

IT Management & Governance Diagnostic Program

Prepared for Info-Tech Research Group



IT STRATEGY & GOVERNANCE

 EDM01
APO02

IT Strategy & Governance

 APO08
EDM05

Stakeholder Management

 ITRG01

People & Resource Management


 BAI01

Project Management

IT OPERATIONS

 APO10

Vendor Management


 DSS02

Service Desk

 BAI02

Requirements Gathering

INFRASTRUCTURE MANAGEMENT

 DSS03


Incident & Problem Management

 BAI09

Asset Management

 BAI04

Availability & Capacity Management

 BAI06
BAI07

Change & Release Management

SECURITY & RISK MANAGEMENT

 APO13

Security Strategy

 DSS04

Disaster Recovery Planning

 DSS04

Business Continuity Planning

APPLICATION MANAGEMENT

 BAI03

Application Selection & Implementation

 ITRG07

Data Architecture & Governance

 ITRG09

Analytics & Reporting

 ITRG04

Application Portfolio Management



1. Understand your current IT Process landscape

- Review your results report to understand your 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

- Info-Tech has created a streamlined set of materials and tools for each critical process to help you implement right-sized best practices for small enterprises.
- Through guided implementation or workshops, our expert facilitators help you complete a key initiative, work through critical project deliverables, and set you on your path to process improvement.

What's in this report?

✔ **Completes: 13**

Top Team Processes

1. Security Strategy
2. Requirements Gathering
3. Incident & Problem Management
4. Project Management
5. Service Desk
6. Stakeholder Management

