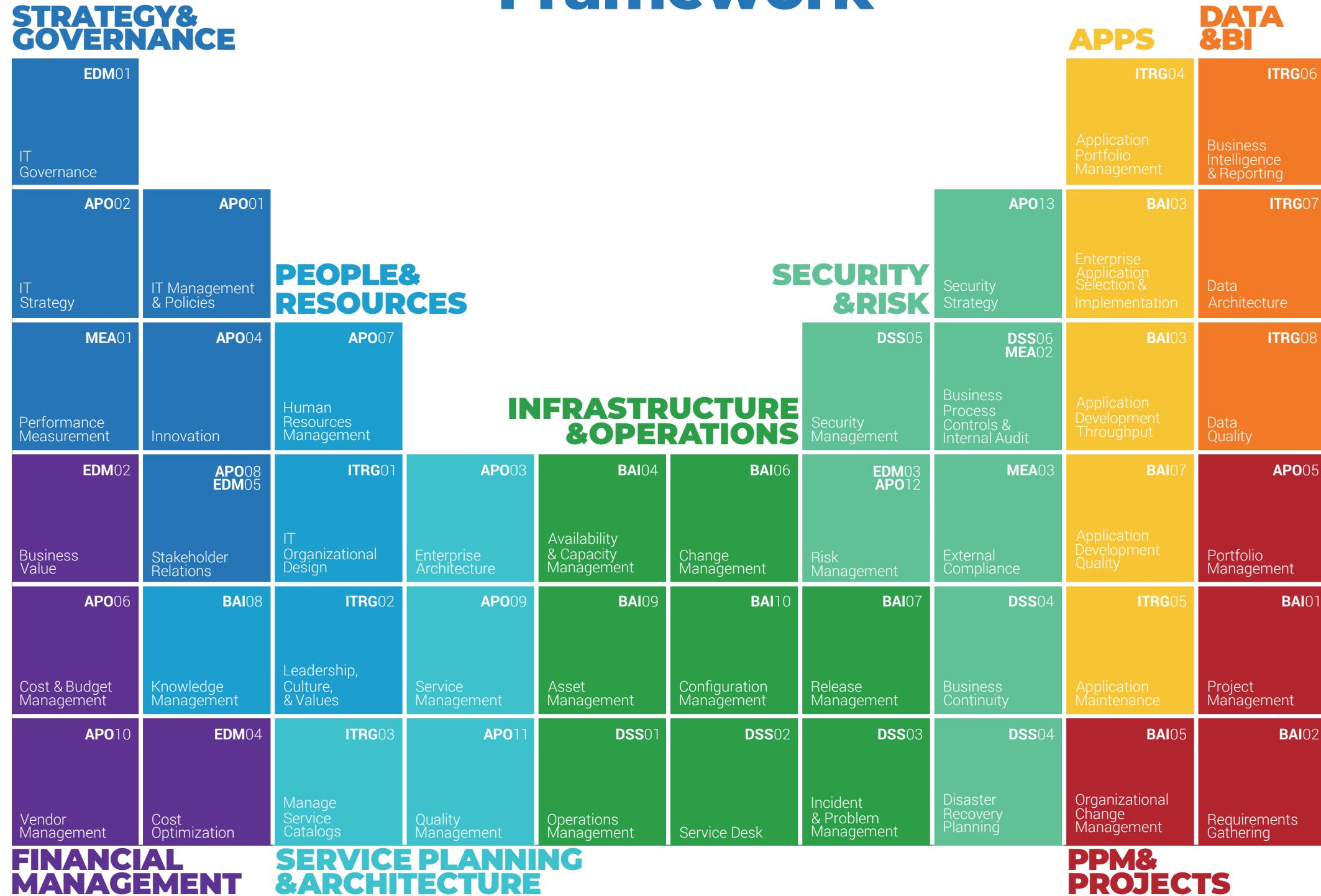


A group of people in business attire are silhouetted against a large window overlooking a city skyline at dusk. They are gathered around a long table, some sitting and some standing, appearing to be in a meeting. The scene is reflected on the floor.

# 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.

<b>IT Governance</b> EDM01										<b>Application Portfolio Management</b> ITRG04		<b>Business Intelligence and Reporting</b> ITRG06	
<b>IT Strategy</b> APO02	<b>IT Management and Policies</b> APO01									<b>Enterprise Application Selection &amp; Implementation</b> BAI03		<b>Data Architecture</b> ITRG07	
<b>Performance Measurement</b> MEA01	<b>Innovation</b> APO04	<b>Human Resources Management</b> APO07								<b>Application Development Throughput</b> BAI03		<b>Data Quality</b> ITRG08	
<b>Business Value</b> EDM02	<b>Stakeholder Relations</b> APO08 EDM05	<b>IT Organizational Design</b> ITRG01	<b>Enterprise Architecture</b> APO03	<b>Availability and Capacity Management</b> BAI04	<b>Change Management</b> BAI06	<b>Security Management</b> DSS05	<b>Business Process Controls and Internal Audit</b> DSS06 MEA02	<b>Application Development Quality</b> BAI07	<b>Portfolio Management</b> APO05	<b>Risk Management</b> EDM03 APO12		<b>External Compliance</b> MEA03	
<b>Cost and Budget Management</b> APO06	<b>Knowledge Management</b> BAI08	<b>Leadership, Culture and Values</b> ITRG02	<b>Service Management</b> APO09	<b>Asset Management</b> BAI09	<b>Configuration Management</b> BAI10	<b>Release Management</b> BAI07	<b>Business Continuity</b> DSS04	<b>Application Maintenance</b> ITRG05	<b>Project Management</b> BAI01	<b>IT Management &amp; Governance</b> APO10		<b>Cost Optimization</b> EDM04	
<b>Vendor Management</b> APO10	<b>Cost Optimization</b> EDM04	<b>Manage Service Catalogs</b> ITRG03	<b>Quality Management</b> APO11	<b>Operations Management</b> DSS01	<b>Service Desk</b> DSS02	<b>Incident and Problem Management</b> DSS03	<b>Disaster Recovery Planning</b> DSS04	<b>Organizational Change Management</b> BAI05	<b>Requirements Gathering</b> BAI02	<b>Service Planning &amp; Architecture</b> ITRG03		<b>Service Planning &amp; Architecture</b> APO11	

## PEOPLE & RESOURCES

## SECURITY & RISK

## INFRASTRUCTURE & OPERATIONS

## FINANCIAL MANAGEMENT

## SERVICE PLANNING & ARCHITECTURE

## PPM & PROJECTS

This report was prepared by Info-Tech Research Group. Data is comprised of 6 responses.



## 1. Understand your current IT Process landscape

- Review your results report to understand our team’s perception of each process’ importance and effectiveness.
- Identify gaps between you and your team perceptions on IT processes



## 2. Determine the most critical IT processes

- Discuss which processes would drive the most value to your department and organization
- Use the team’s perceptions on processes, to drive decisions around which processes will be a focus over the next 12 months.



## 3. Create Your Process Improvement Roadmap

- Decompose each critical process to better understand the urgency to change and its relevant impact on the organization.
- Establish process owners. Each relevant process must have at least one person accountable for monitoring and improvement of initiatives.



## 4. Establish the Info-Tech Support Program

- Decompose each critical process to better understand the urgency to change and its relevant impact on the organization.
- Establish process. Each relevant process must have at least one person accountable for monitoring and improvement of initiatives.

