IT Performance Measurement Self-Assessment Questionnaire

1 Organization Categorization

The questions in this section are intended to help us determine what business you are in and categorize your organization to permit benchmarking against your peers.

1.1 Industry and Market Segments

1) What is the primary industry your organization operates within?
2) Is your organization publically traded, privately owned, a government ministry, a crown corporation, or a non-profit/charity organization?
3) Do you sell to other businesses, consumers or both? If both what percentage of your sales are to business and to consumers?
4) If you sell to businesses, what business segments do you target – Home based businesses, Small/Medium Business, large business, international business?
5) What territory does your organization serve? Local, provincial/state, regional, national or international?
6) Is your primary industry regulated?
7) Are responding on behalf of your entire organization or just your branch/location?
8) Do you primarily sell services or products? If both, what percentage of sales does each segment produce?
9) Do you resell products?
10) Do you manufacture products?
11) Do you assemble products?
12) Do you sell software? Do you develop software?
13) Do you sell IT Services?

1.2 Size

1) How many employees in your entire organization?
2) How many employees at your location?
3) How many locations/branches does your organization operate?
4) What is your gross yearly revenue?
5) What is your yearly net profit?
6) How many people in your IT Organization? How many are in IT Operations, in Application Development, in Application Support and Maintenance Services, in PMO/Project Management Services?
7) Do you own and manage a data center, or do you use hosted services?
8) How many servers do you own or 'use'?
9) How many supported devices do you manage/support?
10) How many applications are within your application portfolio?
11) How much (in giga, tera or petabytes) data do you manage?

How many internet sites do you own? How many intranet sites?

12) How many registered users do you support? Of that how many are internal, how many are external (partners, vendors, customers)?
13) What is your annual IT budget? IT Capital budget? IT Operational budget?

1.3   IT Organization

1) What functions does your INTERNAL IT group perform?
   - Data center management   Y/N
   - Infrastructure management   Y/N
   - Network management   Y/N
   - Application development   Y/N
   - Application management   Y/N
   - Application maintenance   Y/N
   - Application support   Y/N
   - Website/webservice development   Y/N
   - Enterprise Architecture   Y/N
   - Business Process Improvement   Y/N
   - Project Management   Y/N

2) What functions do you outsource?
   - Data center management   Y/N
   - Infrastructure management   Y/N
   - Network management   Y/N
   - Application development   Y/N
   - Application management   Y/N
   - Application maintenance   Y/N
   - Application support   Y/N
   - Website/web service development   Y/N
   - Enterprise Architecture   Y/N
   - Business Process Improvement   Y/N
   - Project Management   Y/N

3) What functions do you often augment with consultants/contractors?
   - Data center management   Y/N
   - Infrastructure management   Y/N
   - Network management   Y/N
   - Application development   Y/N
   - Application management   Y/N
   - Application maintenance   Y/N
   - Application support   Y/N
   - Website/web service development   Y/N
   - Enterprise Architecture   Y/N
   - Business Process Improvement   Y/N

4) How do typically staff IT and Business application Projects?

- Dedicated Project Management staff
- Strong Matrix Project team
- Weak Matrix Project team
- Staffed by operational resources assigned part-time to projects

2 Executive Leadership Services (ELS)

2.1 Financial Performance Measures

1) Do you have a published IT budget?
2) Is your IT budget categorized into Capital Costs, Operational Costs, Outsourced/Consulting Costs, IT Staff Costs, Business Project Costs, Technology Infrastructure Costs?
3) Do you have effective, timely and accurate cost tracking tools and reports/dashboards?
4) Are IT Capital Costs within forecast/budget?
5) Are IT Capital Costs within your industry's top performer range?
6) Are IT Operational Costs within forecast/budget? Are they on par with similar top performing organizations within your industry and market?
7) Are IT Outsourced/Consulting costs within forecast/budget?
8) Are IT Staff costs within forecast/budget? Are your IT Staff costs on par with similar organizations (industry, size , market)?
9) Are Major Business Projects Costs within budget?
10) Are Major Technology Infrastructure Project Costs within budget?
11) Are your IT Costs trending up, down or staying roughly level year to year?
12) Are your IT Costs measured against business and IT performance?
13) What is the ratio of your IT Operational Budget compared to your Company's revenue?
14) What is the ration of Operational budget compared to IT Staff costs?
15) What is the ratio of your IT Capital budget compared to your company's revenue?
16) What is the ratio of your IT Capital budget compared to your IT Staff costs?

