

IT Management & Governance

Assess the importance and effectiveness of your core IT processes

ENTERPRISE VERSION

Outline of IT Management & Governance (ITMG) Diagnostic



The *IT Management & Governance Diagnostic* is a new innovative program offered by Technology Governance Services, powered by the Info~Tech Research Group analytics engine. This is the ENTERPRISE version, for mid to large enterprises. It allows IT executives to better understand their team's perception of the importance and effectiveness of core IT processes, including their role in driving team effectiveness.

It will enable your organisation to build a consensus around which core IT processes are important and yet may be rated as ineffective, thereby rapidly enhancing team alignment.

It is based on the internationally recognised COBIT5® IT Governance Framework, supplemented with additional Info~Tech Research Core IT processes.

This can be then be used to plan the *Future State IT Management & Governance* to drive value within IT and the business. It will place IT Executives in the best position to prioritise IT resources, which is one of the overarching objectives of the COBIT® Framework.

It can be used to demonstrate to stakeholders how IT Services are aligned to a highly regarded international IT Management & Governance Framework, thereby forming a key component of operational and performance management.

The TGS Guarantee: You will receive a comprehensive, high value report on the Current State Effectiveness of your core *IT Management & Governance Processes*, based on the input of around 30 minutes from each of your Team Leads.

Managed by a Highly Qualified IT Governance Professional

John Halliday, Director Technology Governance Services (TGS) will manage this Diagnostic. He has over thirty years experience in delivering improvements in IT Governance.

Tertiary qualifications:

- BBus (Acct) from Queensland Institute of Technology
- Graduate Diploma in Information Systems Management
- Currently undertaking a Research Masters at CQUniversity within the area of Continuous Controls Monitoring

Certifications include:

- CISA (Certified Information Systems Auditor)
- CGEIT (Certified in the Governance of Enterprise IT)
- COBIT (Foundation Certified in international IT Governance Framework)
- Certified in Applied Business Architecture
- Certified in the IT4IT Value Management framework
- Certified in Project Gateway Reviews (Qld)

Professional associations include:

- CPA Australia (Fellow)
- Institute of Internal Audit
- ISACA (Information Systems Audit and Control Association)
- Australian Information Security Association

Your Journey Starts Here.

The following slides will outline the Core IT Processes in the *IT Management & Governance Framework*, including each of the 9 overarching Domains, examples of the Diagnostic Report output provided as part of this process, and answers to questions about how to receive your Diagnostic (in a simple 8 Step Process).

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

MANAGE AND IMPROVE

Core IT Processes

The overall success of an IT department will depend on the strength of its underlying core processes. Improving your processes means that you spend less time fighting fires and more time delivering exceptional business value.

