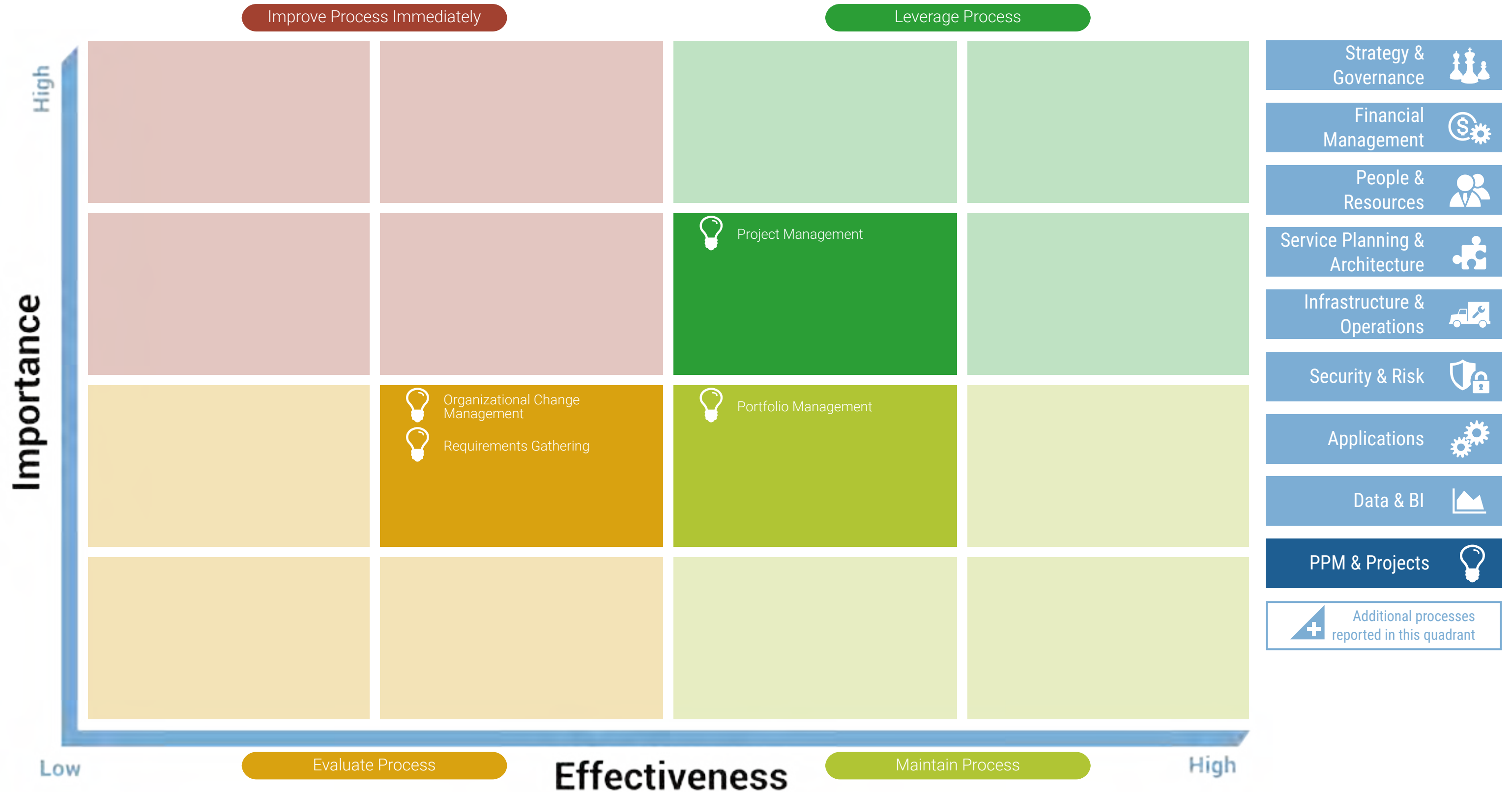
16th Most Important Process (out of 45)
30th Most Effective Process (out of 45)
Average Importance score **8.8**
Average Effectiveness score **6.3**


Name	Effectiveness scores	Importance scores	Gap
Richard Wilkins	6.0	8.0	-2.0
Kim Porter	5.0	9.0	-4.0
Michelle Solis	5.0	9.0	-4.0
Eva Wright	4.0	8.0	-4.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.
** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.