2.2 Customer Performance Measures

1) Are you using Client Relationships/Satisfaction surveys?
2) Have client relationship/satisfaction surveys been completed?(What %)
3) Do you ensure periodic IT Business Council Meetings?
4) Is there business management representation on the IT Business Council?
5) Is there IT management representation on the IT Business Council?
6) Does the IT Business Council have a communicated, clear and concise purpose?
7) Are issues, risks, corrective actions, opportunities and directives produced, documented and disseminated from your IT Business Council Meetings?
8) Is there a standing agenda for your IT Business Council Meetings?
9) Do you use Vendor Relationships/Satisfaction surveys?
10) Are Vendor Relationships/Satisfaction surveys distributed on a regular, periodic basis?
11) Are Vendor Relationships/Satisfaction surveys completed by stakeholders in a timely manner?
12) Are Vendor/Relationship survey results reviewed with your Vendors?
13) Is there clear linkage between your Vendor/Relationship surveys and your Vendor performance contracts, SLAs and performance measures?

14) Are results of your Vendor/Relationship Surveys used to identify required areas of improvement/corrective actions? Do the results affect Vendor fees, contract terms etc?
15) Do you have clear, effective, contractually supported IT Outsourced Providers Performance Measures?
16) Do you have SLAs within your IT Outsourced Provider Performance Measures?
17) Are your IT Outsourced Provider Performance Measures captured and reported in a timely manner? Are the performance measures tied to Outsourced Provider contract terms?
18) What is the current status of your IT Outsourced Service Provider performance measures? What trends exist?
19) Do you perform IT Benchmarking Surveys?
20) Are your IT benchmarks appropriate for your industry, market segment, size, budget?
21) What is the current status of your IT Benchmarks Surveys?
22) Are IT Benchmark Survey results used to identify risks, issues, required improvements and IT Strategies and plans?
23) How many users are supported by your IT Department?
24) How many workstations are supported by your IT Department?
25) How many end-user mobile devices are supported by your IT Department?

2.3   Operations Performance Measures

2.3.1   Service Delivery (SD)
1) Do you have an effective, communicated IT Contract Accountability Framework?
2) Is your IT Contract Accountability Framework periodically reviewed and enhanced?
3) Is your IT Contract Accountability Framework used to define IT Contract terms and conditions, performance measurement and governance?
4) Do you have a standard IT Consultant Non-Disclosure Agreement (NDA)?
5) Is your NDA included and signed for all IT Consultant contracts?
6) Have you performed legal and risk reviews of your IT Consultant contracts?
7) Do you require CIO approval for RFPs? For IT Infrastructure Impacts? For Business Projects? For Technology Infrastructure Projects? For IT Equipment expenditures? For IT Outsourced/Consulting Services?
8) Do you required CEO and CIO approvals for Special Business and Technology projects?
9) What percentage of planned, pending or active RFPs has received CIO approval?
10) What percentage of CIO Approvals has been completed for IT Infrastructure impacts?
11) What percentage of CIO Approvals for IT equipment has been completed?
12) What percentage of CIO Approvals for Business Projects has been completed?
13) What percentage of CIO Approvals for Technology Infrastructure Projects has been completed?
14) What percentage of CIO Approvals for IT Outsourced/Consulting Services has been completed?
15) What percentage of CIO/CEO Approvals for Special Business and Technology Projects has been completed?
16) Are IT Purchases Records accurate, up to date and easily accessible? Is all required data for each IT Purchase captured and verifiable? Are IT Purchase records maintained and managed as per Records Management Policies and as per Financial Accounting Standards?

2.3.2   Functional Management (FM)

1) Do you have an effective, communicated IT Governance Accountability Framework?
2) Are your IT Governance Accountability Framework and HR Performance Contracts aligned?
3) Are you effectively measuring and reporting Executive Management progress status?
4) IS Executive Management progress status aligned with e the IT Governance Accountability Framework and with communicated IT Strategies, plans, budgets and performance measures?
5) Are Executive Management presentations and related approvals monitored, measured and reported?
6) Are there communicated minimum Executive Management presentation and approvals expectations?
7) Do you know how many Executive Management presentations were planned for the current reporting period?   What percentage of those occurred? What percentage resulted in Executive Management approvals?
8) Do you have stated expectations of IT Policy and Procedures topic coverage? Have those expectations been met by completion and approval of the required IT Policies and Procedures?
9) What is the current status of your IT Policies and Procedures? (% complete, % under development % to be completed)
10) Do you have an IT Operational Accountability Framework? What percentage complete is that framework?
11) Are your IT Operational Performance Measure aligned with your IT Operational Accountability Framework?
12) Are your Accountability Frameworks clearly aligned with business strategies, priorities and culture?
13) How much of the Business Strategic Plan is dependent on successful execution of the IT Strategic Plan?