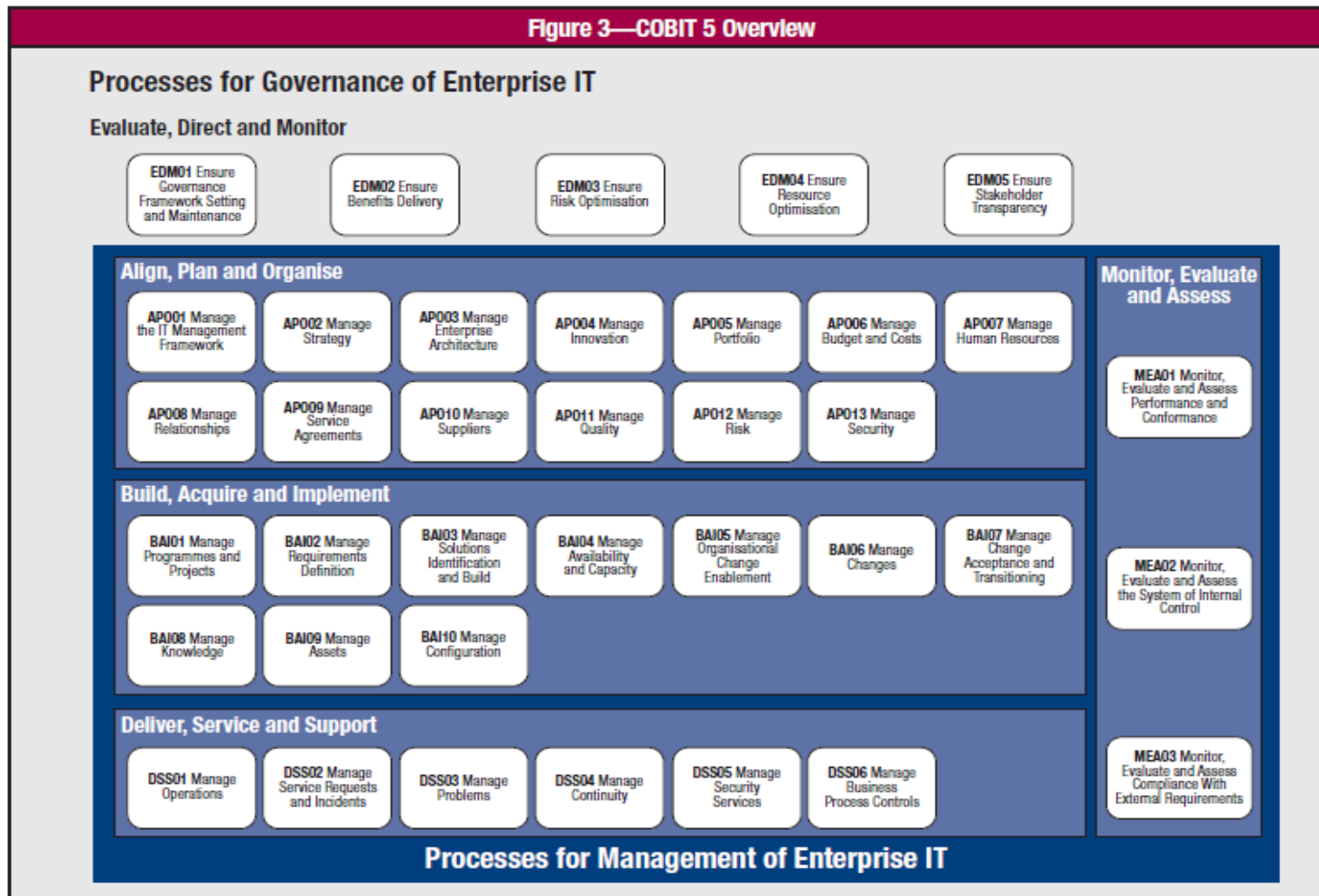
GET STARTED TODAY

IT Management and Governance Diagnostic

Complete the Diagnostic program to get the data you need to start your process improvement journey. You will get a customized report highlighting your organization's most pressing IT process needs.

This is an overview of the COBIT[®] 5 IT Processes that will be referenced within the *IT Management & Governance Framework*.

Figure 3—COBIT 5 Overview



COBIT 5 Processes	1
APO01 Manage the IT Management Framework	
APO02 Manage Strategy	
APO03 Manage Enterprise Architecture	
APO04 Manage Innovation	
APO05 Manage Portfolio	
APO06 Manage Budget and Costs	
APO07 Manage Human Resources	
APO08 Manage Relationships	
APO09 Manage Service Agreements	
APO10 Manage Suppliers	
APO11 Manage Quality	
APO12 Manage Risk	
APO13 Manage Security	
BAI01 Manage Programmes and Projects	
BAI02 Manage Requirements Definition	
BAI03 Manage Solutions Identification and Build	
BAI04 Manage Availability and Capacity	
BAI05 Manage Organisational Change Enablement	
BAI06 Manage Changes	
BAI07 Manage Change Acceptance and Transitioning	
BAI08 Manage Knowledge	
BAI09 Manage Assets	
BAI10 Manage Configuration	
DSS01 Manage Operations	
DSS02 Manage Service Requests and Incidents	
DSS03 Manage Problems	
DSS04 Manage Continuity	
DSS05 Manage Security Services	
DSS06 Manage Business Process Controls	
EDM01 Ensure Governance Framework Setting and Maintenance	
EDM02 Ensure Benefits Delivery	
EDM03 Ensure Risk Optimisation	
EDM04 Ensure Resource Optimisation	
EDM05 Ensure Stakeholder Transparency	
MEA01 Monitor, Evaluate and Assess Performance and Conformance	
MEA02 Monitor, Evaluate and Assess the System of Internal Control	
MEA03 Monitor, Evaluate and Assess Compliance with External Requirements	

Info~Tech restates the COBIT 5 IT Processes, as outlined in the following *IT Management & Governance Framework*