## 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

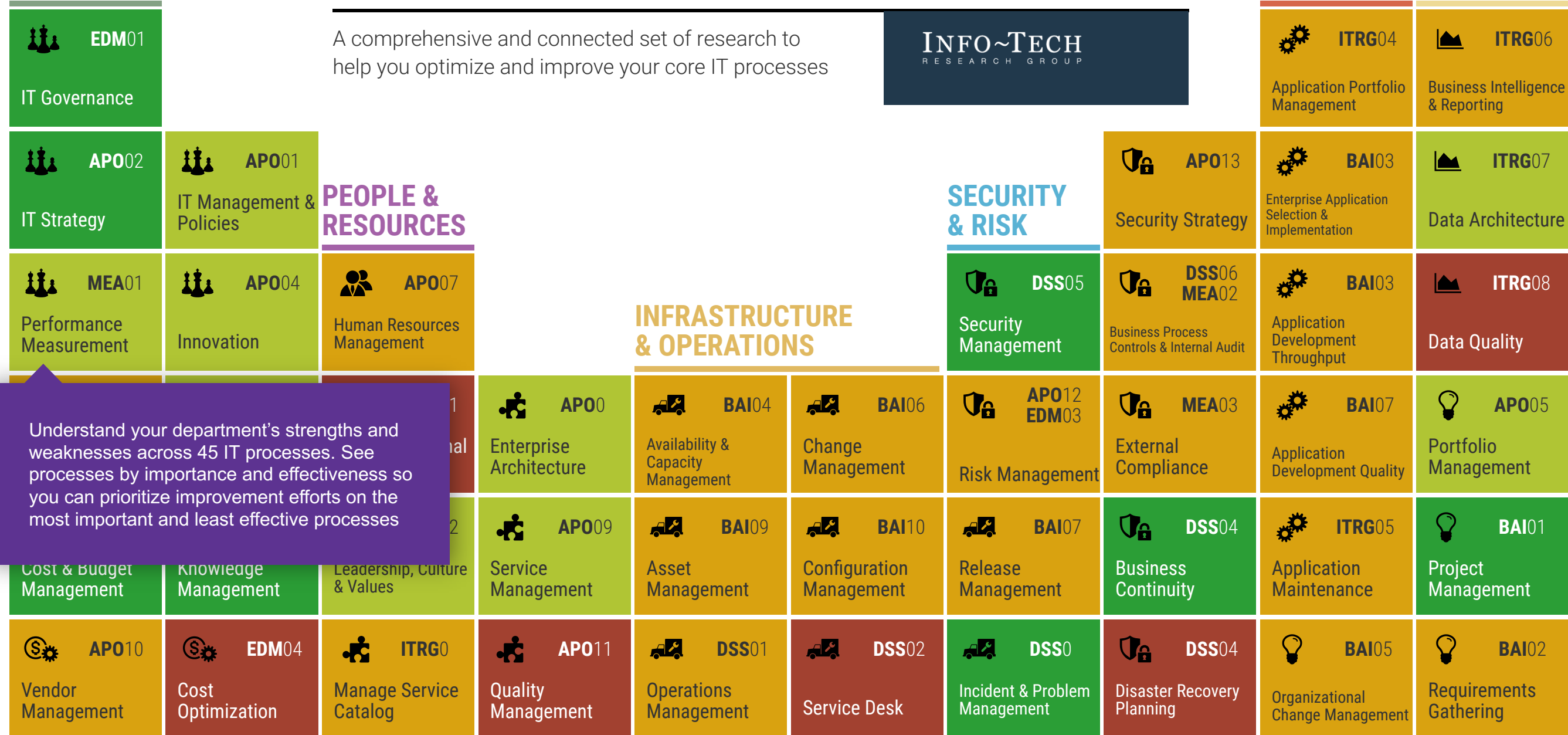
**STRATEGY & GOVERNANCE**

**IT Management & Governance Framework**

**APPLICATIONS**

**DATA & BI**

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



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

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.





No Importance 1.0 - 6.9	Limited Importance 7.0 - 7.9	Significant Importance 8.0 - 8.9	Critical Importance 9.0 - 10.0
----------------------------	---------------------------------	-------------------------------------	-----------------------------------

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
	Quality Management	9	IT Organizational Design	9	Cost & Budget Management	9	IT Governance	9		
See which processes your team have deemed most important and validate their assessment. Work on optimizing these processes first.	Service Management	8.8	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
	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				
Limited Importance	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
	Manage Service Catalog	7.3	Vendor Management	7.2						
No Importance	Application Development Quality	5.3								



### 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

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.

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
---------------------	----------------------------	-----------------------------------	---------------------------------	-------------------------

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
		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.



<b>DSS02</b>  <b>Service Desk</b>		<b>EDM04</b>  <b>Cost Optimization</b>		<b>DSS04</b>  <b>Disaster Recovery Planning</b>	
<b>Criticality Rankings</b> <b>1</b>	<b>4th</b> Most Important Process (out of 45) Average Importance score <b>9.3</b>  <b>34th</b> Most Effective Process (out of 45) Average Effectiveness score <b>6.2</b>	<b>Criticality Rankings</b> <b>2</b>	<b>10th</b> Most Important Process (out of 45) Average Importance score <b>9.2</b>  <b>28th</b> Most Effective Process (out of 45) Average Effectiveness score <b>6.5</b>	<b>Criticality Rankings</b> <b>3</b>	<b>7th</b> Most Important Process (out of 45) Average Importance score <b>9.2</b>  <b>19th</b> Most Effective Process (out of 45) Average Effectiveness score <b>6.8</b>
<b>Process Owner(s):</b> <ul style="list-style-type: none"> <li>• Yosef Espinosa</li> <li>• Henry Robles</li> <li>• Kaiya Park</li> </ul> <b>+ 1 more Process Owner</b>		<b>Process Owner(s):</b> <ul style="list-style-type: none"> <li>• Kaiya Park</li> </ul>		<b>Process Owner(s):</b> <ul style="list-style-type: none"> <li>• Safiya Gibbons</li> <li>• Kaiya Park</li> </ul>	
<b>ITRG08</b>  <b>Data Quality</b>		<b>IT01</b>  <b>IT Organizational Design</b>		<b>AP011</b>  <b>Quality Management</b>	
<b>Criticality Rankings</b> <b>4</b>	<b>6th</b> Most Important Process (out of 45) Average Importance score <b>9.2</b>  <b>18th</b> Most Effective Process (out of 45) Average Effectiveness score <b>6.8</b>	<b>Criticality Rankings</b> <b>5</b>	<b>12th</b> Most Important Process (out of 45) Average Importance score <b>9.0</b>  <b>23rd</b> Most Effective Process (out of 45) Average Effectiveness score <b>6.8</b>	<b>Criticality Rankings</b> <b>6</b>	<b>11th</b> Most Important Process (out of 45) Average Importance score <b>9.0</b>  <b>22nd</b> Most Effective Process (out of 45) Average Effectiveness score <b>6.8</b>
<b>Process Owner(s):</b> <ul style="list-style-type: none"> <li>• Henry Robles</li> <li>• Jason Murray</li> </ul>		<b>Process Owner(s):</b> <ul style="list-style-type: none"> <li>• Safiya Gibbons</li> <li>• Henry Robles</li> <li>• Kaiya Park</li> </ul> <b>+ 1 more Process Owner</b>		<b>Process Owner(s):</b> <ul style="list-style-type: none"> <li>• Safiya Gibbons</li> <li>• Henry Robles</li> <li>• Kaiya Park</li> </ul> <b>+ 1 more Process Owner</b>	

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

Kaiya Park ⚠	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				
Henry Robles ⚠	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.

Janine Dale ⚠	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 
Safiya Gibbons ⚠	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 	
Yosef Espinosa ⚠	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 		
Christian Perez							





**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 responsibility 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	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	-------------------------

Safiya Gibbons	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.