2.3.3   Service Excellence (SE)

1) Have you defined requirements and related performance measurements for IT Executive Leadership Operational Service Excellence?
2) What is the status of the components of your IT Executive Leadership Operational Service Excellence? Do you have performance management measurement criteria in place for this?
3) What is status (% complete) of your IT Management Policies Framework?
4) What is status of your IT Management Procedures?
5) What is status of your IT Business Council Framework?
6) What is status of you IT Compliance with Industry Performance Measures?
7) What is status of your IT Benchmarking Metrics?

2.3.4   Relationship Management (RM)

1) Are you soliciting feedback and assessment from your Executive Management, from your clients (supported business areas), from your vendors, from your IT Outsourced Providers, from your IT Contracted Resources?
2) Are you assessing/measuring Executive Management relations?
3) What is status of Executive Management Relations/Feedback with/to IT Leadership?

4) Are you measuring Business Areas Relations with IT? What feedback has been received from Business Areas?
5) Are you measuring Vendor Relations with IT? What is the status of Vendors Relations? What feedback has been received from Vendors regarding your relationship with them? What feedback has been received from your staff and clients regarding Vendor Relations?
6) Are you measuring IT Outsourced Provider Relations with IT and Business Areas? What is the status of IT Outsourced Provider Relations? What feedback has been received from IT Outsourced Provider regarding your relationship with them? What feedback has been received from your staff and clients regarding IT Outsourced Provider Relations?
7) Are you measuring IT Contracted Resources Relations with IT and Business Areas? What is the status of IT Contracted Resources Relations? What feedback has been received from IT Contracted Resources regarding your relationship with them? What feedback has been received from your staff and clients regarding IT Contracted Resources Relations?

2.4   Employee Performance Measures

1) Do you have formalized IT Progress Reporting processes, tools and reports in place?
2) What is status of IT Progress Reporting (what percentage has been completed)?
3) Do you formally review IT Progress Reports and identify strengths, weaknesses and issues? Do you enhance progress reporting based on measured results? Do the measured results impact your IT Strategies, plans, priorities and actions?
4) Do you have IT Staff Performance Contracts?
5) What percentage of your IT Staff Performance Contracts have been completed and mutually accepted?
6) Are there specific measurements used to assess IT Staff Performance identified within the IT Staff Performance Contracts?
7) Is IT Staff Performance effectively measured? Are the IT Staff Performance measurements used to coach IT Staff? Do the measurements impact IT Staff salary, bonuses, vacations, promotions or other staff rewards/drivers?
8) Do you maintain Staff Learning/Growth objectives, plans and measurements?
9) What percentage of your Staff Learning/Growth plans has been completed?
10) Are measuring actual Staff Learning/Growth against plan? What is the percentage complete?
11) Do you have regular Staff Meetings and other forms of staff communications? Are these planned to occur on a regular basis?
12) Are you measuring progress/completion of Staff Meetings/Communication against your plan? What is the status?
13) Are you regularly measuring and reporting Staff Retention/Retraining/Reward? What percentage of reporting has been completed?

3   Planning and Administration Services(PAS)

3.1   Financial Performance Measures

1) What percentage of your budgeted IT Planning Costs has been incurred to date?
2) What percentage of your budgeted IT Administration Costs has been incurred to date?
3) What percentage of IT staff are managing IT Capital Costs?
4) What percentage of IT Staff are managing IT Operational Costs?
5) Are IT Capital costs increasing or decreasing over various time periods?

6) Are IT Operational costs increasing or decreasing over various time periods?
7) Are IT Capital costs translating to demonstrable business benefits? To IT performance improvements?
8) Are IT Operational costs translating to demonstrable business benefits? To IT Performance improvements?
9) How may IT Operational Cost management improvements have been implemented?
10) How many IT Capital Cost management improvements have been implemented?

3.2 Customer Performance Measures

1) What percentage of PAS Client Relationship/Satisfaction surveys has been completed?
2) What percentage of PAS Committee Meetings has been completed?
3) What percentage of PAS Committee Meetings has been completed as per schedule/plan?
4) What percentage of PAS Vendors Relationship/Satisfaction surveys has been completed?
5) What percentage of IT Outsourced Providers Surveys has been completed?
6) What percentage of PAS Benchmarking Surveys and Results has been completed?
7) What percentage of IT Staff is performing Client Satisfaction Surveys? Vendor Satisfaction Surveys? IT Outsourced Service Provider Satisfaction Surveys?
8) What percentage of IT staff attend IT Business Council Meetings?
9) What percentage if IT Staff is performing IT Vendor Performance measurement?
10) What percentage of IT Staff is performing IT Benchmarking?
11) How many improvements have been implemented for: Client Satisfaction Surveys; IT Business Council Meetings; Vendor Satisfaction Surveys; IT Vendor Performance Measurement; IT Benchmarking; Outsourced Service Provider Satisfactions Surveys?