STRATEGY & GOVERNANCE

 EDM01
IT Governance

 APO02
IT Strategy

 MEA01
Performance Measurement

 EDM02
Business Value

 APO06
Cost and Budget Management

 APO10
Vendor Management

FINANCIAL MANAGEMENT

 APO01
IT Management and Policies

 APO04
Innovation

 APO08 EDM05
Stakeholder Relations

 BAI08
Knowledge Management

 EDM04
Cost Optimization

IT Management & Governance Framework

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




PEOPLE & RESOURCES

 APO07
Human Resources Management


 ITRG01
IT Organizational Design

 ITRG02
Leadership, Culture and Values

 ITRG03
Manage Service Catalogs

SERVICE PLANNING & ARCHITECTURE

 APO03
Enterprise Architecture

 APO09
Service Management

 APO11
Quality Management

INFRASTRUCTURE & OPERATIONS

 BAI04
Availability and Capacity Management

 BAI09
Asset Management

 DSS01
Operations Management

 BAI06
Change Management

 BAI10
Configuration Management

 DSS02
Service Desk

SECURITY & RISK

 DSS05
Security Management

 EDM03 APO12
Risk Management

 BAI07
Release Management

 DSS03
Incident and Problem Management

 APO13
Security Strategy

 DSS06 MEA02
Business Process Controls and Internal Audit

 MEA03
External Compliance

 DSS04
Business Continuity

 DSS04
Disaster Recovery Planning

APPS


 ITRG04
Application Portfolio Management

 BAI03
Enterprise Application Selection & Implementation

 BAI03
Application Development Throughput

 BAI07
Application Development Quality

 ITRG05
Application Maintenance

 BAI05
Organizational Change Management

DATA & BI

 ITRG06
Business Intelligence and Reporting

 ITRG07
Data Architecture

 ITRG08
Data Quality

 APO05
Portfolio Management

 BAI01
Project Management

 BAI02
Requirements Gathering

PPM & PROJECTS

IT Management & Governance Framework



Strategy & Governance



Financial Management



People & Resources



Service Planning & Architecture



Infrastructure & Operations



Security & Risk



Applications



Data & BI



PPM & Projects



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.

The following slides provide you with some examples of what is included in the *IT Governance & Management Diagnostic Report*.

For example:

- You will be provided with a view based in the relative IMPORTANCE of each Core IT Process
- Each Team will receive a view of the processes each person considers a priority, thereby leading to rapid understanding of their role
- Top Processes and accountabilities
- Dashboard of Core IT Processes
- with many other aspects included in a very comprehensive report.

Not only will this report rapidly enhance an understanding of the priority and performance of Core IT Processes, it will also clarify who is accountable and responsible for each Core IT Processes.

It can be used as part of the performance management process, to focus Team Leads and all Team members on their priorities, how they align with other Teams, and better understand their accountabilities and responsibilities in the context of business outcomes.

Example ITMG Diagnostic Report outputs

Importance Review

No Importance	Limited Importance	Significant Importance	Critical Importance
1.0 - 6.9	7.0 - 7.9	8.0 - 8.9	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
	IT Organizational Design	9	Cost & Budget Management	9	IT Governance	9				
Significant Importance	Innovation	8.8	Risk Management	8.8	Data Architecture	8.8	Business Intelligence & Reporting	8.8	Portfolio Management	8.7
	Change Management	8.7	Performance Measurement	8.7	Availability & Capacity Management	8.7	IT Management & Policies	8.5	External Compliance	8.5
	Leadership, Culture & Values	8.5	Security Strategy	8.5	Stakeholder Relations	8.5	Enterprise Application Selection & Implementation	8.3	Operations Management	8.3
	Configuration Management	8.3	Enterprise Architecture	8.3	Organizational Change Management	8.3	Release Management	8.2	Human Resources Management	8
		8	Business Value	8	Asset Management	8				
	Requirements Gathering	7.8	Application Maintenance	7.8	Business Process Controls & Internal Audit	7.8	Application Portfolio Management	7.8	Application Development Throughput	7.7
	Manage Service Catalog	7.3	Vendor Management	7.2						
No Importance	Application Development Quality	5.3								

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

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



Top 10 Areas of Disagreement

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

Example ITMG Diagnostic Report outputs

Team Process Involvement









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



Example ITMG Diagnostic Report outputs

Top Processes & Accountabilities


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

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

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


Example ITMG Diagnostic Report outputs

Financial Management: Detailed Responses

 **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
Jeffrey Cruz	9.0	9.0	0.0
Jon Dingess	9.0	9.0	0.0
Michelle Solis	7.0	10.0	-3.0
Eva Wright	6.0	8.0	-2.0
Kim Porter	5.0	9.0	-4.0
Richard Wilkins	3.0	10.0	-7.0