**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	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	-------------------------

Yosef Espinosa	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				



**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 responsibility 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	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	-------------------------

Henry Robles	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				





**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	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	-------------------------

Kaiya Park	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				



**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	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	-------------------------

Janine Dale	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				



**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
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	---	-------------------------

Christian Perez	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. Data is comprised of 6 responses.

Powered by  
**INFO~TECH**  
RESEARCH GROUP

# 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

INFO~TECH  
RESEARCH GROUP

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.

### SECURITY & RISK

DSS05  
Security Management

Safiya Gibbons

MEAO2 DSS06  
Business Process Controls & Internal Audit

Safiya Gibbons

EDM03 APO12  
Risk Management

Safiya Gibbons

MEA03  
External Compliance

Henry Robles

BAI07  
Release Management

Safiya Gibbons

DSS04  
Business Continuity

Safiya Gibbons

DSS03  
Incident & Problem Management

Safiya Gibbons

DSS04  
Disaster Recovery Planning

Safiya Gibbons

### APPLICATIONS

ITRG04  
Application Portfolio Management

Kaiya Park

BAI03  
Enterprise Application Selection &

Yosef Espinosa

BAI03  
Application Development Throughput

Kaiya Park

BAI07  
Application Development Quality

Kaiya Park

ITRG05  
Application Maintenance

Yosef Espinosa

BAI05  
Organizational Change Management

Kaiya Park

### DATA & BI

ITRG06  
Business Intelligence & Reporting

Henry Robles

ITRG07  
Data Architecture

Henry Robles

ITRG08  
Data Quality

Henry Robles

AP005  
Portfolio Management

Kaiya Park

BAI01  
Project Management

Yosef Espinosa

BAI02  
Requirements Gathering

Kaiya Park

### STRATEGY & GOVERNANCE

EDM01  
IT Governance

Safiya Gibbons

APO02  
IT Strategy

Safiya Gibbons

APO01  
IT Management & Policies

Kaiya Park

MEA01  
Performance Measurement

Henry Robles

APO04  
Innovation

Safiya Gibbons

EDM02  
Business Value

Kaiya Park

EDM05 APO08  
Stakeholder Relations

Yosef Espinosa

APO06  
Cost & Budget Management

Kaiya Park

BAI08  
Knowledge Management

Yosef Espinosa

APO10  
Vendor Management

Safiya Gibbons

EDM04  
Cost Optimization

Kaiya Park

### PEOPLE & RESOURCES

APO07  
Human Resources Management

Kaiya Park

ITRG01  
IT Organizational Design

Safiya Gibbons

ITRG02  
Leadership, Culture & Values

Henry Robles

ITRG03  
Manage Service Catalog

Safiya Gibbons

### INFRASTRUCTURE & OPERATIONS

BAI04  
Availability & Capacity Management

Safiya Gibbons

BAI06  
Change Management

Safiya Gibbons

BAI09  
Asset Management

Yosef Espinosa

BAI10  
Configuration Management

Safiya Gibbons

DSS01  
Operations Management

Henry Robles

DSS02  
Service Desk

Yosef Espinosa

### FINANCIAL MANAGEMENT

### SERVICE PLANNING & ARCHITECTURE

### MANAGEMENT & 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.



Dive into each specific IT process area. Evaluate the relative importance and effectiveness of each process within the area. Focus on high importance, low effectiveness areas to improve.

**AP002**  
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.

**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
Kaiya Park	10.0	10.0	0.0
Yosef Espinosa	8.0	10.0	-2.0
Henry Robles	8.0	10.0	-2.0
Christian Perez	8.0	10.0	-2.0
Janine Dale	7.0	10.0	-3.0
Safiya Gibbons	5.0	9.0	-4.0

**EDM01**  
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.

**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
Kaiya Park	8.0	8.0	0.0

**EDM01**  
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.

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

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.

Name	Effectiveness scores	Importance scores	Gap
Henry Robles			-2.0
Yosef Espinosa			-2.0
Janine Dale	7.0	10.0	-3.0
Christian Perez	7.0	10.0	-3.0
Safiya Gibbons	5.0	7.0	-2.0

**AP004**  
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.

**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
Henry Robles	9.0	9.0	0.0
Christian Perez	8.0	10.0	-2.0

**AP004**  
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.

**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
Kaiya Park	8.0	6.0	2.0
Yosef Espinosa	7.0	8.0	-1.0
Janine Dale	7.0	10.0	-3.0
Safiya Gibbons	5.0	9.0	-4.0


**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
Kaiya Park	10.0	10.0	0.0
Henry Robles	9.0	7.0	2.0
Yosef Espinosa	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
Janine Dale	7.0	10.0	-3.0
Christian Perez	7.0	8.0	-1.0
Safiya Gibbons	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
Kaiya Park	10.0	10.0	0.0
Henry Robles	9.0	9.0	0.0
Janine Dale	7.0	10.0	-3.0
Christian Perez	6.0	7.0	-1.0

 **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
Yosef Espinosa	5.0	7.0	-2.0
Safiya Gibbons	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
Henry Robles	9.0	8.0	1.0
Christian Perez	7.0	10.0	-3.0
Yosef Espinosa	7.0	7.0	0.0
Janine Dale	7.0	10.0	-3.0
Kaiya Park	7.0	7.0	0.0

 **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.

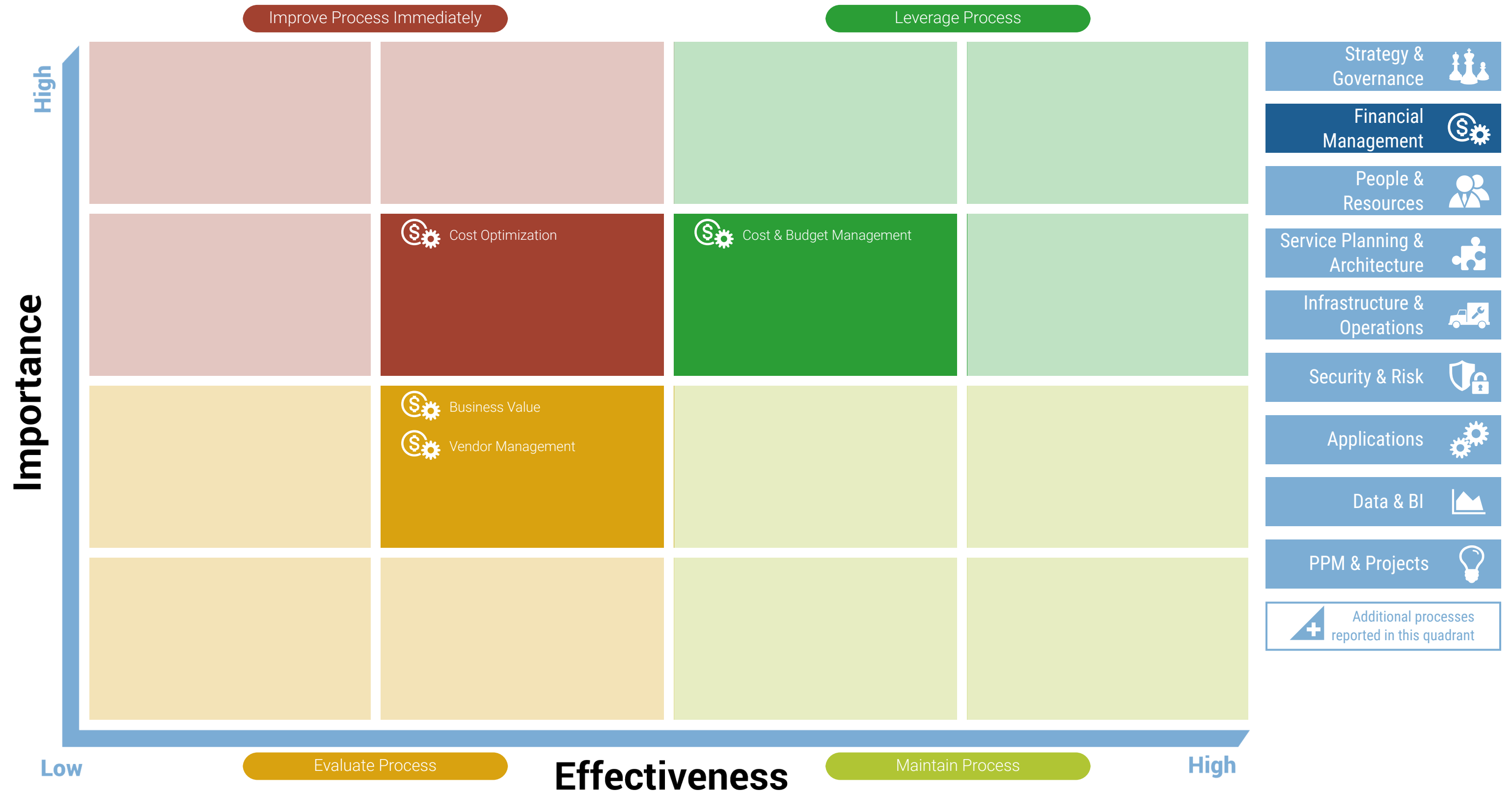
**27th** Most Important Process (out of 45)  
**16th** Most Effective Process (out of 45)  
Average Importance score **8.5**  
Average Effectiveness score **7.0**