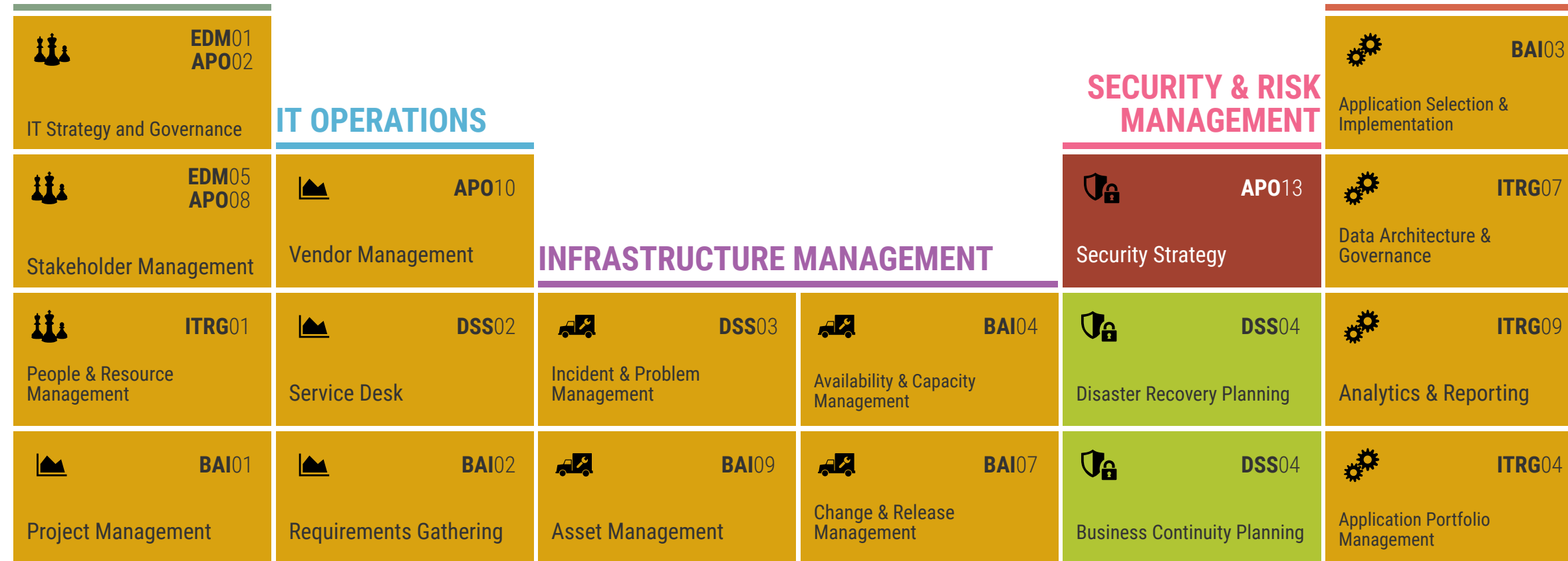
SE IT Management & Governance Framework

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



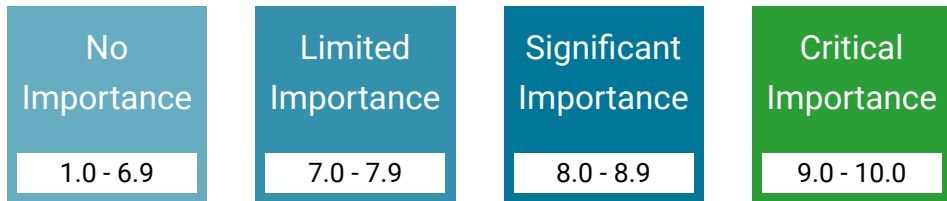
STRATEGY & GOVERNANCE

APPLICATION MANAGEMENT

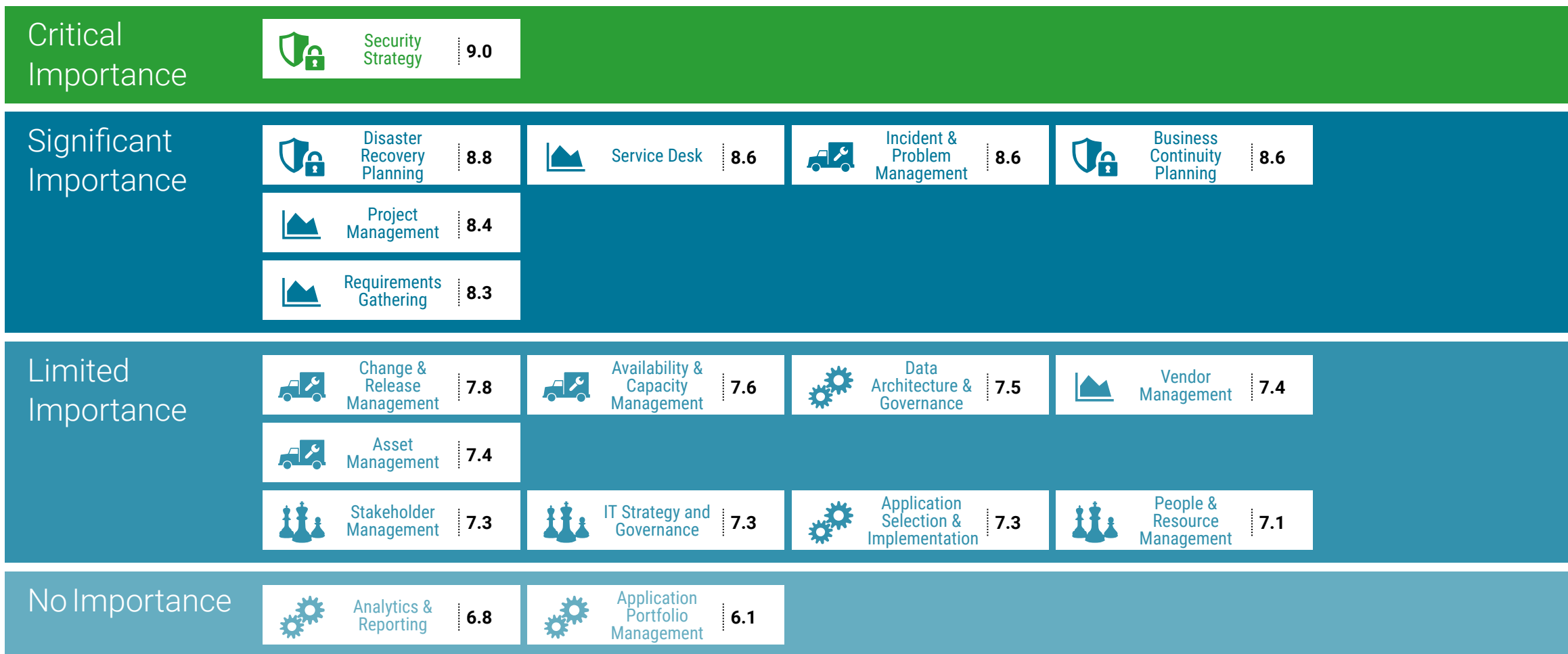


This diagnostic program was developed using the Info-Tech World Class Operations framework which is made up of IT processes that map to the COBIT standard based on the numbers in the top right corner. This page is a snapshot of the IT process landscape within your IT department. The processes have been 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.





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.



Top 10 Areas of Disagreement











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



AP013  Security Strategy		BAI02  Requirements Gathering		DSS03  Incident & Problem Management	
Criticality Rankings 1	1st Most Important Process (out of 18) Average Importance score 9.0 4th Most Effective Process (out of 18) Average Effectiveness score 6.6	Criticality Rankings 2	7th Most Important Process (out of 18) Average Importance score 8.3 14th Most Effective Process (out of 18) Average Effectiveness score 5.9	Criticality Rankings 3	4th Most Important Process (out of 18) Average Importance score 8.6 9th Most Effective Process (out of 18) Average Effectiveness score 6.3
Process Owner(s): <ul style="list-style-type: none"> • Daniel Ramos • Frank Smith 		Process Owner(s): <ul style="list-style-type: none"> • Cindy Lang • Daniel Ramos • Frank Smith + 1 more Process Owner		Process Owner(s): <ul style="list-style-type: none"> • Daniel Ramos • Josh Little • Sasha Fedor 	
BAI01  Project Management		DSS02  Service Desk		EDM05 APO08  Stakeholder Management	
Criticality Rankings 4	6th Most Important Process (out of 18) Average Importance score 8.4 10th Most Effective Process (out of 18) Average Effectiveness score 6.3	Criticality Rankings 5	5th Most Important Process (out of 18) Average Importance score 8.6 3rd Most Effective Process (out of 18) Average Effectiveness score 6.6	Criticality Rankings 6	13th Most Important Process (out of 18) Average Importance score 7.3 17th Most Effective Process (out of 18) Average Effectiveness score 5.5
Process Owner(s): <ul style="list-style-type: none"> • Cindy Lang • Daniel Ramos • Frank Smith 		Process Owner(s): <ul style="list-style-type: none"> • Daniel Ramos 		Process Owner(s): <ul style="list-style-type: none"> • Daniel Ramos • Frank Smith • Jessica Phillips 	



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 five 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							
Daniel Ramos ⚠️	IT Strategy and Governance	Stakeholder Management	People & Resource Management	Service Desk	Vendor Management	Project Management	Requirements Gathering
	Application Portfolio Management	Application Selection & Implementation	Data Architecture & Governance	Analytics & Reporting	Incident & Problem Management	Availability & Capacity Management	Change & Release Management
	Asset Management	Security Strategy	Disaster Recovery Planning	Business Continuity Planning			
Frank Smith ⚠️	IT Strategy and Governance	Stakeholder Management	People & Resource Management	Project Management	Requirements Gathering	Security Strategy	Disaster Recovery Planning
	Business Continuity Planning						
Jessica Phillips	Stakeholder Management	Vendor Management	Requirements Gathering	Application Selection & Implementation			
Sasha Fedor	Vendor Management	Incident & Problem Management	Availability & Capacity Management	Asset Management			
Jill Campoli	Application Selection & Implementation	Availability & Capacity Management	Asset Management				
Cindy Lang	Project Management	Requirements Gathering					
Raj Patel	Data Architecture & Governance	Analytics & Reporting					
Josh Little	Incident & Problem Management						

Debra Downie

Johan Berg

Patrick Ng

Sam Prescott

Tony Smith



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

Cindy Lang	Project Management	Requirements Gathering	Application Selection & Implementation	Stakeholder Management	Analytics & Reporting	Application Portfolio Management	Asset Management
	Availability & Capacity Management	Business Continuity Planning	Change & Release Management	Data Architecture & Governance	Disaster Recovery Planning	IT Strategy and Governance	Incident & Problem Management
	People & Resource Management	Security Strategy	Service Desk	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	Accountability Conflict & Responsibility Conflict	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	---	-------------------------