 **AP006**
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
Richard Wilkins	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
Jon Dingess	8.0	8.0	0.0
Jeffrey Cruz	8.0	8.0	0.0
Eva Wright	7.0	10.0	-3.0
Michelle Solis	7.0	10.0	-3.0
Kim Porter	5.0	9.0	-4.0

 **EDM02**
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
Jon Dingess	8.0	8.0	0.0
Eva Wright	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
Jeffrey Cruz	6.0	5.0	1.0
Kim Porter	5.0	9.0	-4.0
Michelle Solis	5.0	7.0	-2.0
Richard Wilkins	5.0	9.0	-4.0

 **AP010**
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
Jon Dingess	8.0	8.0	0.0
Eva Wright	8.0	8.0	0.0
Richard Wilkins	7.0	7.0	0.0

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

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

STRATEGY & GOVERNANCE

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

APPLICATIONS

DATA & BI



EDM01

IT Governance



APO02

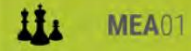
IT Strategy



APO01

IT Management & Policies

PEOPLE & RESOURCES



MEA01

Performance Measurement



APO04

Innovation



APO07

Human Resources Management

SECURITY & RISK



APO13

Security Strategy



BAI03

Enterprise Application Selection & Implementation



ITRG07

Data Architecture



DSS05

Security Management



DSS06
MEA02

Business Process Controls & Internal Audit



BAI03

Application Development Throughput



ITRG08

Data Quality

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

ITRG01

Organizational



APO03

Enterprise Architecture



BAI04

Availability & Capacity Management



BAI06

Change Management



APO12
EDM03

Risk Management



MEA03

External Compliance



BAI07

Application Development Quality



APO05

Portfolio Management

Cost & Budget Management

Knowledge Management

Leadership, Culture & Values

ITRG02



APO09

Service Management



BAI09

Asset Management



BAI10

Configuration Management



BAI07

Release Management



DSS04

Business Continuity



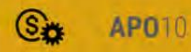
ITRG05

Application Maintenance



BAI01

Project Management



APO10

Vendor Management



EDM04

Cost Optimization



ITRG03

Manage Service Catalog



APO11

Quality Management



DSS01

Operations Management



DSS02

Service Desk



DSS03

Incident & Problem Management



DSS04

Disaster Recovery Planning



BAI05

Organizational Change Management



BAI02

Requirements Gathering

FINANCIAL MANAGEMENT

SERVICE PLANNING & ARCHITECTURE

PPM & PROJECTS

The Value Proposition of the IMG Diagnostic is the evaluation of the current state of your core IT processes and understanding their perceived importance and effectiveness to the business.

The ITMG Diagnostic helps you to:

- Understand IT Service strengths and weaknesses
- Prioritise your key IT processes and build an improvement roadmap
- Establish clear ownership of core IT processes
- Empower your team with a clear plan for process owners.

GOALS of the ITMG Diagnostic

The Primary goal in undertaking an *IT Management & Governance Diagnostic* is to enable the IT Manager / CIO to improve effectiveness of Core IT Processes and to demonstrate due diligence in effectively managing the IT Department.

There are four other goals of the *IT Management & Governance Diagnostic*:

Understand Core IT Processes Strengths & Weaknesses

- Understand your team's perception of each IT Core process' importance and effectiveness.
- Build your framework for managing and improving IT services over the long-term.

Prioritise Your Key IT Processes & Build an Improvement Roadmap

- Uncover the IT Core processes that really matter in building a world-class IT department.
- Align your team behind achieving your vision, communicating the rationale behind your decisions.
- Prioritise quick wins to show your stakeholders that rapid improvement is a priority.

Establish Clear Ownership of Core IT Processes

- Use the ownership exercise to make your next IT leadership meeting exciting and effective.
- Ensure that every IT process has clear ownership and accountability.
- Balance responsibilities so that senior staff are not overloaded, and junior staff are not under-leveraged.

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

- Engage your team by communicating how their efforts will contribute to your organisation's big picture.
- Kick-off your team's initiatives by setting clear objectives, timelines, and key success metrics.
- Enhance Team focus and productivity.

OBJECTIVES of the IT Mgt & Governance (ITMG) Diagnostic

There are 3 objectives to improving IT Management & Governance within your organisation.