Name	Effectiveness scores	Importance scores	Gap
Safiya Gibbons	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.



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



**EDM04**  
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.

**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
Kaiya Park	9.0	9.0	0.0
Henry Robles	9.0	9.0	0.0
Janine Dale	7.0	10.0	-3.0
Yosef Espinosa	6.0	8.0	-2.0
Safiya Gibbons	5.0	9.0	-4.0
Christian Perez	3.0	10.0	-7.0

**AP006**  
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.

**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
Christian Perez	8.0	9.0	-1.0

**AP006**  
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.

**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
Henry Robles	8.0	8.0	0.0
Kaiya Park	8.0	8.0	0.0
Yosef Espinosa	7.0	10.0	-3.0
Janine Dale	7.0	10.0	-3.0
Safiya Gibbons	5.0	9.0	-4.0

**EDM02**  
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.

**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
Henry Robles	8.0	8.0	0.0
Yosef Espinosa	8.0	10.0	-2.0

**EDM02**  
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.

**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
Kaiya Park	6.0	5.0	1.0
Safiya Gibbons	5.0	9.0	-4.0
Janine Dale	5.0	7.0	-2.0
Christian Perez	5.0	9.0	-4.0


**AP010**  
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.

**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
Henry Robles	8.0	8.0	0.0
Yosef Espinosa	8.0	8.0	0.0
Christian Perez	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.

 **AP010**  
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.

**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
Safiya Gibbons	<b>6.0</b>	<b>9.0</b>	<b>-3.0</b>
Janine Dale	<b>5.0</b>	<b>7.0</b>	<b>-2.0</b>
Kaiya Park	<b>4.0</b>	<b>4.0</b>	<b>0.0</b>

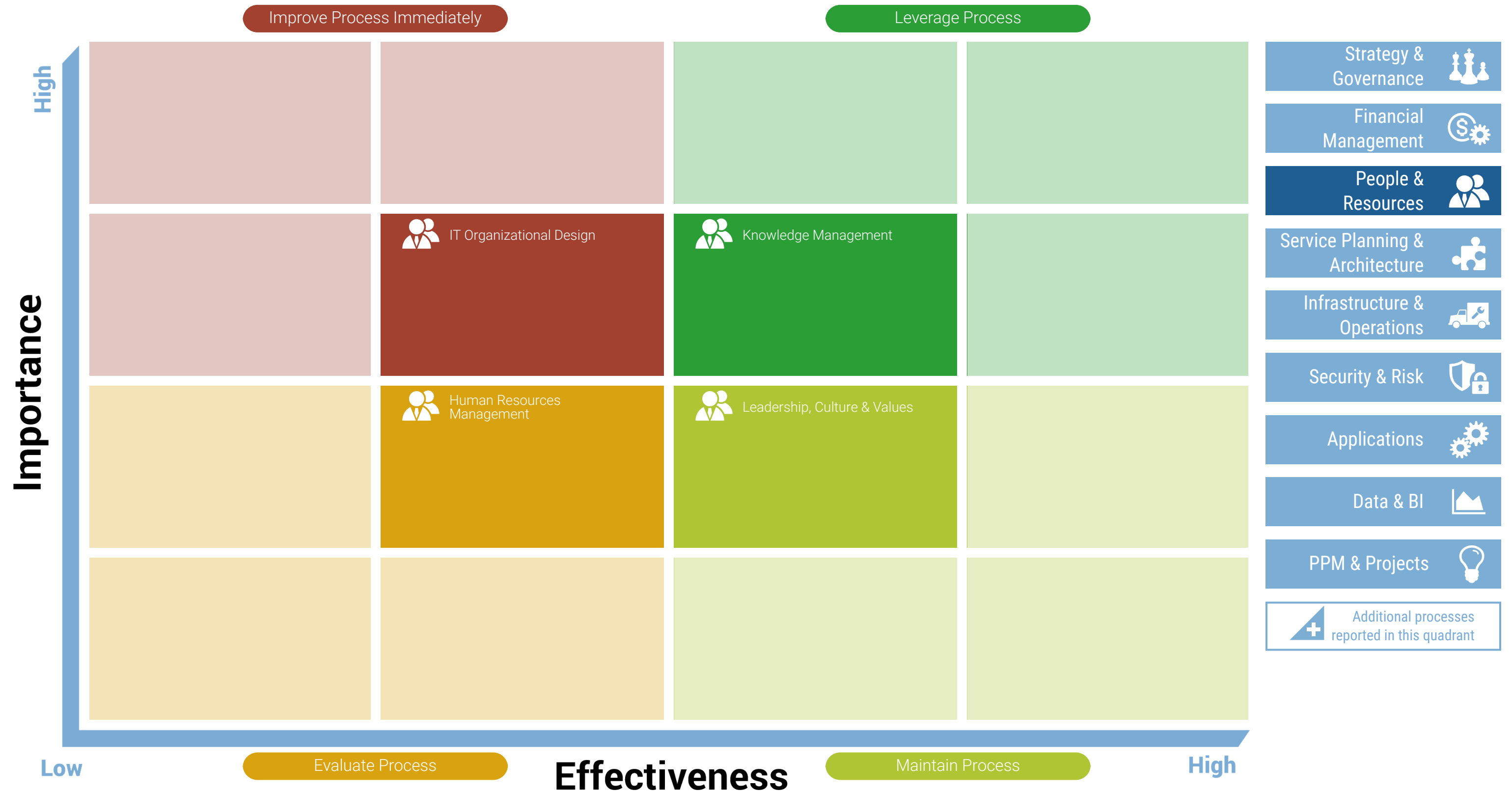
\* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.

\*\* 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.