The IT leader must focus on improving the processes in the top left quadrant first in order to see the biggest impact.



 **BAI01**
Project Management

Manage all IT programs and projects from the portfolio in alignment with the business strategy. Initiate, plan, control, and execute programs and projects to ensure that the business realizes project benefits while experiencing few delays and cost overruns.

5th Most Important Process (out of 45)
5th Most Effective Process (out of 45)
 Average Importance score **9.2**
 Average Effectiveness score **7.3**


Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	10.0	10.0	0.0
Michelle Solis	8.0	9.0	-1.0
Jon Dingess	8.0	8.0	0.0
Richard Wilkins	8.0	10.0	-2.0
Eva Wright	5.0	9.0	-4.0
Kim Porter	5.0	9.0	-4.0

 **AP005**
Portfolio Management

Manage the project portfolio of IT programs and services, demand within resource and funding constraints, while ensuring that the portfolio meets the business' priorities. Monitor the performance of the overall portfolio of services and programs to ensure that the IT investments meet the business' expectations.

19th Most Important Process (out of 45)
7th Most Effective Process (out of 45)
 Average Importance score **8.7**
 Average Effectiveness score **7.2**


Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	9.0	9.0	0.0

 **AP005**
Portfolio Management

Manage the project portfolio of IT programs and services, demand within resource and funding constraints, while ensuring that the portfolio meets the business' priorities. Monitor the performance of the overall portfolio of services and programs to ensure that the IT investments meet the business' expectations.

19th Most Important Process (out of 45)
7th Most Effective Process (out of 45)
 Average Importance score **8.7**
 Average Effectiveness score **7.2**


Name	Effectiveness scores	Importance scores	Gap
Michelle Solis	8.0	8.0	0.0
Jon Dingess	8.0	8.0	0.0
Richard Wilkins	8.0	9.0	-1.0
Eva Wright	6.0	9.0	-3.0
Kim Porter	4.0	9.0	-5.0

 **BAI05**
Organizational Change Management

Implement or optimize the organization's capabilities for managing the impact of new business processes, new IT systems, and changes in organizational structure or culture.

28th Most Important Process (out of 45)
39th Most Effective Process (out of 45)
 Average Importance score **8.3**
 Average Effectiveness score **5.8**


Name	Effectiveness scores	Importance scores	Gap
Jeffrey Cruz	7.0	7.0	0.0
Jon Dingess	7.0	9.0	-2.0

 **BAI05**
Organizational Change Management

Implement or optimize the organization's capabilities for managing the impact of new business processes, new IT systems, and changes in organizational structure or culture.

28th Most Important Process (out of 45)
39th Most Effective Process (out of 45)
 Average Importance score **8.3**
 Average Effectiveness score **5.8**

Name	Effectiveness scores	Importance scores	Gap
Michelle Solis	6.0	8.0	-2.0
Kim Porter	5.0	9.0	-4.0
Eva Wright	5.0	9.0	-4.0
Richard Wilkins	5.0	8.0	-3.0

 **BAI02**
Requirements Gathering

Manage the collection of business requirements as they pertain to acquiring or creating IT solutions.

38th Most Important Process (out of 45)
29th Most Effective Process (out of 45)
 Average Importance score **7.8**
 Average Effectiveness score **6.3**

Name	Effectiveness scores	Importance scores	Gap
Jon Dingess	9.0	8.0	1.0
Jeffrey Cruz	8.0	8.0	0.0
Richard Wilkins	6.0	8.0	-2.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.
 ** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.



BAI02

Manage the collection of business requirements as they pertain to acquiring or creating IT solutions.

Requirements Gathering

38th Most Important Process (out of 45)

29th Most Effective Process (out of 45)

Average Importance score **7.8**

Average Effectiveness score **6.3**

Name	Effectiveness scores	Importance scores	Gap
Eva Wright	5.0	9.0	-4.0
Michelle Solis	5.0	5.0	0.0
Kim Porter	5.0	9.0	-4.0

* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.

** Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.



Using the data provided in the report, your team will now benefit from an open ended discussion regarding the discrepancies in the scores across all of the respondents. This exercise is beneficial because it will allow your team to reach a consensus on the perceived and real importance and effectiveness scores of the processes with the widest gaps.

AFTER THIS ALIGNMENT EXERCISE, YOUR TEAM SHOULD HAVE IDENTIFIED THE FOLLOWING:



1. Why are there gaps in respondents' importance scores?

- Were they due to departmental differences or miscommunication from the business?



2. Why are there gaps in respondents' effectiveness scores?

- Were they due to perception or actual performance?
- Do the processes perform better in some departments versus others?



3. Which 3 - 5 processes will your team focus on improving in the next 12 months?

- Build a process improvement roadmap around these selected processes to provide your team with an action plan for the next year.



4. Who will be accountable for the improvement of each of processes?

- Will it be an individual or a team?



5. What are your next steps following the alignment exercise?

- Create a list of actionable next steps for each process improvement initiative and assign an owner.



6. What products or services can Info-Tech Research Group provide to maximize the impact of your improvement initiatives?

- Process workshops
- Blueprints
- Consulting
- Diagnostic Programs



As the team leader, the following guide will help you get the most from your team's discussion. Ensure that the exercise will be conducted in a non-confrontational manner and that everyone's voice is heard. It is extremely important to highlight the biggest discrepancies in opinion first, so as to get the most out of the program.

① Set an agenda and boundaries

Once the team has gathered, tell the team that the purpose of the exercise is to reach a collective understanding of the effectiveness and importance of the IT processes so as to be able to prioritize process improvement initiatives. For the purpose of this discussion, prioritize the top 10 processes which have the widest spread between scores, but also consider the processes with the most extreme importance and effectiveness scores across the board.

② Break down the processes.

Use the Process Importance and Process Effectiveness pages sheet to identify the processes with the widest spread between scores. Use the Process Area In-depth Results sheets to dive deeper into the results for each process. Facilitate a discussion among the respondents who gave the processes the highest and lowest scores for importance and effectiveness. Why did they score the process the way they did? During this conversation, make sure to highlight at least 3 sub-processes for each process, which will make it easier to understand any underlying issues or perceived issues.

③ Build consensus.

Once your team has uncovered the reasons for the variations in scores, it's important to reach a team decision regarding the highest priority processes. As a team, decide where each process falls in terms of effectiveness and importance relative to one another and establish a list of 3-5 processes that are very important but not effective. This will be the first step in establishing a process improvement roadmap.

④ Identify current process owners.

Use the Process Accountability page from the report to get a snapshot of the current process owners. If a process does not have an owner, or if there is a lack of clarity around process ownership, discuss and decide who should be the process owner (or process area owner). Additionally, pay attention to multiple processes which have the same process owner. This is a great opportunity to create a more even workload by introducing additional process owners or transitioning the responsibility of processes to other team members. Ensure that all relevant processes have owners going forward.

⑤ Take action.

Your team should now create a plan using the Post-Alignment Worksheet to outline what initiatives will be taken, what resources the action item owner will need, metrics for success as well as expected outcomes. For each action item, assign a timeline and a priority immediately. Distribute a Post-Alignment Worksheet to all process owners. This will help them keep track of their initiatives.

⑥ Follow up.

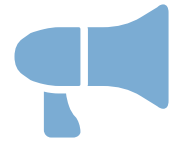
Following the alignment exercise, send a follow-up email summarizing the action items and their owners in order to improve the likelihood that the items will be followed. After 2-4 weeks, follow up with action item owners to see how well their action items are going. Work with owners to overcome any blocks or challenges they are facing and adjust deadlines if necessary.

⑦ Ongoing collaboration.

Establish a set schedule for the team to meet and discuss the progress of their initiatives and to uphold accountability.

⑧ Revisit the exercise.

After one year, conduct another team alignment exercise to see how the results compare. Ideally, the same participants will take part in the annual alignment exercise. This will allow the entire team to see how the improvement initiatives helped improve the effectiveness scores.