Debra Downie	Business Continuity Planning	Disaster Recovery Planning	Security Strategy	Analytics & Reporting	Application Portfolio Management	Application Selection & Implementation	Asset Management
	Availability & Capacity Management	Change & Release Management	Data Architecture & Governance	IT Strategy and Governance	Incident & Problem Management	People & Resource Management	Project Management
	Requirements Gathering	Service Desk	Stakeholder 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	Accountability Conflict & Responsibility Conflict	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	---	-------------------------

Daniel Ramos	Analytics & Reporting	Application Portfolio Management	Application Selection & Implementation	Asset Management	Availability & Capacity Management	Business Continuity Planning	Change & Release Management
	Data Architecture & Governance	Disaster Recovery Planning	IT Strategy and Governance	Incident & Problem Management	People & Resource Management	Project Management	Requirements Gathering
	Security Strategy	Service Desk	Stakeholder 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	Accountability Conflict & Responsibility Conflict	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	---	-------------------------

Frank Smith	Business Continuity Planning	Disaster Recovery Planning	Project Management	Requirements Gathering	Security Strategy	IT Strategy and Governance	People & Resource Management
	Stakeholder Management	Application Portfolio Management	Availability & Capacity Management	Change & Release Management	Data Architecture & Governance	Incident & Problem Management	Vendor Management
	Application Selection & Implementation	Asset Management	Service Desk	Analytics & Reporting			



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

Johan Berg	Business Continuity Planning	Disaster Recovery Planning	Security Strategy	Analytics & Reporting	Application Portfolio Management	Application Selection & Implementation	Asset Management
	Availability & Capacity Management	Change & Release Management	Data Architecture & Governance	IT Strategy and Governance	Incident & Problem Management	People & Resource Management	Project Management
	Requirements Gathering	Service Desk	Stakeholder 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	Accountability Conflict & Responsibility Conflict	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	---	-------------------------

Jill Campoli	Application Selection & Implementation	Asset Management	Availability & Capacity Management	Business Continuity Planning	Change & Release Management	Data Architecture & Governance	Disaster Recovery Planning
	IT Strategy and Governance	Incident & Problem Management	People & Resource Management	Project Management	Requirements Gathering	Security Strategy	Service Desk
	Stakeholder Management	Vendor Management	Analytics & Reporting	Application Portfolio 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
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	---	-------------------------

Josh Little	Incident & Problem Management	Analytics & Reporting	Application Portfolio Management	Application Selection & Implementation	Asset Management	Availability & Capacity Management	Business Continuity Planning
	Change & Release Management	Data Architecture & Governance	Disaster Recovery Planning	IT Strategy and Governance	People & Resource Management	Project Management	Requirements Gathering
	Security Strategy	Service Desk	Stakeholder 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	Accountability Conflict & Responsibility Conflict	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	---	-------------------------

Jessica Phillips	Application Selection & Implementation	Requirements Gathering	Stakeholder Management	Vendor Management	Change & Release Management	Project Management	IT Strategy and Governance
	People & Resource Management	Application Portfolio Management	Data Architecture & Governance	Service Desk	Analytics & Reporting	Asset Management	Availability & Capacity Management
	Business Continuity Planning	Disaster Recovery Planning	Incident & Problem Management	Security Strategy			



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

Patrick Ng	Incident & Problem Management	Service Desk	Security Strategy	Analytics & Reporting	Application Portfolio Management	Application Selection & Implementation	Asset Management
	Availability & Capacity Management	Business Continuity Planning	Change & Release Management	Data Architecture & Governance	Disaster Recovery Planning	IT Strategy and Governance	People & Resource Management
	Project Management	Requirements Gathering	Stakeholder 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	Accountability Conflict & Responsibility Conflict	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	---	-------------------------

Raj Patel	Analytics & Reporting	Data Architecture & Governance	IT Strategy and Governance	Service Desk	Application Portfolio Management	Application Selection & Implementation	Asset Management
	Availability & Capacity Management	Business Continuity Planning	Change & Release Management	Disaster Recovery Planning	Incident & Problem Management	People & Resource Management	Project Management
	Requirements Gathering	Security Strategy	Stakeholder 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	Accountability Conflict & Responsibility Conflict	Responsibility Conflict
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	---	-------------------------

Sasha Fedor	Asset Management	Availability & Capacity Management	Incident & Problem Management	Vendor Management	Service Desk	Business Continuity Planning	Change & Release Management
	Disaster Recovery Planning	Security Strategy	Application Selection & Implementation	Project Management	Requirements Gathering	Analytics & Reporting	Application Portfolio Management
	Data Architecture & Governance	IT Strategy and Governance	People & Resource Management	Stakeholder 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
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	---	-------------------------

Sam Prescott	Application Selection & Implementation	Change & Release Management	Requirements Gathering	Service Desk	Vendor Management	Asset Management	Availability & Capacity Management
	Incident & Problem Management	Project Management	Business Continuity Planning	Data Architecture & Governance	Disaster Recovery Planning	IT Strategy and Governance	Security Strategy
	Analytics & Reporting	Application Portfolio Management	People & Resource Management	Stakeholder 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
------------------	---------------------------	------------------	---------------------	--------------------	--------------	-------------------------	---	-------------------------

Tony Smith	Business Continuity Planning	Disaster Recovery Planning	Security Strategy	Service Desk	Data Architecture & Governance	Incident & Problem Management	Project Management
	Requirements Gathering	Analytics & Reporting	Application Portfolio Management	Application Selection & Implementation	Asset Management	Availability & Capacity Management	Change & Release Management
	IT Strategy and Governance	People & Resource Management	Stakeholder 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.



IT Management and Governance Diagnostic Program

This report was prepared by Info-Tech Research Group for Info-Tech Research Group
Data is comprised of 13 responses.