**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
Kaiya Park	9.0	9.0	0.0
Henry Robles	9.0	9.0	0.0
Yosef Espinosa	7.0	9.0	-2.0
Janine Dale	7.0	10.0	-3.0
Christian Perez	7.0	9.0	-2.0
Safiya Gibbons	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
Kaiya Park	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
Dave Solon	9.0	9.0	0.0
Yosef Espinosa	8.0	9.0	-1.0
Safiya Gibbons	5.0	9.0	-4.0
Janine Dale	5.0	8.0	-3.0
Christian Perez	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
Kaiya Park	10.0	10.0	0.0
Henry Robles	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
Yosef Espinosa	7.0	7.0	0.0
Safiya Gibbons	6.0	9.0	-3.0
Janine Dale	6.0	9.0	-3.0
Christian Perez	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
Henry Robles	9.0	9.0	0.0
Yosef Espinosa	7.0	7.0	0.0
Kaiya Park	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**

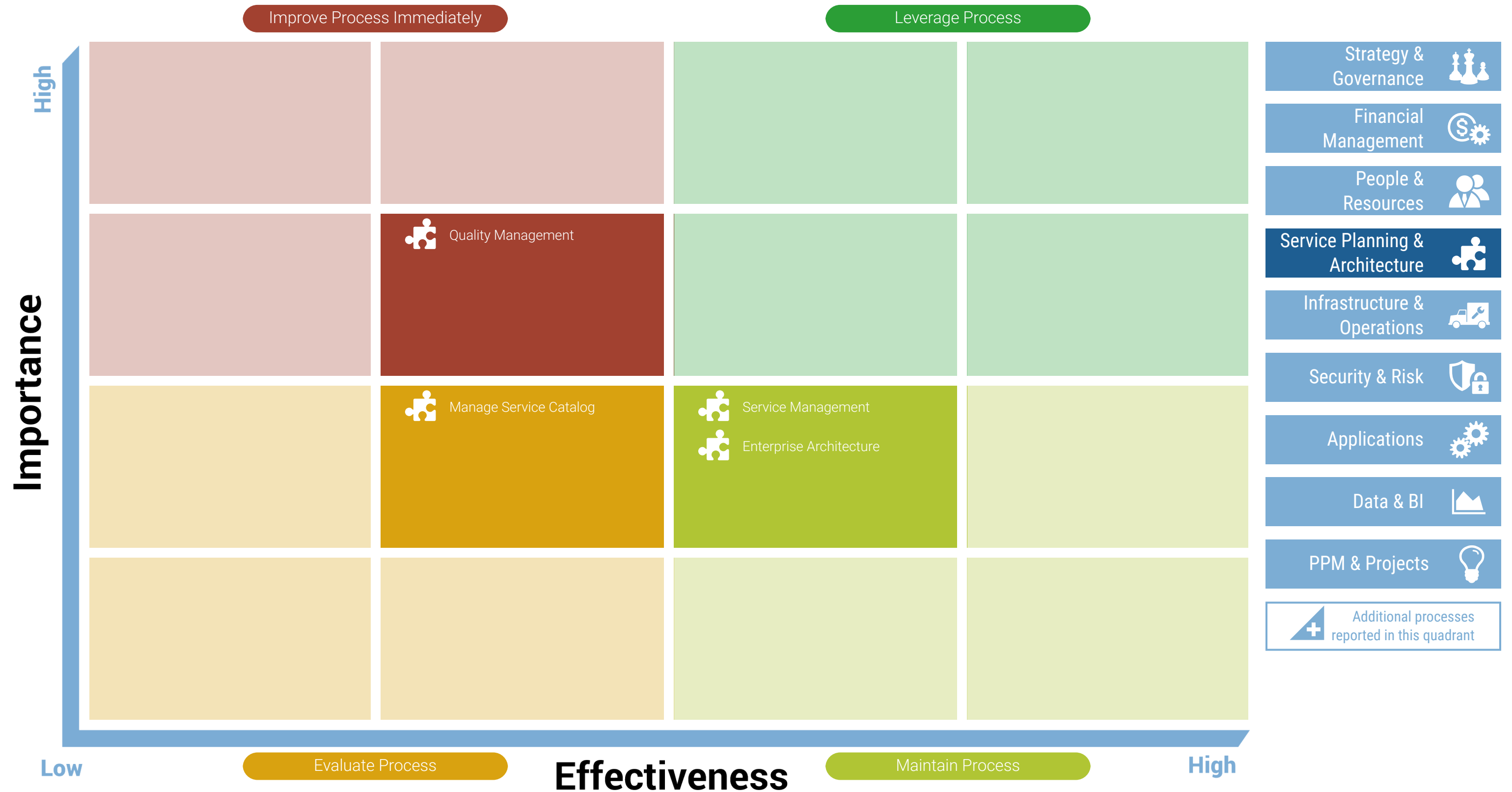
Name	Effectiveness scores	Importance scores	Gap
Safiya Gibbons	<b>5.0</b>	<b>9.0</b>	<b>-4.0</b>
Janine Dale	<b>5.0</b>	<b>8.0</b>	<b>-3.0</b>
Christian Perez	<b>4.0</b>	<b>9.0</b>	<b>-5.0</b>

\* 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
Kaiya Park	10.0	10.0	0.0
Henry Robles	9.0	9.0	0.0
Yosef Espinosa	6.0	9.0	-3.0
Janine Dale	6.0	9.0	-3.0
Safiya Gibbons	5.0	9.0	-4.0
Christian Perez	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
Kaiya Park	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
Henry Robles	9.0	9.0	0.0
Safiya Gibbons	7.0	9.0	-2.0
Christian Perez	6.0	6.0	0.0
	5.0	10.0	-5.0
Yosef Espinosa	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
Henry Robles	9.0	9.0	0.0
Dan Hoover	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
Kaiya Park	8.0	8.0	0.0
Safiya Gibbons	6.0	9.0	-3.0
Christian Perez	6.0	4.0	2.0
Janine Dale	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
Henry Robles	9.0	9.0	0.0
Kaiya Park	7.0	7.0	0.0
Yosef Espinosa	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
Janine Dale	5.0	5.0	0.0
Christian Perez	3.0	7.0	-4.0
Safiya Gibbons	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.



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




 **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
Kaiya Park	10.0	10.0	0.0
Henry Robles	9.0	8.0	1.0
Christian Perez	9.0	10.0	-1.0
Janine Dale	8.0	10.0	-2.0
Yosef Espinosa	6.0	9.0	-3.0
Safiya Gibbons	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
Kaiya Park	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
Henry Robles	9.0	10.0	-1.0
Janine Dale	7.0	10.0	-3.0
Yosef Espinosa	6.0	10.0	-4.0
Christian Perez	4.0	8.0	-4.0
Safiya Gibbons	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
Henry Robles	9.0	9.0	0.0
Kaiya Park	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
Christian Perez	7.0	9.0	-2.0
Yosef Espinosa	6.0	9.0	-3.0
Safiya Gibbons	6.0	9.0	-3.0
Janine Dale	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
Kaiya Park	9.0	9.0	0.0
Henry Robles	8.0	8.0	0.0
Yosef Espinosa	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.