3.3 Operations Performance Measures

3.3.1 Service Delivery (SD)

1) What percentage complete are your IT Strategic and Operating Plans for the current fiscal year?
2) What percentage complete is your IT Budget Plan?
3) Are you measuring and reporting IT Budget Plan status and progress against forecasts? Is this timely, accurate and provable? What is the current status?
4) Do you have standardized coding for of IT Capital/Operating Expenditures? What percentage of that coding has been complete to date?
5) Are you measuring IT Capital/Operating Expenditure coding accuracy and timeliness? What is your percentage of coding accuracy, what is percentage completed within expected timeframes?
6) What percentage complete is your IT Invoicing Processing? What are your average processing times for IT Invoice processing?
7) What percentage complete are your IT Financial Administration processes? Are they being completed within expected timeframes (% on time, % late)
8) Are you effectively monitoring IT Contract Agreement Status? What is your current completion status?
9) Are you measuring you delivery of Stakeholder Financial Support? What is status and % complete versus plan?
10) Are you planning and measuring progress against plan for Finance and HR collaborations? What is status and percentage complete?
11) What percentage of IT Staff is delivering IT Strategic/Operating Plans?

12) How many IT Strategic/Operating Plans improvements have been completed?
13) What percentage of IT Staff is delivering IT Budget Plan status?
14) How many IT Budget Plans status reporting improvements have been completed?
15) What percentage of IT Staff is delivering IT Capital/Operating Expenditures coding?
16) How many IT Capital/Operating Expenditures coding improvements have been completed?
17) What percentage of IT Staff s delivering IT Invoicing?
18) How many IT Invoice process improvements have been completed?
19) What percentage of IT Staff is delivering IT Contract Agreement Status?
20) How many IT Contract Agreement Status process improvements have been completed?
21) What percentage of IT Staff is delivering Stakeholders Financial Support?
22) How many Stakeholders Financial Support process and monitoring improvements have been completed?
23) What percentage of IT Staff are delivering or supporting Finance and HR Collaborations?
24) How many Finance and HR Collaborations process, delivery and reporting improvements have been completed?

3.3.2 Functional Management (FM)

1) Do you have, or have plans for creating, an IT Strategic Planning Framework. What is its percentage complete status?
2) Do you have, or have plans for creating, an IT Operating Planning Framework. What is its percentage complete status?
3) Do you have, or have plans for creating, an IT Budgeting Planning Framework. What is its percentage complete status?
4) Does your IT Strategic Planning Framework ensure IT Strategic Planning alignment with Business Strategies?
5) Does your IT Operating Planning Framework ensure alignment with IT Strategic Plan and current Business Operating Plan, priorities, opportunities and threats?
6) Does your IT Budgeting Planning Framework align with your IT Strategic and Operating Planning Framework and ensure alignment with current Business Budget and economic outlooks?
7) What percentage of IT Staff is performing IT Strategic Planning? Is this percentage increasing or decreasing in the short term and in the long term?
8) What percentage of IT Staff is performing IT Operating Planning? Is this percentage increasing or decreasing in the short term and in the long term?
9) What percentage of IT Staff is performing IT Budget Planning? Is this percentage increasing or decreasing in the short term and in the long term?
10) How many IT Strategic Planning improvements have been completed?
11) How many IT Operating Planning improvements have been completed?
12) How many IT Budget Planning improvements have been completed?
13) What percentage of the Business Budget is consumed by the IT Budget? Is this trending up or down?

3.3.3 Service Excellence (SE)

1) Have you established performance measures for IT Planning and Administration Service Excellence?
2) What percentage of those performance measures have been completed?
3) What percentage of IT Staff perform PAS performance measurement?
4) Have you developed IT Strategic/Operating Plan guidelines?