Powered by
INFO~TECH
RESEARCH GROUP

Process Capability Landscape

Info-Tech Research Group

SE IT Management & Governance Framework

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



STRATEGY & GOVERNANCE

APO02 EDM01
IT Strategy and Governance
Daniel Ramos

APO08 EDM05
Stakeholder Management
Daniel Ramos

ITRG01
People & Resource Management
Daniel Ramos

BAI01
Project Management
Cindy Lang

IT OPERATIONS

APO10
Vendor Management
Daniel Ramos

DSS02
Service Desk
Daniel Ramos

BAI02
Requirements Gathering
Cindy Lang

INFRASTRUCTURE MANAGEMENT

DSS03
Incident & Problem Management
Daniel Ramos

BAI09
Asset Management
Daniel Ramos

BAI04
Availability & Capacity Management
Daniel Ramos

BAI07
Change & Release Management
Daniel Ramos

SECURITY & RISK MANAGEMENT

APO13
Security Strategy
Daniel Ramos

DSS04
Disaster Recovery Planning
Daniel Ramos

DSS04
Business Continuity Planning
Daniel Ramos

APPLICATION MANAGEMENT

BAI03
Application Selection & Implementation
Daniel Ramos

ITRG07
Data Architecture & Governance
Daniel Ramos

ITRG09
Analytics & Reporting
Daniel Ramos

ITRG04
Application Portfolio Management
Daniel Ramos

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.



 **EDM05**
APO08
Stakeholder Management

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.

13th Most Important Process (out of 18)
17th Most Effective Process (out of 18)
Average Importance score **7.4**
Average Effectiveness score **5.5**


Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	8.0	9.0	-1.0
Debra Downie	7.0	10.0	-3.0
Johan Berg	7.0	10.0	-3.0
Tony Smith	7.0	7.0	0.0
Raj Patel	6.0	5.0	1.0
Sam Prescott	6.0	7.0	-1.0
Cindy Lang	5.0	7.0	-2.0
Jill Campoli	5.0	7.0	-2.0
Josh Little	5.0	8.0	-3.0
Jessica Phillips	5.0	9.0	-4.0
Frank Smith	3.0	6.0	-3.0
Patrick Ng	2.0	5.0	-3.0
Sasha Fedor	N/A	6.0	-6.0

 **EDM01**
APO02
IT Strategy and Governance

Align strategic IT plans with business objectives. Clearly communicate the objectives and associated accountabilities. Ensure that IT-related processes are overseen effectively and transparently, and that legal and regulatory compliance requirements are met.

15th Most Important Process (out of 18)
16th Most Effective Process (out of 18)
Average Importance score **7.3**
Average Effectiveness score **5.8**

Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	8.0	9.0	-1.0
Debra Downie	7.0	10.0	-3.0
Johan Berg	7.0	10.0	-3.0
Tony Smith	7.0	8.0	-1.0
Josh Little	6.0	9.0	-3.0
Jessica Phillips	6.0	8.0	-2.0
Raj Patel	6.0	6.0	0.0
Sam Prescott	6.0	7.0	-1.0
Jill Campoli	5.0	5.0	0.0
Patrick Ng	5.0	5.0	0.0
Frank Smith	4.0	7.0	-3.0
Cindy Lang	2.0	5.0	-3.0
Sasha Fedor	N/A	6.0	-6.0

 **ITRG01**
People & Resource Management

Provide leadership and 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.

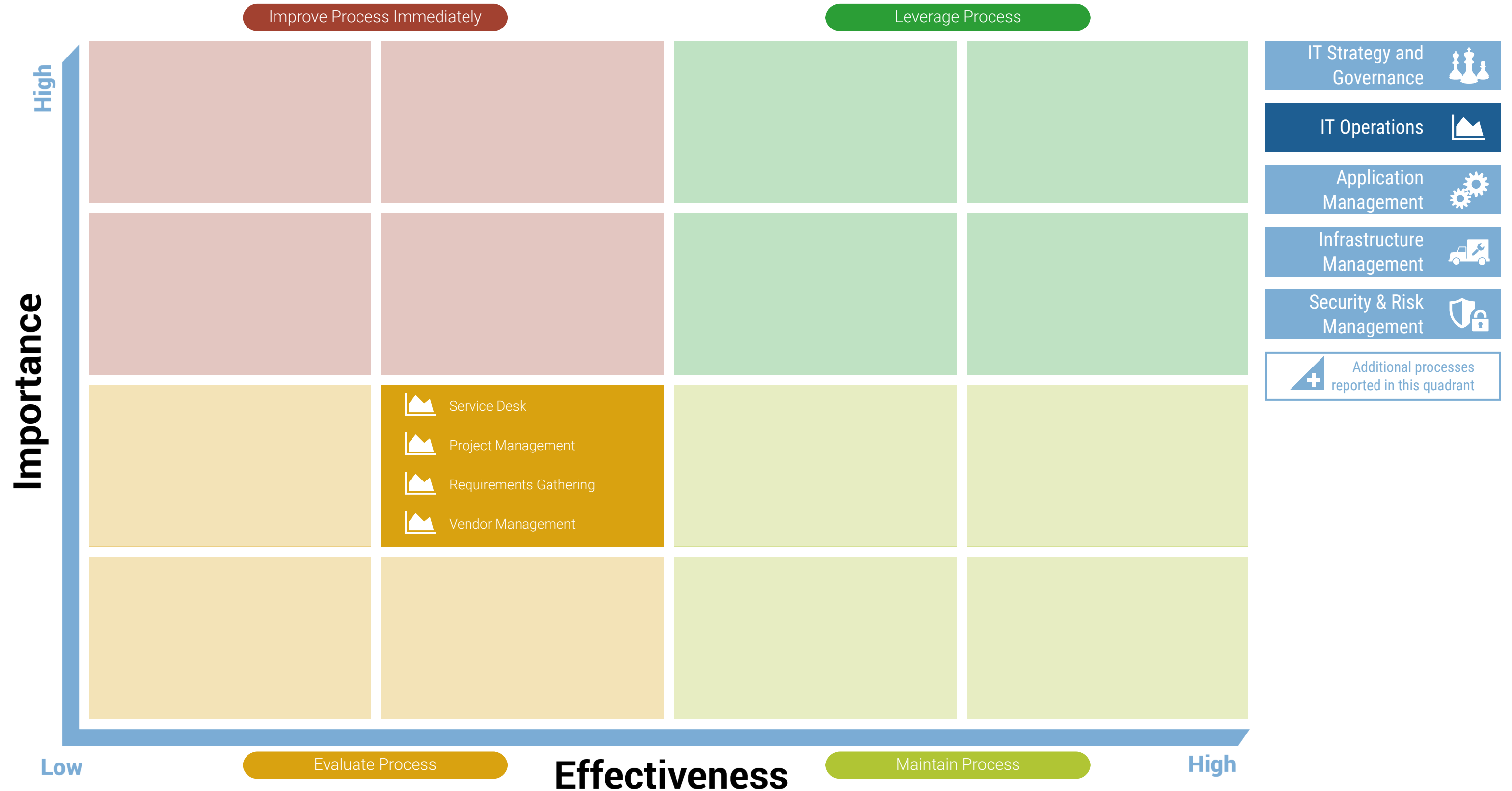
16th Most Important Process (out of 18)
11th Most Effective Process (out of 18)
Average Importance score **7.2**
Average Effectiveness score **6.1**


Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	9.0	9.0	0.0
Jill Campoli	8.0	5.0	3.0
Debra Downie	7.0	10.0	-3.0
Tony Smith	7.0	7.0	0.0
Cindy Lang	6.0	5.0	1.0
Johan Berg	6.0	10.0	-4.0
Josh Little	6.0	8.0	-2.0
Raj Patel	6.0	5.0	1.0
Sam Prescott	6.0	8.0	-2.0
Jessica Phillips	5.0	8.0	-3.0
Frank Smith	4.0	7.0	-3.0
Patrick Ng	3.0	5.0	-2.0
Sasha Fedor	N/A	6.0	-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.




 **DSS02**
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.

Service Desk

5th Most Important Process (out of 18)
3rd Most Effective Process (out of 18)
Average Importance score **8.6**
Average Effectiveness score **6.7**


Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	9.0	9.0	0.0
Johan Berg	8.0	10.0	-2.0
Tony Smith	8.0	9.0	-1.0
Debra Downie	7.0	10.0	-3.0
Frank Smith	7.0	8.0	-1.0
Jessica Phillips	7.0	8.0	-1.0
Sasha Fedor	7.0	9.0	-2.0
Cindy Lang	6.0	7.0	-1.0
Jill Campoli	6.0	9.0	-3.0
Josh Little	6.0	8.0	-2.0
Raj Patel	6.0	8.0	-2.0
Patrick Ng	5.0	10.0	-5.0
Sam Prescott	5.0	7.0	-2.0

 **BAI01**
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.

Project Management

6th Most Important Process (out of 18)
10th Most Effective Process (out of 18)
Average Importance score **8.5**
Average Effectiveness score **6.3**

Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	9.0	10.0	-1.0
Raj Patel	8.0	8.0	0.0
Tony Smith	8.0	8.0	0.0
Debra Downie	7.0	10.0	-3.0
Johan Berg	7.0	10.0	-3.0
Jill Campoli	7.0	9.0	-2.0
Sasha Fedor	7.0	8.0	-1.0
Josh Little	6.0	8.0	-2.0
Jessica Phillips	6.0	9.0	-3.0
Cindy Lang	5.0	8.0	-3.0
Patrick Ng	5.0	7.0	-2.0
Sam Prescott	4.0	7.0	-3.0
Frank Smith	3.0	8.0	-5.0


 **BAI02**
Manage the collection of business requirements as they pertain to acquiring or creating IT solutions.

Requirements Gathering

7th Most Important Process (out of 18)
14th Most Effective Process (out of 18)
Average Importance score **8.3**
Average Effectiveness score **5.9**

Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	8.0	8.0	0.0
Jill Campoli	8.0	9.0	-1.0
Debra Downie	7.0	10.0	-3.0
Johan Berg	7.0	10.0	-3.0
Sasha Fedor	7.0	8.0	-1.0
Tony Smith	7.0	7.0	0.0
Josh Little	6.0	7.0	-1.0
Jessica Phillips	6.0	9.0	-3.0
Sam Prescott	6.0	8.0	-2.0
Raj Patel	5.0	8.0	-3.0
Cindy Lang	4.0	9.0	-5.0
Patrick Ng	4.0	7.0	-3.0
Frank Smith	2.0	8.0	-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.

 **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.

12th Most Important Process (out of 18)

13th Most Effective Process (out of 18)