 **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
Janine Dale	5.0	8.0	-3.0
Safiya Gibbons	4.0	9.0	-5.0
Christian Perez	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
Henry Robles	9.0	9.0	0.0
Christian Perez	8.0	8.0	0.0
Janine Dale	7.0	9.0	-2.0
Kaiya Park	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
Yosef Espinosa	6.0	8.0	-2.0
Safiya Gibbons	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
Henry Robles	8.0	9.0	-1.0
Janine Dale	7.0	9.0	-2.0
Yosef Espinosa	6.0	9.0	-3.0
Kaiya Park	5.0	5.0	0.0
Christian Perez	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
Safiya Gibbons	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
Kaiya Park	8.0	8.0	0.0
Yosef Espinosa	8.0	9.0	-1.0
Henry Robles	8.0	8.0	0.0
Christian Perez	6.0	6.0	0.0
Janine Dale	5.0	8.0	-3.0
Safiya Gibbons	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**

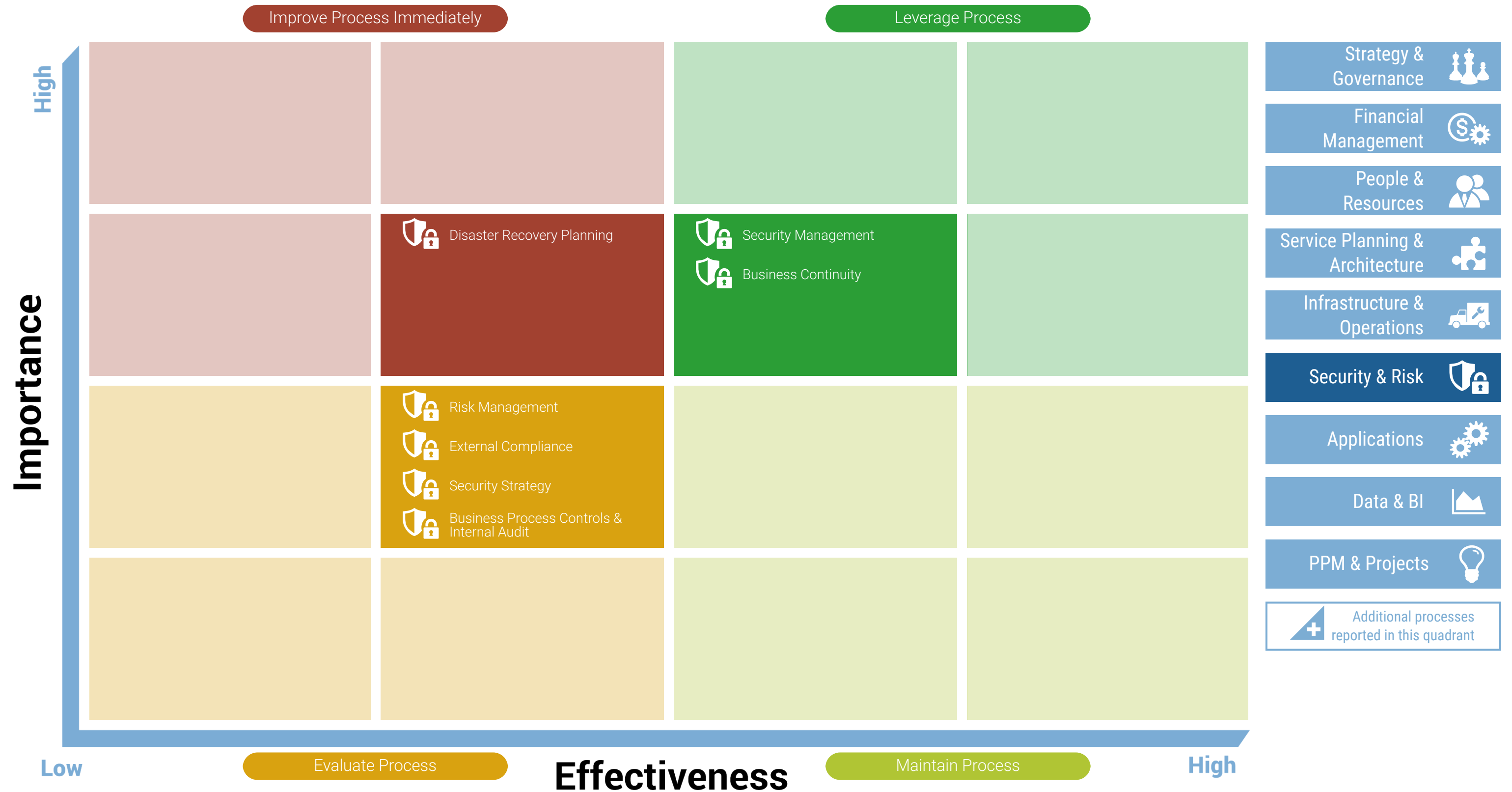
Name	Effectiveness scores	Importance scores	Gap
Henry Robles	9.0	8.0	1.0
Kaiya Park	7.0	7.0	0.0
Yosef Espinosa	6.0	8.0	-2.0
Safiya Gibbons	5.0	9.0	-4.0
Janine Dale	5.0	8.0	-3.0
Christian Perez	5.0	8.0	-3.0

\* 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.

\*\* 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.



**DSS05**  
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.

**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
Kaiya Park	9.0	9.0	0.0
Henry Robles	9.0	10.0	-1.0
Janine Dale	8.0	9.0	-1.0
Christian Perez	7.0	10.0	-3.0
Yosef Espinosa	5.0	9.0	-4.0
Safiya Gibbons	4.0	9.0	-5.0

**DSS04**  
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.

**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
Kaiya Park	8.0	8.0	0.0

**DSS04**  
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.

**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
Janine Dale	8.0	10.0	-2.0
Henry Robles	8.0	9.0	-1.0
Christian Perez	7.0	10.0	-3.0
Yosef Espinosa	6.0	9.0	-3.0
Safiya Gibbons	4.0	9.0	-5.0

**DSS04**  
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.

**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
Kaiya Park	9.0	9.0	0.0
Janine Dale	9.0	10.0	-1.0

**DSS04**  
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.

**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
Henry Robles	8.0	8.0	0.0
Christian Perez	7.0	10.0	-3.0
Yosef Espinosa	5.0	9.0	-4.0
Safiya Gibbons	4.0	9.0	-5.0

**APO12 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
Kaiya Park	9.0	9.0	0.0
Henry Robles	8.0	9.0	-1.0
Christian Perez	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.  
\*\* Respondents are highlighted if they are CIO, or Accountable or Responsible for the process.

**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
Janine Dale	7.0	8.0	-1.0
Yosef Espinosa	6.0	9.0	-3.0
Safiya Gibbons	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
Janine Dale	9.0	10.0	-1.0
Henry Robles	9.0	10.0	-1.0
Christian Perez	6.0	9.0	-3.0
Yosef Espinosa	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
Kaiya Park	4.0	4.0	0.0
Safiya Gibbons	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
Kaiya Park	9.0	9.0	0.0
Henry Robles	9.0	9.0	0.0
Yosef Espinosa	6.0	9.0	-3.0
Janine Dale	6.0	6.0	0.0
Christian Perez	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
Safiya Gibbons	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
Henry Robles	8.0	10.0	-2.0
Janine Dale	7.0	7.0	0.0
Yosef Espinosa	6.0	9.0	-3.0
Christian Perez	6.0	8.0	-2.0
Kaiya Park	4.0	4.0	0.0
Safiya Gibbons	3.0	9.0	-6.0