5) What percentage of IT Staff perform Strategic/Operating Plan Guidelines development and enhancement?
6) How many Strategic/Operating Plan Guidelines improvements have been completed?
7) Have you developed an IT Financial Accountability Framework?
8) What percentage of IT Staff perform IT Financial Accountability Framework development and enhancement?
9) How many IT Financial Accountability Framework improvements have been completed?
10) Have you developed IT Financial guidelines?
11) What percentage of IT Staff perform IT Financial guidelines development and enhancement?
12) How many IT Financial guidelines improvements have been completed?
13) Have you developed IT Financial Performance Measures?
14) What percentage of IT Staff perform IT Financial Performance Measures development and enhancement?
15) How many IT Financial Performance Measures improvements have been completed?
16) How many IT Staff perform IT Financial Performance Measurement?
17) What percentage of IT Financial Performance Measures are captured and reported within expected timeframes?
18) Have you developed IT Financial Benchmarking Metrics?
19) What percentage of IT Staff perform IT Financial Benchmarking Metrics development and enhancement?
20) How many IT Financial Benchmarking Metrics improvements have been completed?
21) Are IT Financial Benchmarking Metrics being accurately reported on a timely basis?

3.3.4   Relationship Management (RM)
1) Are you monitoring and reporting Financial Management Relations and feedback?
2) What percentage of Financial Management Relations and feedback has been completed?
3) What percentage of IT Staff perform Financial Relations?
4) How many Financial Relations improvements have been completed?
5) Are you monitoring and reporting Vendor Planning and Administration Relations and feedback?
6) What percentage of Vendor PAS Relations and feedback has been completed?
7) What percentage of IT Staff perform Vendor PAS Relations?
8) How many Vendor PAS Relations improvements have been completed?
9) Are you monitoring and reporting Outsourced Providers PAS Relations and feedback?
10) What percentage of Outsourced Providers PAS Relations and feedback has been completed?
11) What percentage of IT Staff perform Outsourced Providers PAS Relations?
12) How many Outsourced Providers PAS Relations improvements have been completed?

3.4   Employee Performance Measures
1) What percentage of PAS Progress Reporting has been completed?
2) What percentage of PAS Staff Performance Contracts has been completed?
3) What percentage of PAS Staff Learning/Growth Reporting has been completed?
4) What percentage of PAS Staff Meeting/Communications has been completed?
5) What percentage of PAS Staff Retention/Retraining/Reward reporting has been completed?

6) What percentage of IT Staff is performing: Progress Reporting; Staff Performance Contract negotiation/completion; Learning/Growth sessions; Attending Staff meetings or supporting other staff communications; IT Benchmarking?
7) How many improvements have been implemented for: Progress Reporting; Staff Performance Contract negotiation/completion; Learning/Growth sessions; Staff meetings/communications; IT Benchmarking?

4 Enterprise Architecture Services (EAS)

4.1 Financial Performance Measures
1) What are YTD Infrastructure Project Costs?
2) Are YTD Infrastructure Project Costs above, below or equal to budget/schedule?
3) What percentage of Infrastructure Project budget has been consumed to date?
4) What are YTD Enterprise Architecture Costs?
5) Are YTD Enterprise Architecture Costs above, below or equal to budget/schedule?
6) What percentage of Enterprise Architecture budget has been consumed to date?

4.2 Customer Performance Measures
1) What percentage of EAS Client Relationships/Satisfaction Surveys is complete? (issued and reported)
2) What percentage of EAS Client Relationships/Satisfaction Surveys has been completed by stakeholders? (% of target audience that completes)
3) What percentage of EAS Committee Meetings has been completed?
4) What percentage of EAS Committee Meetings has been attended by all required stakeholders?
5) What percentage of EAS Committee Meetings has been completed as scheduled?
6) What percentage of EAS Vendors Relationship/Satisfaction Surveys has been completed?
7) What percentage of EAS IT Outsourced Providers Surveys has been completed?
8) What percentage of EAS Benchmarking Surveys and Results has been completed?

4.3 Operations Performance Measures

4.3.1 Service Delivery (SD)
1) What percentage of planned Business Systems Planning Support has been completed?
2) What percentage of requested (additional to planned) support for Business Systems Planning Support has been completed?
3) What percentage of Business Case/Architecture Support requests has been completed?
4) What percentage of planned Business Case/Architecture Support has been completed?
5) How complete are IT Enterprise Architectures (%)?
6) How complete are IT Enterprise Architecture Standards (%)?
7) How complete are IT Security Plans?
8) What percentage of IT Security Implementation is complete?
9) What percentage of Innovative Communications Tools implementation is complete?
10) What percentage of Technology Projects Contracts Management is complete?
11) What percentage of Technology Program/Project Management is complete?
12) What percentage of the IT Productivity Tools and Framework is complete?

13) What percentage of Technology Infrastructure Delivery/Support is complete?
14) What percentage of Technology Research/Trends analysis and reporting is complete

4.3.2 Functional Management (FM)
1) What percentage of the IT Enterprise Architecture Framework is complete?
2) What percentage of the Information Management Framework is complete?
3) What percentage of the Technology Project Management Framework is complete?
4) What percentage of Technology Project Management Governance is complete?