Average Importance score **7.5**

Average Effectiveness score **6.0**

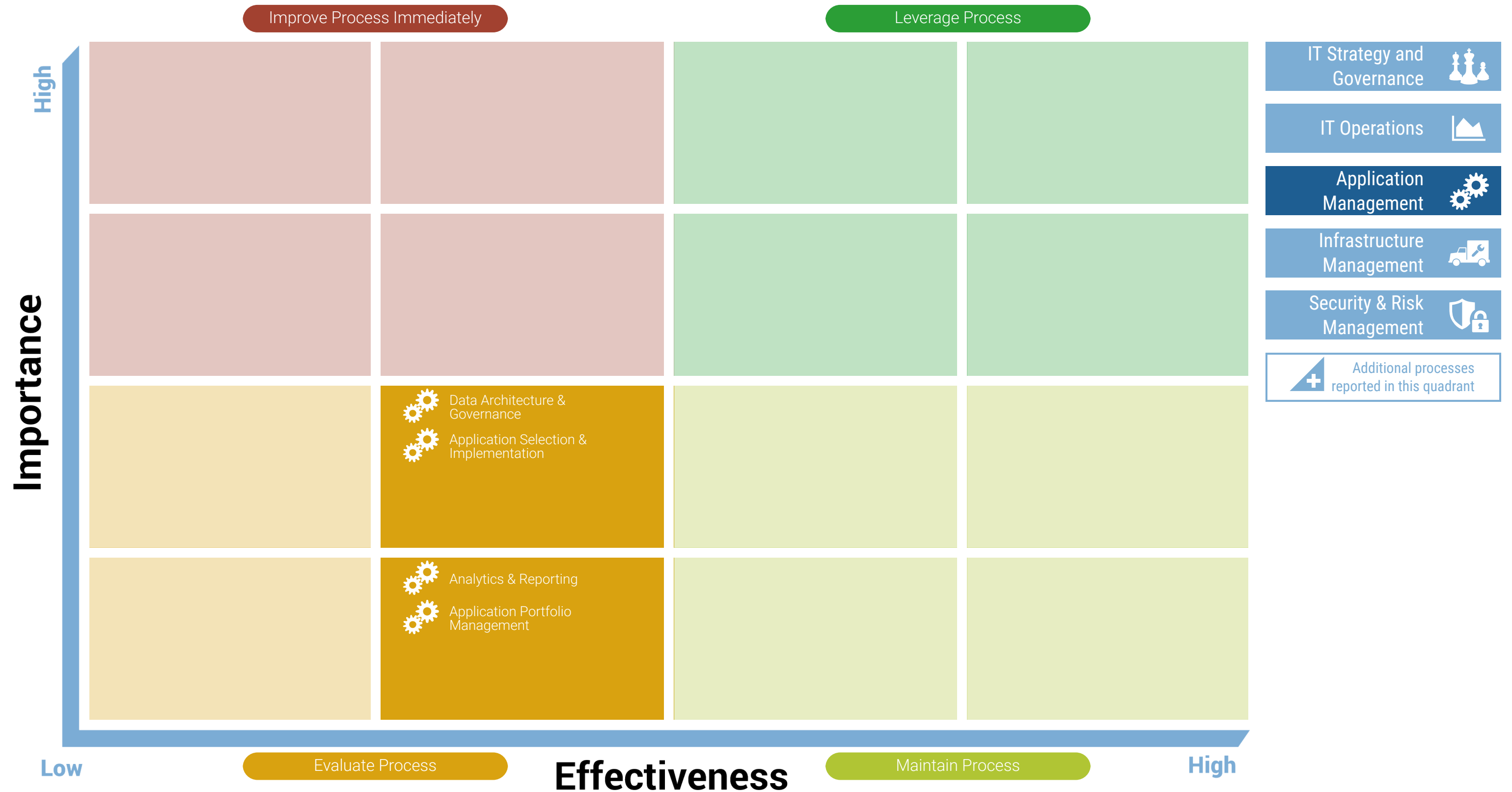
Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	8.0	9.0	-1.0
Debra Downie	7.0	10.0	-3.0
Johan Berg	7.0	9.0	-2.0
Tony Smith	7.0	8.0	-1.0
Cindy Lang	6.0	7.0	-1.0
Josh Little	6.0	7.0	-1.0
Raj Patel	6.0	6.0	0.0
Sam Prescott	6.0	7.0	-1.0
Frank Smith	5.0	6.0	-1.0
Jill Campoli	5.0	7.0	-2.0
Jessica Phillips	5.0	8.0	-3.0
Sasha Fedor	4.0	8.0	-4.0
Patrick Ng	N/A	5.0	-5.0


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

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



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




 **ITRG07**
Data Architecture & Governance

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.

10th Most Important Process (out of 18)
7th Most Effective Process (out of 18)
Average Importance score **7.5**
Average Effectiveness score **6.4**


Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	8.0	8.0	0.0
Tony Smith	8.0	7.0	1.0
Debra Downie	7.0	10.0	-3.0
Johan Berg	7.0	9.0	-2.0
Jill Campoli	7.0	8.0	-1.0
Jessica Phillips	7.0	8.0	-1.0
Raj Patel	7.0	9.0	-2.0
Sam Prescott	7.0	8.0	-1.0
Josh Little	6.0	7.0	-1.0
Sasha Fedor	6.0	7.0	-1.0
Cindy Lang	5.0	6.0	-1.0
Frank Smith	2.0	6.0	-4.0
Patrick Ng	N/A	5.0	-5.0

 **BAI03**
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.

14th Most Important Process (out of 18)
15th Most Effective Process (out of 18)
Average Importance score **7.3**
Average Effectiveness score **5.8**

Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	9.0	9.0	0.0
Debra Downie	7.0	10.0	-3.0
Johan Berg	7.0	9.0	-2.0
Jill Campoli	7.0	8.0	-1.0
Tony Smith	7.0	7.0	0.0
Josh Little	6.0	6.0	0.0
Raj Patel	6.0	6.0	0.0
Cindy Lang	5.0	6.0	-1.0
Patrick Ng	5.0	6.0	-1.0
Sam Prescott	5.0	6.0	-1.0
Frank Smith	4.0	5.0	-1.0
Jessica Phillips	4.0	9.0	-5.0
Sasha Fedor	4.0	8.0	-4.0

 **ITRG09**
Analytics & 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.

17th Most Important Process (out of 18)
12th Most Effective Process (out of 18)
Average Importance score **6.8**
Average Effectiveness score **6.0**

Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	10.0	9.0	1.0
Josh Little	6.0	7.0	-1.0
Tony Smith	6.0	6.0	0.0
Debra Downie	5.0	10.0	-5.0
Johan Berg	5.0	7.0	-2.0
Raj Patel	4.0	8.0	-4.0
Cindy Lang	N/A	6.0	-6.0
Frank Smith	N/A	4.0	-4.0
Jill Campoli	N/A	5.0	-5.0
Jessica Phillips	N/A	8.0	-8.0
Patrick Ng	N/A	N/A	N/A
Sasha Fedor	N/A	5.0	-5.0
Sam Prescott	N/A	N/A	N/A

* 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.



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.

18th Most Important Process (out of 18)

18th Most Effective Process (out of 18)

Average Importance score **6.2**

Average Effectiveness score **5.4**

Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	8.0	9.0	-1.0
Debra Downie	7.0	10.0	-3.0
Tony Smith	6.0	7.0	-1.0
Johan Berg	5.0	8.0	-3.0
Josh Little	5.0	5.0	0.0
Raj Patel	5.0	5.0	0.0
Sasha Fedor	5.0	6.0	-1.0
Frank Smith	4.0	4.0	0.0
Jessica Phillips	4.0	6.0	-2.0
Cindy Lang	N/A	3.0	-3.0
Jill Campoli	N/A	5.0	-5.0
Patrick Ng	N/A	N/A	N/A
Sam Prescott	N/A	N/A	N/A


* 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.