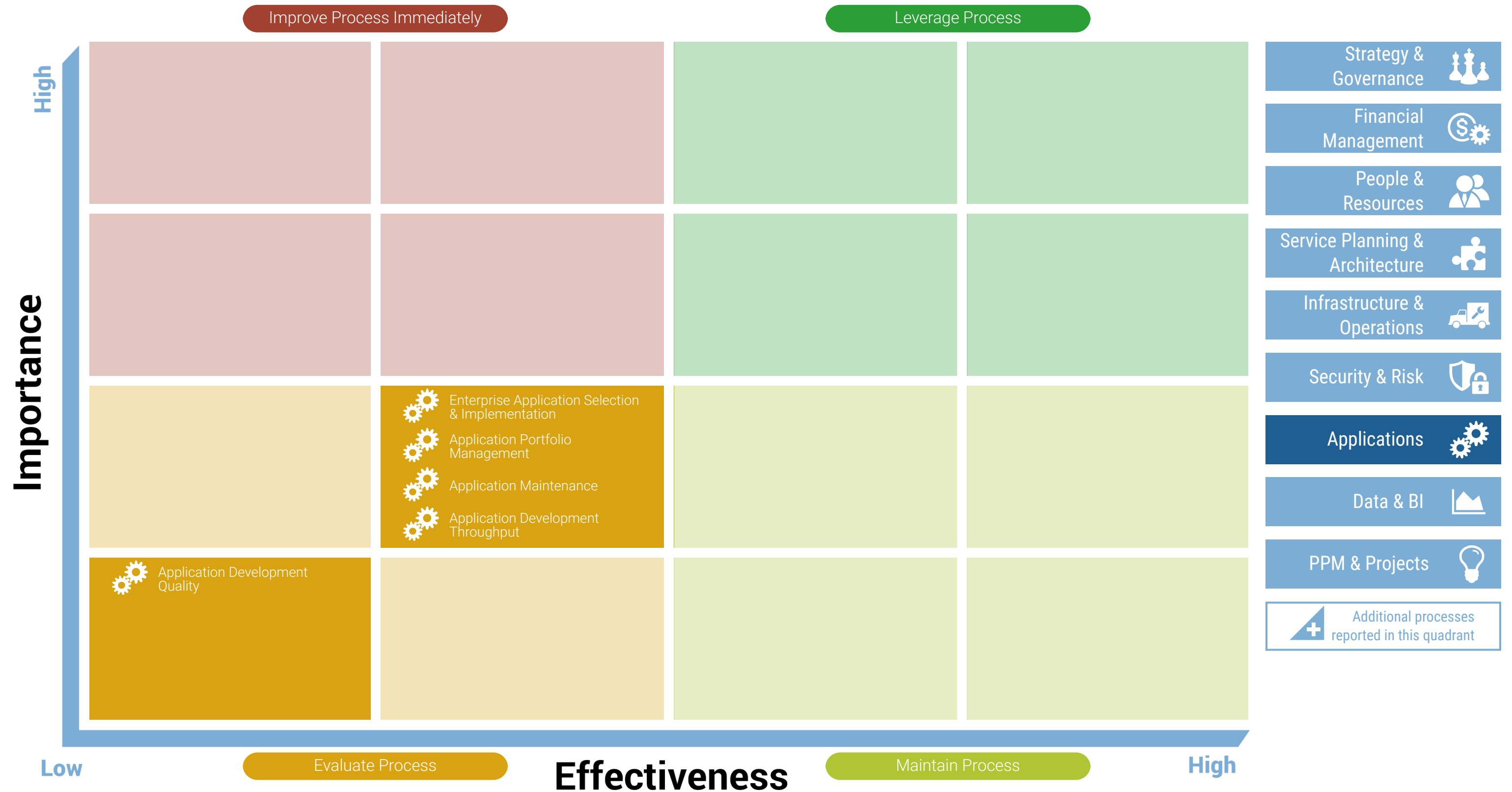
\* GAP = (Effectiveness score - Importance score), indicates the degree to which effectiveness is sufficient given the importance of each process. Negative scores indicate processes that aren't as effective as they are important.

\*\* 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.



**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
Janine Dale	9.0	9.0	0.0
Henry Robles	8.0	9.0	-1.0
Christian Perez	7.0	9.0	-2.0
Yosef Espinosa	6.0	9.0	-3.0
Kaiya Park	5.0	5.0	0.0
Safiya Gibbons	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
Henry Robles	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
Janine Dale	8.0	8.0	0.0
Kaiya Park	7.0	7.0	0.0
Safiya Gibbons	5.0	9.0	-4.0
Yosef Espinosa	5.0	9.0	-4.0
Christian Perez	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
Henry Robles	9.0	9.0	0.0
Janine Dale	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
Yosef Espinosa	4.0	8.0	-4.0
Safiya Gibbons	4.0	9.0	-5.0
Kaiya Park	3.0	3.0	0.0
Christian Perez	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
Kaiya Park	9.0	9.0	0.0
Janine Dale	7.0	9.0	-2.0
Henry Robles	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
Safiya Gibbons	5.0	9.0	-4.0
Yosef Espinosa	4.0	8.0	-4.0
Christian Perez	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
Kaiya Park	3.0	3.0	0.0
Safiya Gibbons	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**

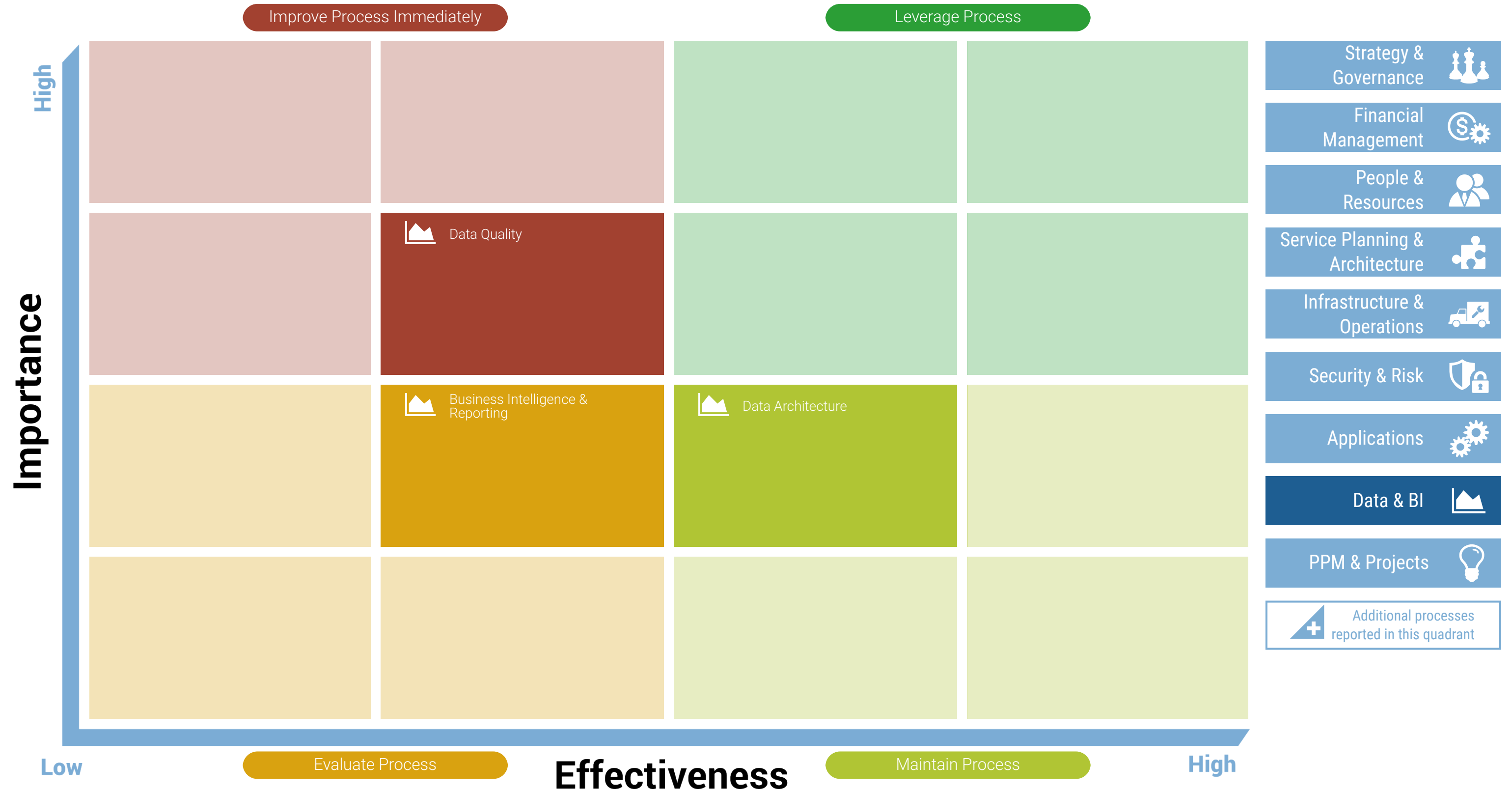
Name	Effectiveness scores	Importance scores	Gap
Henry Robles	8.0	8.0	0.0
Janine Dale	6.0	6.0	0.0
Yosef Espinosa	5.0	9.0	-4.0
Christian Perez	4.0	5.0	-1.0

\* 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.

