The IT Service Roadmap Assessment

This assessment will assist in determining where an organization is positioned on the IT maturity continuum. The IT maturity continuum has three stages of IT services: Basic IT Services, Maturing IT Services and Mature IT Services. An organization's position on this continuum is determined by its disposition in six areas: government's perception of IT; governance/leadership structure; customer service; outsourcing strategy; project/portfolio management; and IT finance.

A series of questions help locate the organization on the IT maturity continuum and, thereby, provide insight into the path for further maturation of IT services. Users of this assessment should respond to the best of their ability for each question. If the answers do not accurately represent the status of the organization then the answer closest to being correct should be chosen. Effectively answering these questions requires one to step back and honestly assess the organization's readiness to embrace IT as a strategic partner. Knowing where the organization is positioned is half the battle to becoming a mature IT service provider.

Questions

Government's Perception of IT

1) What role does IT play within the organization?
   A. IT provides desktop PC capabilities including other basic technology services.
   B. In addition to "A," IT provides services that are central to the successful fulfillment of the customer departments' services.
   C. In addition to "A" and "B," IT is brought into the business decisions early so a technology can be used as a fundamental ingredient for successful and cost-effective service delivery.

Governance/Leadership Structure

2) Which statement best characterizes the current structure of the IT function?
   A. IT is located within the finance department. If not located under the finance department, it is decentralized throughout the organization.
   B. IT is a separate identifiable entity. There is a single IT leader, possibly an IT director, who has executive support from central administration.
   C. IT is a separate entity of equal standing with other departments and is led by a chief information officer, who has direct contact with the highest levels of the organization including the chief executive officer.

3) Which statement best describes the IT governance system?
   A. There is no governance system. Decisions are made solely by those with direct oversight over IT.
   B. A formalized governance structure is in place. Committees of customers help IT formulate priorities and manage workload.
   C. The governance system is mature. Executive management from across the organization is fully engaged in the governance system and the system is used to come to consensus-based solutions on weighty topics like IT centralization vs. decentralization and outsourcing policy.

Customer Service

4) Which statement best characterizes IT customer service?
   A. IT service is reactive and centers almost exclusively on basic hardware and software needs.
   B. IT has implemented tools to better understand customer perceptions and needs such as surveys, project reviews, and customer liaisons.
   C. In addition to "B," IT treats its customers as partners by engaging them strategic decision-making on IT issues.

Outsourcing Strategy

5) Which statement best describes how outsourcing is used?
   A. As a method to bring in expertise and development services from the private sector as a supplement or an alternative to the typical technology services supplied by IT.
   B. A right-sourcing or selective outsourcing model is formally in place where the IT decision-makers use vendors to improve IT service delivery and control costs.
   C. It is a critical component in developing mission-critical technologies and for providing commoditized IT services cost-effectively. Vendors are engaged and strategic partners and not just mere service providers.

Project/Portfolio Management

6) Which statement best describes how portfolio/project management is used?
   A. It has a limited role with minimal impact on the IT delivery of services.
   B. Project management is structured and guided by a centralized project management office (PMO) and/or formal project management protocols. Customers are actively involved in project management. IT is cognizant of the need to maintain a balanced portfolio of technologies.

C. A centralized PMO manages every aspect of project delivery, including employee change management and business process redesign. Project management is guided by a strong initial business case and return on investment analysis. Projects are organized and managed using a portfolio approach and the governance structure has a key role in shaping the portfolio.

7) With respect to technology projects and organizational boundaries…
   A. Technology projects are almost always implemented within departmental boundaries without respect to potential inter-departmental synergies.
   B. Technology projects that cross departmental boundaries are common. Cost reduction is frequently the main motivation for cooperation.
   C. Departmental lines almost cease to be a consideration in planning technology investments as the organization seeks to use technology to get the greatest total organization-wide benefit for the least cost. Cooperation across jurisdictional lines becomes more common.

Business Case

8) Which statement best describes the use of business cases?
   A. Businesses cases are not developed at all or, if they are, do not play a meaningful role in investment decision-making.
   B. Formal business cases are developed and play an important role in selecting which projects to undertake. The business case describes the full costs and benefits of a project.
   C. Formal business case development and evaluation is integrated into the IT planning and budgeting process. The business case is also used to guide project management and evaluation.

IT Finance

9) Total technology costs are…
   A. Almost impossible to gauge. Tools like project accounting and central purchasing of IT assets do not exist. IT is not an organizational priority, so the policies needed to capture the full costs of IT have not been established.
   B. Becoming clearer as the finance and IT departments work together to develop the tools to differentiate between project costs and the cost of on-going operations and to project long-term maintenance and replacement costs. IT cost accounting is driven by a desire to understand the true lifecycle costs of technology.

C. The total funding for technology in the organization is clear and transparent. All costs are fully accounted for and a charge-back system may be in place to allocate costs to customers. The IT leader and finance officer work together as partners to align funding with IT strategy.

10) Technology funding decisions are made by…
   A. The financial decision-makers who are driven by a desire to minimize costs.
   B. The combination of the financial decision-makers and the IT leadership based on both considerations of costs and customer need.
   C. A partnership of the chief information officer and the chief financial officer based on strong business cases and a clear IT strategy.

Many organizations may find that they are maturing in one or more categories but not in all. The scoring of this assessment will assist in determining which areas need the focus of the decision-makers and what the roadmap consists of to reach maturity for the IT organization. The assessment is scored as follows:

Each question has three possible answers labeled A, B or C. The score allocated to each answer is;

A = 1 Point
B = 2 Points
C = 3 Points

Add up the total score from the assessment and plot the answer on the Maturity Continuum in the corresponding location. The location will estimate the current status of the organization and the text will provide the logical next steps to move the organization towards the Mature IT Services position.

IT Services Roadmap Assessment Score Sheet

Category	Question #	Letter of Answer	Points
Perception of IT	1		
Governance/Leadership Structure	2		
	3		
Customer Service	4		
Outsourcing Strategy	5		
Project/Portfolio Management	6		
	7		
Business Case	8		
IT Finance	9		
	10		
		TOTAL POINTS:	

10   20   30

Basic IT Services   **Maturing IT Services**   **Mature IT Services**