This page outlines the respondent information for the survey. Refer to this page next time you conduct the alignment exercise to bring in the same respondents, or respondents of similar backgrounds or functions within the organization. It is very important to have a consistent selection of team members completing this exercise so as to highlight the impact of the improvement initiatives. Ideally, the gaps for each process would minimize over time, but having respondents with radically different roles in the organization might skew the results.

2016 Alignment Exercise Participants

Name of Respondent	Title
Jeffrey Cruz	District Technology Coordinator
Jon Dingess	Data Administrator
Kim Porter	Network Administrator
Michelle Solis	ITS
Richard Wilkins	Assistant Network Administrator
Eva Wright	Technology Support Specialist

Fill in process name		Fill in process owner's Name	
Sub-process 1		Considerations and Diagnostic Questions	Considerations and Diagnostic Questions
Sub-process 2			
Sub-process 3			
Sub-process 4			

Steps	Goals	Metrics for success	Timeline

Steps	Goals	Metrics for success	Timeline

Steps	Goals	Metrics for success	Timeline



Strategy & Governance

IT Governance: Provide a consistent approach so that IT-related decisions are made in line with the business strategies and objectives. Ensure that IT-related processes are overseen effectively and transparently, and that legal and regulatory compliance requirements are met.

IT Strategy: Align strategic IT plans with business objectives. Clearly communicate the objectives and associated accountabilities so they are understood by all, with the IT strategic options identified, structured and integrated with the business plans.

IT Management & Policies: Provide a consistent approach to enable IT to meet the business governance requirements, covering management processes, organisational structures, roles and responsibilities, reliable and repeatable activities, and skills and competencies.

Performance Measurement: Manage IT and process goals and metrics. Monitor and communicate that processes are performing against expectations, and provide transparency of performance and conformance.

Innovation: Stay up to date with IT trends, identify innovation opportunities, and plan how to use technology innovation to create a competitive advantage, enable business innovation, or achieve improved operational effectiveness and efficiency.

Stakeholder Relations: Manage the relationship between the business and IT to ensure that the stakeholders are satisfied with the services they need from IT and have visibility into IT processes.



Financial Management

Business Value: Secure optimal value from IT-enabled initiatives, services and assets by delivering cost-efficient solutions and services and by providing a reliable and accurate picture of costs and benefits.

Cost & Budget Management: Manage the IT-related financial activities and prioritize spending through the use of formal budgeting practices. Provide transparency and accountability of the cost and business value of IT solutions and services.

Cost Optimization: Ensure that adequate and sufficient IT-related capabilities e.g., people, process and technology, are available to support business objectives effectively at optimal cost.

Vendor Management: Manage IT-related services provided by all suppliers, including the selection of suppliers, management of relationships, management of contracts, and reviewing and monitoring of supplier performance.



People & Resources

Human Resources Management: Manage structuring, placement, decision rights and skills of human resources. This includes communicating the defined roles and responsibilities, learning and growth plans, and performance expectations.

IT Organizational Design: Set up the structure of IT's people, processes, and technology as well as roles and responsibilities to ensure that they're best meeting the needs of the business.

Leadership, Culture & Values: Ensure that the IT department reflects the values of your organization. Improve the leadership skills of your team to generate top performance.

Knowledge Management: Maintain the availability of knowledge to support all process activities and to facilitate decision making. Provide the knowledge required to support all IT staff in their work activities.



Service Planning & Architecture

Enterprise Architecture: Establish a management practice to create and maintain a coherent set of principles, methods, and models that are used in the design and implementation of the enterprise's business processes, information systems, and infrastructure.

Service Management: Align IT-enabled services and service levels with business needs and expectations, including identification, specification, design, publishing, agreement, and monitoring of IT services, service levels and performance indicators.

Quality Management: Define and communicate quality requirements in all processes, procedures and business outcomes. Ensure the consistent delivery of IT solutions and services to meet the quality requirements of the business and satisfy stakeholder needs.

Manage Service Catalog: Produce, maintain, and promote a service catalog containing accurate information on all operational IT services, as well as those being prepared to be run operationally.



Infrastructure & Operations

Availability & Capacity Management: Balance current and future needs for availability, performance and capacity of IT systems and infrastructure through the forecast of future performance and capacity requirements.