- 1) Fast track an understanding of the **IMPORTANCE of each ITMG process** to your organisation's ability to achieve business and IT goals? **Scale:** 1- No importance to 10 – Critical importance
- 2) Fast track an understanding of the **EFFECTIVENESS of each ITMG process** in helping your organisation to achieve business and IT goals? **Scale:** Not in place, 1- Not effective to 10 – Very effective
- 3) Gain rapid **INSIGHT into each role** involved in the processes. **Options:** Accountable Only, Accountable & Responsible, Responsible Only, Involved: Consulted, Involved: Informed, Not Involved
(These are explained in the next slide)

Explanation of the Roles - RACI

Each Team Lead will be asked to define their roles based on the RACI model (Responsible, Accountable, Consulted, Informed), as listed below:

Accountable Only

This is the owner of this process who is accountable for the results & outcomes who has assigned someone else the responsibility for execution and day to day activities.

Accountable and Responsible

This is the owner of this process who is accountable for the results & outcomes AND is primarily responsible for execution and day to day activities.

Responsible

This is the position responsible for the execution and oversight of the activities involved in this process. They manage the process maturity and is responsible to report on results from the process.

Involved: Consulted

This is the position that needs to be actively involved with this process and consulted on key decisions.

Involved: Informed

This is the position that is actively involved with this process and mainly needs to be told about decisions surrounding the process.

Not Involved

This is where the position is not actively involved in this process or the decisions surrounding the process.

8 Step Process to the ITMG Diagnostic

Step 1: Organise a 30 minute call with John Halliday, Director Technology Governance Services.

Simply Click on this Calendly link to book a →



John Halliday

calendly.com/technologygovernance

30 minute Zoom meeting, which will be scheduled in each of our diaries.

Step 2: At this call, I will outline the simplicity of the process, which in essence requires around 30 minutes of each Team Lead's time to complete the ITMG Diagnostic.

Step 3: If you are comfortable to proceed, within the next 3 working days you will receive an email with a link to the ITMG Diagnostic, to share with your Team Leads.

Step 4: Each Team Lead will then complete the ITMG Diagnostic.

Step 5: When they have completed the ITMG Diagnostic, a detailed ITMG Report will be compiled (refer to example outputs in earlier slides).

Step 6: I will then share this very comprehensive ITMG Diagnostic Report with you.

Step 7: We can organise a time to debrief on the ITMG Diagnostic Report, if you wish e.g. set goals for planned ITMG Future State. We have resources available to fast track improvements in all processes. (An example is provided on the next slide).

Step 8: A follow up ITMG Diagnostic can be scheduled (if you wish) to produce a fresh ITMG Diagnostic report, to measure if the planned future state of IT Management and Governance processes achieves your goals.

Blueprints and Tools to fast-track improvement in all ITMG processes - Optional, after receiving ITMG Diagnostic Report

APO02 IT Strategy Rapidly Develop a Visual IT Strategy

This blueprint is designed to create the roadmap that moves IT from the current state to target state

Reaching the target state is the ultimate goal of an organization, accomplished via the completion of initiatives. By uncovering the current state and the ideal target state, a roadmap can be created to chart initiatives and achieve the organization's goals.



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|--|
| 01-Rapidly-Develop-a-Visual-IT-Strategy--Executive-Brief |
| 02-Rapidly-Develop-a-Visual-IT-Strategy--Phases-1-3 |
| 03-IT-Strategy-Template |
| 04-Rapidly-Develop-a-Visual-IT-Strategy--Phase-1-Identify-the-Target-State |
| 05-IT-Implications-Checklist |
| 06-IT-Vision-Mission-and-Guiding-Principles-Guide |
| 07-Rapidly-Develop-a-Visual-IT-Strategy--Phase-2-Assess-the-Current-State |
| 08-IT-Strategy-Current-and-Target-State-Template |
| 09-Strategy-Alignment-Map-Template |
| 10-Rapidly-Develop-a-Visual-IT-Strategy--Phase-3-Bridge-the-Gap |
| 11-Prioritisation-Matrix-Template |

The above is an example (COBIT® Process AP002 IT Strategy) of optional assistance that can be provided to your team to fast track improvement in core IT processes, after receiving the *IT Management & Governance Diagnostic Report*

Resources include both Blueprints from being an Info~Tech Research Group partner as well as from within the COBIT® Framework.

To understand how to improve your core *IT Management & Governance* processes, book a 30 minute Zoom call with me here →



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