\*\* 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.



**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
Kaiya Park	10.0	10.0	0.0
Janine Dale	10.0	10.0	0.0
Henry Robles	9.0	10.0	-1.0
Safiya Gibbons	5.0	9.0	-4.0
Yosef Espinosa	4.0	8.0	-4.0
Christian Perez	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
Kaiya Park	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
Henry Robles	9.0	9.0	0.0
Janine Dale	7.0	8.0	-1.0
Christian Perez	7.0	9.0	-2.0
Yosef Espinosa	6.0	9.0	-3.0
Safiya Gibbons	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
Kaiya Park	9.0	9.0	0.0
Henry Robles	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**

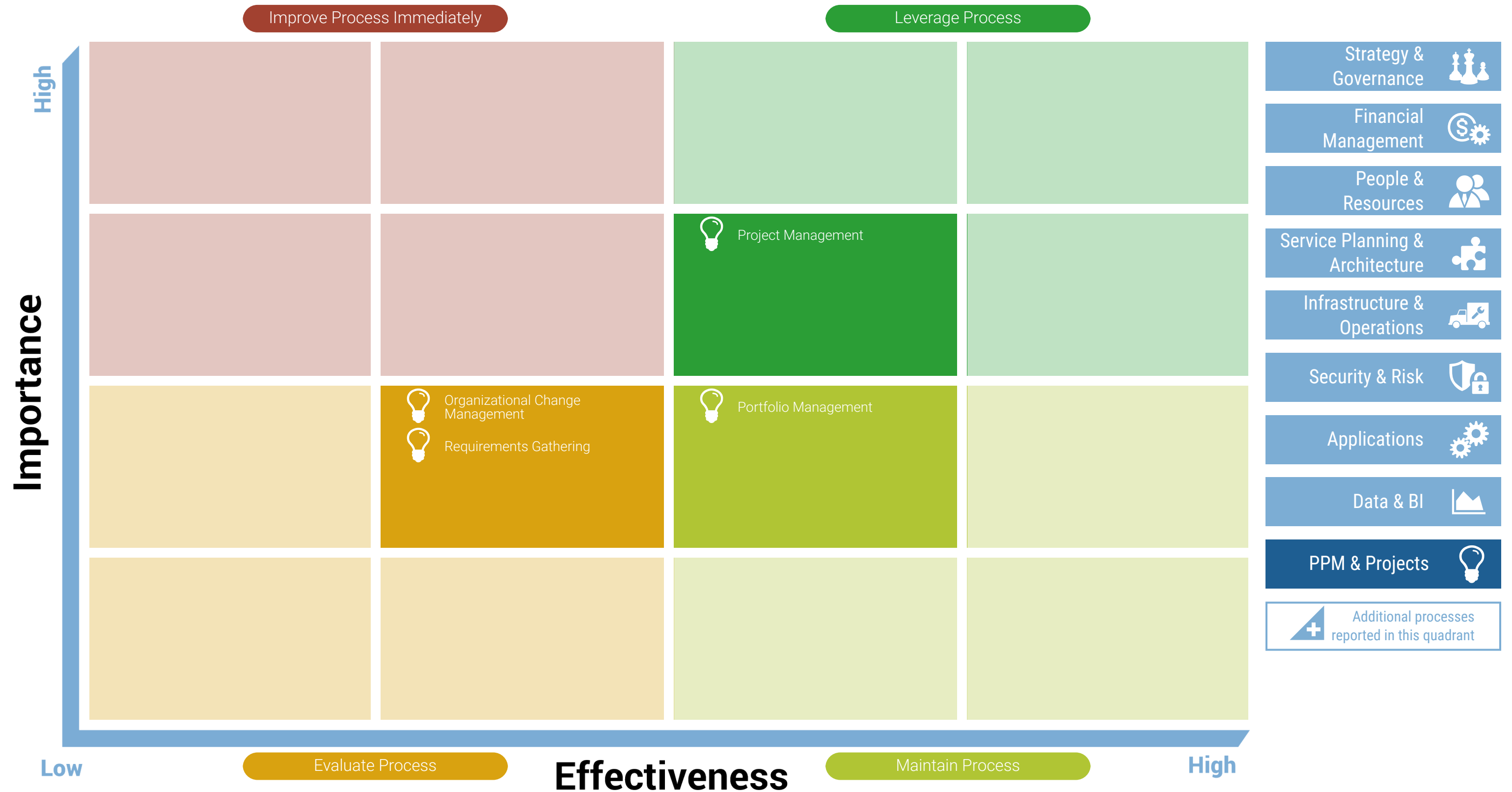
Name	Effectiveness scores	Importance scores	Gap
Christian Perez	6.0	8.0	-2.0
Safiya Gibbons	5.0	9.0	-4.0
Janine Dale	5.0	9.0	-4.0
Yosef Espinosa	4.0	8.0	-4.0


\* 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
Kaiya Park	10.0	10.0	0.0
Janine Dale	8.0	9.0	-1.0
Henry Robles	8.0	8.0	0.0
Christian Perez	8.0	10.0	-2.0
Yosef Espinosa	5.0	9.0	-4.0
Safiya Gibbons	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
Kaiya Park	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
Janine Dale	8.0	8.0	0.0
Henry Robles	8.0	8.0	0.0
Christian Perez	8.0	9.0	-1.0
Yosef Espinosa	6.0	9.0	-3.0
Safiya Gibbons	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
Kaiya Park	7.0	7.0	0.0
Henry Robles	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
Janine Dale	6.0	8.0	-2.0
Safiya Gibbons	5.0	9.0	-4.0
Yosef Espinosa	5.0	9.0	-4.0
Christian Perez	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
Henry Robles	9.0	8.0	1.0
Kaiya Park	8.0	8.0	0.0
Christian Perez	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
Yosef Espinosa	5.0	9.0	-4.0
Janine Dale	5.0	5.0	0.0
Safiya Gibbons	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.



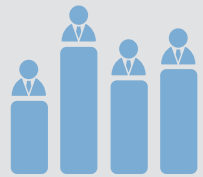
Using the data provided in the report, your team will now benefit from an open ended discussion regarding the discrepancies in the scores across all of the respondents. This exercise is beneficial because it will allow your team to reach a consensus on the perceived and real importance and effectiveness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

## 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.

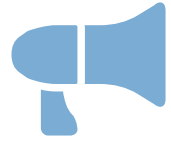
## ⑦ Ongoing collaboration.

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
Christian Perez	Assistant Network Administrator
Safiya Gibbons	Network Administrator
Yosef Espinosa	Technology Support Specialist
Kaiya Park	District Technology Coordinator
Janine Dale	ITS
Henry Robles	Data Administrator

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.



**INFO~TECH**  
RESEARCH GROUP

# Your Journey Starts Here.

Contact us today to get started with the  
IT Management and Governance Diagnostic.

[Get Started](#)