4.3.3 Service Excellence (SE)
1) Do you have a Technology Infrastructure Project Quality Assurance plan?
2) What percentage of QA has been performed for any active Technology Infrastructure Projects?
3) What percentage of IT Security and Privacy Compliance and Approval has been completed?
4) What percentage of Infrastructure Projects Financials Measures has been completed?
5) What percentage of Technology Infrastructure Compliance assessment and implementation/improvement has been completed?
6) What percentage of planned Technology Infrastructure optimization has been completed?
7) What percentage of Technology Infrastructure Benchmarking has been completed?

4.3.4 Relationship Management (RM)
1) What percentage of EAS Client Management Relations/Feedback management, capture and measurement has been completed?
2) What percentage of EAS Vendors Relations Relations/Feedback performance measures have been complied and reported?
3) What percentage of IT Outsourced Service Providers EAS Relations/Feedback performance measurement has been completed?
4) Are EAS relationships with IT Vendors, IT Outsourced Service Providers and EAS Clients improving based on measurement criteria?

4.4 Employee Performance Measures
1) What percentage of EAS It progress reporting has been completed?
2) What percentage of EAS IT Staff performance contracts has been accepted?
3) What percentage of EAS Staff Learning /Growth reporting has been completed?
4) What percentage of EAS Staff Meetings/Communications has been completed?
5) What percentage of EAS Staff Retention/Retraining/Reward reporting has been completed?
6) What percentage of EAS IT Staff effort is expending on employee performance measures management?

5 Project Portfolio Management (PPM)

5.1 Financial Performance Measures
1) What percentage of your IT Business Projects Budget has been used to date?
2) What percentage of your IT PPM Budget has been used to date?
3) What percentage of your IT Budget is allocated to IT Business Projects?
4) What percentage of your IT Budget is allocated to PPM?

5) What is the ratio of IT Business Project costs to PPM Costs?
6) What are year to date PPM operational costs?
7) What are year to date Project capital costs?

5.2   Customer Performance Measures
1) What is the percentage of PPM Client Relationship/Satisfaction Surveys that have been completed?
2) What is the percentage of PPM Client Relationship/Satisfaction Surveys responded to versus the number sent out to stakeholders (what % response are you getting)?
3) Are your PPM Committee Meetings regularly scheduled?
4) What percentage of PPM Committee Meetings have been completed on schedule?
5) What percentage of PPM Committee Members have attended PPM Committee Meetings?
6) What percentage of PPM Vendor Relationships/Satisfaction Surveys has been completed?
7) What is the response rate for distributed PPM Vendor Relationship/Surveys?
8) What percentage of PPM IT Outsourced Providers Surveys has been completed?
9) What is the response rate for distributed PPM IT Outsourced Provider Surveys?
10) What percentage of PPM Benchmarking Surveys/Results has been completed?

5.3   Operational Performance Measures

5.3.1   Service Delivery (SD)
1) What percentage of Project Management Policies, Standards and Guidelines has been completed?
2) What percentage of Project Management tools has been deployed?
3) What percentage of Business Projects Monitoring/Reporting has been completed on schedule?
4) What percentage of Business Projects are on schedule or were completed on schedule?
5) What percentage of Business Projects are within budget or were completed on budget?
6) Is PPM Systems and Regression testing being completed on schedule? What percentage has been completed to date?
7) What percentage of IT Project Management has been completed to date?
8) What percentage of IT Business Projects RFPs and Contracts has been completed?
9) What percentage of IT Projects Program/Projects Plans has been completed?
10) What percentage of IT Business Projects Architecture/Design has been completed?
11) What percentage of IT Business Projects Requirements Specifications has been completed?
12) What percentage of IT PMO Support has been delivered?
13) What percentage of Projects have delivered Project Status reporting as scheduled?
14) How many active projects are on schedule?
15) How many active projects are within budget?
16) How many completed projects were completed within schedule? Within Budget?
17) How many active projects have been deemed to be at risk?
18) How many projects have been stopped or cancelled?

5.3.2   Functional Management (FM)
1) What percentage complete is your IT PPM Governance Framework?
2) What percentage complete is your PPM Projects Outsourcing Framework?

3) What percentage of your PPM support tools review and selection is complete?