4th Most Important Process (out of 18)
9th Most Effective Process (out of 18)
 Average Importance score **8.6**
 Average Effectiveness score **6.3**


Name	Effectiveness scores	Importance scores	Gap
Debra Downie	7.0	10.0	-3.0
Daniel Ramos	7.0	8.0	-1.0
Johan Berg	7.0	10.0	-3.0
Jill Campoli	7.0	9.0	-2.0
Josh Little	7.0	10.0	-3.0
Jessica Phillips	7.0	8.0	-1.0
Sasha Fedor	7.0	9.0	-2.0
Tony Smith	7.0	10.0	-3.0
Raj Patel	6.0	7.0	-1.0
Sam Prescott	6.0	8.0	-2.0
Frank Smith	5.0	7.0	-2.0
Patrick Ng	5.0	10.0	-5.0
Cindy Lang	4.0	6.0	-2.0

 **BAI06**
BAI07
Change & Release Management

Successfully implement new or modified IT solutions and services in line with the agreed-on expectations and outcomes. Enable reliable delivery of change to the business and mitigate the risk of negatively impacting the stability of the changed environment.

8th Most Important Process (out of 18)
8th Most Effective Process (out of 18)
 Average Importance score **7.8**
 Average Effectiveness score **6.4**

Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	8.0	8.0	0.0
Jill Campoli	8.0	9.0	-1.0
Debra Downie	7.0	10.0	-3.0
Johan Berg	7.0	9.0	-2.0
Josh Little	7.0	8.0	-1.0
Sasha Fedor	7.0	7.0	0.0
Tony Smith	7.0	7.0	0.0
Raj Patel	6.0	7.0	-1.0
Sam Prescott	6.0	6.0	0.0
Cindy Lang	5.0	7.0	-2.0
Frank Smith	5.0	6.0	-1.0
Jessica Phillips	5.0	8.0	-3.0
Patrick Ng	5.0	10.0	-5.0

 **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.

9th Most Important Process (out of 18)
6th Most Effective Process (out of 18)
 Average Importance score **7.7**
 Average Effectiveness score **6.4**

Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	9.0	9.0	0.0
Debra Downie	7.0	10.0	-3.0
Johan Berg	7.0	8.0	-1.0
Jill Campoli	7.0	9.0	-2.0
Raj Patel	7.0	7.0	0.0
Sasha Fedor	7.0	8.0	-1.0
Tony Smith	7.0	7.0	0.0
Josh Little	6.0	7.0	-1.0
Sam Prescott	6.0	7.0	-1.0
Cindy Lang	5.0	6.0	-1.0
Frank Smith	5.0	6.0	-1.0
Patrick Ng	4.0	9.0	-5.0
Jessica Phillips	N/A	7.0	-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.



BAI09

Asset Management

Manage 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.

11th Most Important Process (out of 18)

5th Most Effective Process (out of 18)

Average Importance score **7.5**

Average Effectiveness score **6.5**

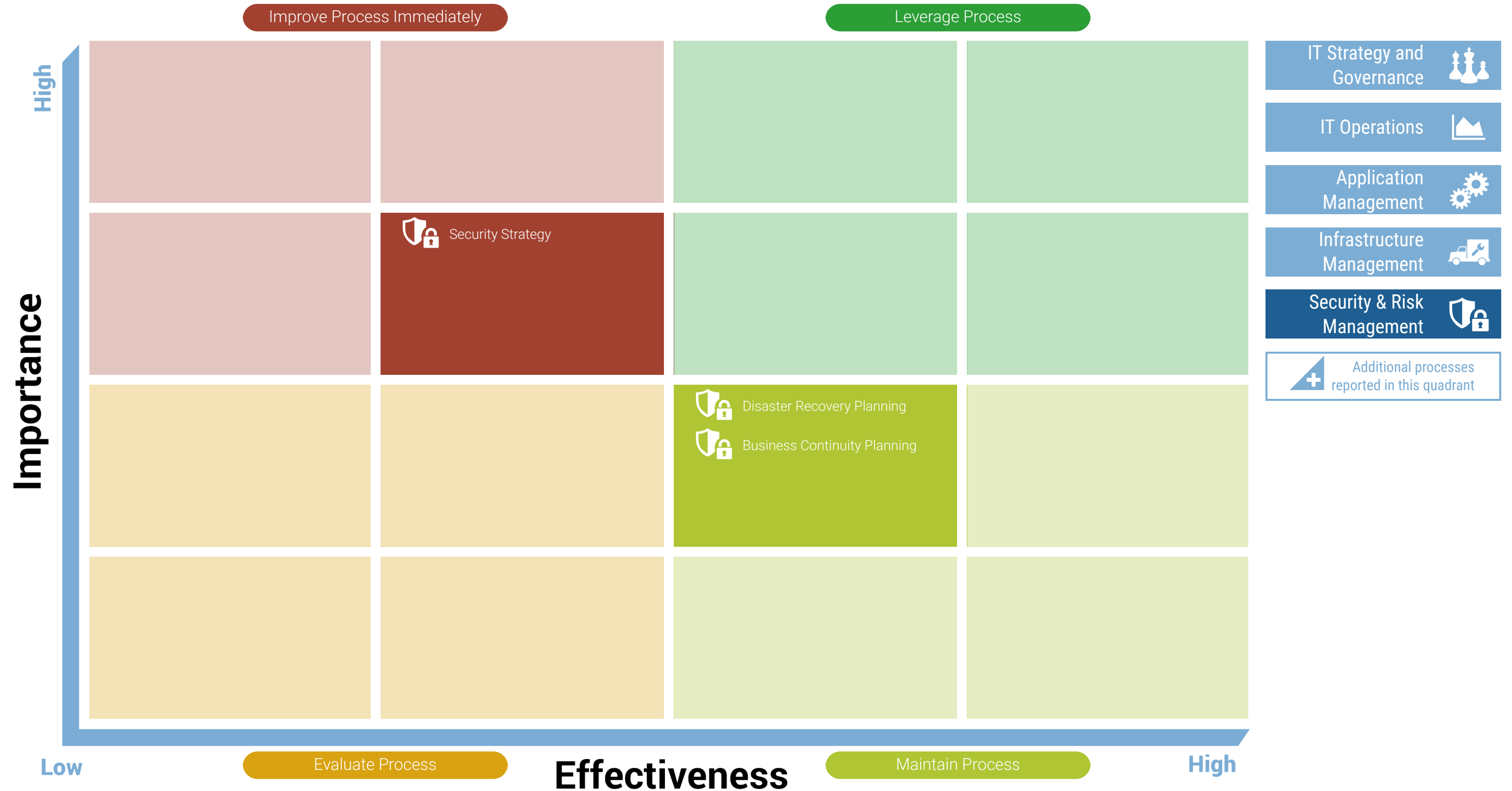
Name	Effectiveness scores	Importance scores	Gap
Daniel Ramos	8.0	8.0	0.0
Johan Berg	8.0	8.0	0.0
Jill Campoli	8.0	9.0	-1.0
Tony Smith	8.0	8.0	0.0
Debra Downie	7.0	10.0	-3.0
Josh Little	7.0	8.0	-1.0
Jessica Phillips	7.0	8.0	-1.0
Sasha Fedor	6.0	7.0	-1.0
Sam Prescott	6.0	7.0	-1.0
Raj Patel	5.0	6.0	-1.0
Cindy Lang	4.0	7.0	-3.0
Frank Smith	4.0	6.0	-2.0
Patrick Ng	N/A	5.0	-5.0