Change Management: Manage all IT system changes in a controlled manner, including standard changes and emergency maintenance relating to business processes, applications and infrastructure. Enable fast and reliable delivery of change to the business and mitigate the risk of negatively impacting the stability of the changed environment.

Asset Management: IT assets through their life cycle to make sure that they deliver value at optimal cost, remain operational, are accounted for and physically protected. Ensure that the assets are reliable and available as needed.

Configuration Management: Provide sufficient information about IT service assets to enable the service to be effectively managed. Define and maintain descriptions and relationships between key resources and capabilities required to deliver IT-enabled services.

Release Management: Successfully implement new IT solutions and services in line with the agreed-on expectations and outcomes. Ensure that the implementation of new solutions and services has the necessary support, from planning to execution to post-implementation support and staff training.

Operations Management: Manage the activities and operational procedures required to deliver IT services, including standard operating procedures and monitoring activities.

Service Desk: Provide timely and effective response to user requests and resolution of all types of incidents. Restore normal service; record and fulfil user requests; and record, investigate, diagnose, escalate and resolve incidents.

Incident & Problem Management: Identify and classify problems and their root causes and provide timely resolution to prevent recurring incidents. Reduce the number of operational problems.



Security & Risk

Security Strategy: Define, operate and monitor a system for information security management. Keep the impact and occurrence of information security incidents within the business' risk appetite levels.

Security Management: Protect enterprise information as required by the business. Establish and maintain information security roles and access privileges, and perform security monitoring to minimize the business impact of operational information security vulnerabilities and incidents.

Business Process Controls & Internal Audit:

Manage business process controls such as self-assessments and independent assurance reviews to ensure that information related to and used by business processes meets security and integrity requirements.

External Compliance: Ensure that IT processes and IT-supported business processes are compliant with laws, regulations and contractual requirements.

Risk Management: Continually identify, assess and reduce IT-related risk within levels of tolerance set by the business.

Business Continuity: Establish and maintain a plan to enable the business to respond to incidents and disruptions in order to continue operation of business and IT processes.

Disaster Recovery Planning: Establish and maintain a plan to enable IT to respond to incidents and disruptions in order to continue operation of required IT services and assets.



Applications

Application Portfolio Management: Manage the organization's suite of applications by determining each application's ability to provide value to the business relative to its cost. Identify which applications to retire, grow or replace, repurpose or sustain.

Enterprise Application Selection & Implementation:

Manage the selection and implementation of enterprise applications, off-the-shelf software and Software as a Service, to ensure that IT provides the business with the most appropriate applications at an acceptable cost.

Application Development Throughput: Establish a timely and cost-effective system for the development of applications capable of supporting the business' strategic and operational goals.

Application Development Quality: Implement standard procedures in the application development process, including testing strategies, testing preparation and testing execution, to ensure that the quality of the applications meet business requirements.

Application Maintenance: Manage the constant improvement and changes to the organization's applications after they have been originally delivered and implemented.



Data & BI

Business Intelligence & Reporting: Develop a set of capabilities, including people, processes and technology, to enable the transformation of raw data into meaningful and useful information for the purpose of business analysis.

Data Architecture: Manage the business' databases, including the technology, the governance processes and the people that manage them. Establish the principles, policies, and guidelines relevant to the effective use of data within the organization.

Data Quality: Put policies, processes and capabilities in place to ensure that appropriate targets for data quality are set and achieved to match the needs of the business.



PPM & Projects

Portfolio Management: Manage the project portfolio of IT programs and services, demand within resource and funding constraints, while ensuring that the portfolio meets the business' priorities. Monitor the performance of the overall portfolio of services and programs to ensure that the IT investments meet the business' expectations.

Project Management: Manage all IT programs and projects from the portfolio in alignment with the business strategy. Initiate, plan, control, and execute programs and projects to ensure that the business realizes project benefits while experiencing few delays and cost overruns.

Requirements Gathering: Manage the collection of business requirements as they pertain to acquiring or creating IT solutions.

Organizational Change Management: Implement or optimize the organization's capabilities for managing the impact of new business processes, new IT systems, and changes in organizational structure or culture.

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