5.3.3 Service Excellence (SE)
1) What percentage of Project Plan QA has been completed?
2) What is the pass ratio for Project Plan QA results? How many/what percentage of Project Plans required improvement as a result of QA?
3) What ratio of Projects have had a Project Management Compliance completed? What percentage was approved?
4) What percentage of Projects has effective financial measures in place?
5) What percentage of Projects has been reviewed for PMO compliance?
6) What percentage of Business Project Benchmarking Metrics has been completed?

5.3.4 Relationship Management (RM)
1) What percentage of PPM Client Management Relations feedback has been received, compiled and analyzed?
2) What percentage of PPM Vendor Relations feedback has been received, compiled and analyzed?
3) What percentage of PPM Outsourced Providers Relations feedback has been received, compiled and analyzed?

5.4 Employee Performance Measures
1) What percentage of IT PPM Staff Performance Contracts has been completed?
2) What percentage of PPM IT Progress Reporting has been completed?
3) What percentage of PPM IT Staff Learning/Growth Reporting has been completed?
4) What percentage of PPM Staff Meetings/Communications has been completed?
5) What percentage of PPM Staff Retention/Retraining/Reward reporting has been completed?

6 Applications Management Services (AMS)

6.1 Financial Performance Measures
1) What are YTD AMS operating costs?
2) Are YTD AMS operating costs above, below or equal to budget/schedule?
3) What are YTD AMS capital costs?
4) Are YTD AMS capital costs above, below or equal to budget/schedule?
5) What percentage of AMS budget has been consumed to date?
6) Are projected AMS costs for the year trending within budget?
7) What percentage of the total IT budget is allocated to AMS?

6.2 Customer Performance Measures
1) What percentage of AMS Client Relationships/Satisfaction surveys has been completed?
2) What is the response rate for AMS Client Relationships/Satisfaction surveys?
3) What percentage of AMS Committee Meetings has been completed on schedule?
4) What percentage of AMS Committee members has attended meetings?
5) What percentage of AMS Vendor Relationships/Satisfaction surveys has been completed?
6) What is the response rate for AMS Vendor Relationships/Satisfaction surveys?

7) What percentage of AMS Outsourced Provider Relationships/Satisfaction surveys has been completed?
8) What is the response rate for AMS Outsourced Provider Relationships/Satisfaction surveys?
9) What percentage of AMS Benchmarking Surveys results has been completed?

6.3 Operations Performance Measures

6.3.1 Service Delivery (SD)
1) What percentage of AMS services and SLA management has been completed?
2) What percentage of AMS SLA Support has been delivered?
3) What percentage of required AMS service Policy/Strategy has been completed?
4) What percentage of Innovative tools research and recommendations has been completed?
5) What percentage of approved Innovative tools recommendations has been implemented?
6) What percentage of AMS RFP/Contract Management has been completed?
7) What percentage of AMS committee meetings has been completed as scheduled?
8) What percentage of AMS committee members has attended meetings?
9) What percentage of scheduled AMS Migrations has been completed?
10) What percentage of AMS Change Management has been completed?
11) What percentage of 'ready to deploy' applications were migrated to production on schedule?
12) What is the average number of Application and application operational documentation enhancements required based on AMS acceptance reviews?
13) How many applications are supported by AMS?
14) How many applications were decommissioned by AMS?
15) How many new applications were migrated by AMS?
16) What are AMS support costs per application? What is the ration of yearly support costs to application development costs?
17) How many enhancements were developed and deployed by AMS in the current reporting period?
18) How many application problems were addressed by AMS in current reporting period?
19) What percentage of application issues were resolved within the timeframes permitted based on issue classification?
20) What percentage of AMS SLAs was reported on schedule?

6.3.2 Functional Management (FM)
1) Do you have an AMS Governance Framework? Is it reviewed and updated periodically?
2) Has AMS Innovative Technical Direction been provided? Has it been approved? Is this produced yearly?
3) Do you have an AMS Outsourcing Framework? Is it reviewed and updated periodically?

6.3.3 Service Excellence (SE)
1) What is the ratio of application enhancements accepted by business owners on first deployment?
2) What percentage of AMS QA has been performed on schedule?
3) What percentage of AMS Compliance/Approval has been completed? What percentage of QA was successful?
4) Have AMS Financial Measures been completed on schedule? What percentage?
5) What percentage of AMS SLA compliance has been achieved?
6) What level of AMS Optimization has been achieved as demonstrated by quicker delivery, reduced resource effort, improved quality and/or reduced AMS costs?
7) Have AMS Benchmarking metrics been completed?
8) What is the average ratio of yearly AMS costs for an application compared to the initial development or integration costs?

6.3.4 Relationship Management (RM)

1) What percentage of AMS Client Management Relations feedback has been received, compiled and analyzed?
2) What percentage of AMS Vendor Relations feedback has been received, compiled and analyzed?
3) What percentage of AMS Outsourced Providers Relations feedback has been received, compiled and analyzed?