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

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



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




 **AP013**
Protect enterprise information as required by the business. Establish and maintain information security roles and access privileges, and perform security monitoring to minimize the business impact of operational information security vulnerabilities and incidents.

Security Strategy

1st Most Important Process (out of 18)
4th Most Effective Process (out of 18)
Average Importance score **9.0**
Average Effectiveness score **6.6**


Name	Effectiveness scores	Importance scores	Gap
Sasha Fedor	9.0	9.0	0.0
Daniel Ramos	8.0	9.0	-1.0
Jill Campoli	8.0	8.0	0.0
Debra Downie	7.0	10.0	-3.0
Johan Berg	7.0	10.0	-3.0
Josh Little	7.0	10.0	-3.0
Jessica Phillips	7.0	9.0	-2.0
Sam Prescott	7.0	8.0	-1.0
Cindy Lang	6.0	8.0	-2.0
Raj Patel	6.0	8.0	-2.0
Tony Smith	6.0	10.0	-4.0
Frank Smith	4.0	9.0	-5.0
Patrick Ng	4.0	9.0	-5.0

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

Disaster Recovery Planning

2nd Most Important Process (out of 18)
1st Most Effective Process (out of 18)
Average Importance score **8.8**
Average Effectiveness score **7.8**

Name	Effectiveness scores	Importance scores	Gap
Debra Downie	10.0	10.0	0.0
Johan Berg	10.0	10.0	0.0
Josh Little	10.0	10.0	0.0
Tony Smith	10.0	10.0	0.0
Daniel Ramos	8.0	8.0	0.0
Jill Campoli	8.0	8.0	0.0
Jessica Phillips	8.0	8.0	0.0
Sasha Fedor	8.0	9.0	-1.0
Raj Patel	7.0	8.0	-1.0
Sam Prescott	7.0	8.0	-1.0
Cindy Lang	6.0	8.0	-2.0
Patrick Ng	5.0	9.0	-4.0
Frank Smith	4.0	9.0	-5.0

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

Business Continuity Planning

3rd Most Important Process (out of 18)
2nd Most Effective Process (out of 18)
Average Importance score **8.6**
Average Effectiveness score **7.5**

Name	Effectiveness scores	Importance scores	Gap
Debra Downie	10.0	10.0	0.0
Johan Berg	10.0	10.0	0.0
Tony Smith	10.0	10.0	0.0
Daniel Ramos	9.0	8.0	1.0
Josh Little	9.0	10.0	-1.0
Jill Campoli	8.0	8.0	0.0
Sasha Fedor	8.0	8.0	0.0
Sam Prescott	7.0	8.0	-1.0
Cindy Lang	6.0	7.0	-1.0
Jessica Phillips	6.0	8.0	-2.0
Raj Patel	6.0	8.0	-2.0
Patrick Ng	5.0	9.0	-4.0
Frank Smith	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.



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

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



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

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



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

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



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

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



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

- Will it be an individual or a team?



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

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



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

- Process workshops
- Blueprints
- Consulting
- Diagnostic Programs



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

① Set an agenda and boundaries

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

② Break down the processes.

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

③ Build consensus.

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

④ Identify current process owners.

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

⑤ Take action.

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

⑥ Follow up.

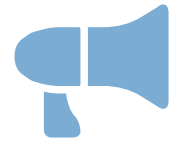
Following the alignment exercise, send a follow-up email summarizing the action items and their owners in order to improve the likelihood that the items will be followed. After 2-4 weeks, follow up with action item owners to see how well their action items are going. Work with owners to overcome any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

⑦ Ongoing collaboration.

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

⑧ Revisit the exercise.

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



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

2020 Alignment Exercise Participants

Name of Respondent	Title	Name of Respondent	Title
Johan Berg	Analyst	Tony Smith	Tech Analyst
Jill Campoli	Director Infrastructure		
Debra Downie	Tech Analyst		
Sasha Fedor	Operations Specialist		
Cindy Lang	Project Manager		
Josh Little	IT Manager		
Patrick Ng	Support Tech		
Raj Patel	Data Manager		
Jessica Phillips	Business Analyst		
Sam Prescott	Support Tech		
Daniel Ramos	Developer		
Frank Smith	IT Director		

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



IT Strategy and Governance

IT Strategy and Governance: Align strategic IT plans with business objectives. Clearly communicate the objectives and associated accountabilities. Ensure that IT-related processes are overseen effectively and transparently, and that legal and regulatory compliance requirements are met.

Stakeholder Management: 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.

People & Resource Management: Provide leadership and 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.



IT Operations

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.

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.

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.



Application Management

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.

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.

Data Architecture & Governance: 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.

Analytics & 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.



Infrastructure Management

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.

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 & Release Management: Successfully implement new or modified IT solutions and services in line with the agreed-on expectations and outcomes. Enable reliable delivery of change to the business and mitigate the risk of negatively impacting the stability of the changed environment.

Asset Management: Manage 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.



Security & Risk Management

Security Strategy: 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.

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.

Business Continuity Planning: 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.