6.4 Employee Performance Measures

1) What percentage of AMS Staff Performance Contracts has been completed?
2) What percentage of AMS Staff Progress Reporting has been completed?
3) What percentage of AMS Staff Learning/Growth Reporting has been completed?
4) What percentage of AMS Staff Meetings/Communications has been completed?
5) What percentage of AMS Staff Retention/Retraining/Reward reporting has been completed?

7 Technology Operations Services

7.1 Financial Performance Measures

1) What are YTD TOS operating costs?
2) Are YTD TOS operating costs above, below or equal to budget/schedule?
3) What are YTD TOS capital costs?
4) Are YTD TOS capital costs above, below or equal to budget/schedule?
5) What percentage of TOS budget has been consumed to date?
6) Are projected TOS costs for the year trending within budget?
7) What percentage of the total IT budget is allocated to TOS?

7.2 Customer Performance Measures

1) What percentage of TOS Client Relationships/Satisfaction surveys has been completed?
2) What is the response rate for TOS Client Relationships/Satisfaction surveys?
3) What percentage of TOS Committee Meetings has been completed on schedule?
4) What percentage of TOS Committee members has attended meetings?
5) What percentage of TOS Vendor Relationships/Satisfaction surveys has been completed?
6) What is the response rate for TOS Vendor Relationships/Satisfaction surveys?
7) What percentage of TOS Outsourced Provider Relationships/Satisfaction surveys has been completed?
8) What is the response rate for TOS Outsourced Provider Relationships/Satisfaction surveys?
9) What percentage of TOS Benchmarking Surveys results has been completed?

7.3 Operations Performance Measures

7.3.1 Service Delivery (SD)
1) What percentage of TOS services and SLA management has been completed?
2) What percentage of TOS SLA Support has been delivered?
3) What percentage of required TOS service Policy/Strategy has been completed?
4) What percentage of TOS Innovative tools research and recommendations has been completed?
5) What percentage of approved TOS Innovative tools recommendations has been implemented?
6) What percentage of TOS Change Management has been completed?
7) Has TOS Optimization been completed for this reporting period?
8) What percentage of performance improvement has been achieved due to TOS Asset optimization?
9) What percentage of cost has been achieved due to TOS Asset Optimization?
10) What percentage reduction of number of TOS assets has been achieved due to TOS Asset Optimization?
11) How many device enhancements/changes/installs were completed by TOS in the current reporting period?
12) How many Operational or IT Asset issues were addressed by TOS in current reporting period?
13) What percentage of Operations or IT Asset issues were resolved within the timeframes permitted based on issue classification?
14) What percentage of TOS SLAs was reported on schedule?
15) What TOS Asset availability ratios were achieved in current reporting period?

7.3.2 Functional Management (FM)
1) Do you have a TOS Governance Framework? Is it periodically updated?
2) Has TOS Innovative Technical direction been determined? Have recommendations been approved?
3) Do you have a TOS Outsourcing Framework? Is it periodically updated?

7.3.3 Service Excellence (SE)
1) What percentage of TOS QA has been completed?
2) What percentage of QA measures were deemed successful?
3) What is the ratio of TOS Migrations accepted by business and IT owners on first deployment?
4) What percentage of TOS QA has been performed on schedule?
5) What percentage of TOS Compliance/Approval has been completed? What percentage of QA was successful?
6) Have TOS Financial Measures been completed on schedule? What percentage?
7) What percentage of TOS SLA compliance has been achieved?
8) What level of TOS Asset Optimization has been achieved as demonstrated by quicker delivery, reduced resource effort, improved quality and/or reduced TOS Asset costs?
9) Have TOS Benchmarking metrics been completed?
10) What percentage of IT Infrastructure Purchase Approvals have been completed on schedule?

7.3.4   Relationship Management (RM)

1) What percentage of TOS Client Management Relations feedback has been received, compiled and analyzed?
2) What percentage of TOS Vendor Relations feedback has been received, compiled and analyzed?
3) What percentage of TOS Outsourced Providers Relations feedback has been received, compiled and analyzed?

7.4   Employee Performance Measures

1) What percentage of TOS Staff Performance Contracts has been completed?
2) What percentage of TOS Staff Progress Reporting has been completed?
3) What percentage of TOS Staff Learning/Growth Reporting has been completed?
4) What percentage of TOS Staff Meetings/Communications has been completed?
5) What percentage of TOS Staff Retention/Retraining/Reward reporting has been completed?