

5.1.4.3 Performance Model- Financial Accountability

IT Service Delivery Functional Areas	% IT Budget Capital Costs-Business Projects	% IT Budget Capital Costs-Infrastructure Projects	% IT Budget Operating Costs-Technical Services	% IT Budget Operating Costs-Operational Services	IT SDLC Guidelines
Executive Governance-ELS	1%	1%	1%	1%	4%
Planning and Administration Services-PAS	1%	1%	1%	1%	4%
Enterprise Architecture Services-EAS	2%	10%	2%	2%	16%
Project Portfolio Management-PPM	30%	2%	0%	0%	32%
Applications Management Services-AMS	2%	1%	4%	15%	22%
Technology Operational Services-TOS	1%	2%	4%	15%	22%
PM % Guidelines	37%	17%	12%	34%	100%

Figure 5-4 Financial Accountability Performance Model

IT Financial Accountability Performance Model-Guiding Principles:

- Results (Outputs/Outcomes) delivered in the company or organization IT Service Delivery Life Cycle (SDLC) guidelines, within the six IT functional areas, as defined in the Integrated IT Performance Management Dashboard are as follows:
 - Executive Governance/Leadership Services (ELS) include-Executive leadership and oversight for Operational/Strategic Directives, Financials, Customers and Employee results.
 - Planning and Administrative Services (PAS) include-Management, administration and delivery for Operational/Strategic Plans, Financials, Customers and Employee results.
 - Enterprise Architecture Services (EAS) include-Management and delivery for IT Infrastructure Projects and Contracts, Financials, Customers and Employee results.
 - Project Portfolio Management (PPM) include-Management and delivery for Business Project and Contracts, Financials, Customers and Employee results.
 - Applications Management Services (AMS) include- Management and Delivery for AMS Outsourced Contracts, Financials, Customers and Employee results.
 - Technology Operations Services (TOS) include- Management and Delivery for TOS Outsourced Contracts, Financials, Customers and Employee results
- According to standard IT Performance Management (PM) guidelines, in an organization with at least CMMI level-2 for IT cultural maturity.

- 37% of IT Budget should be invested on IT Capital Costs for Business Projects delivery
 - 17% of IT Budget should be invested on IT Capital Costs for IT Infrastructure Projects delivery
 - 12% of IT Budget should be expensed on IT Operating Costs for IT Technical support services
 - 34% of IT Budget should be expensed on IT Operating Costs for IT Operational support services
- According to the company's IT Systems Delivery Life Cycle (SDLC) Performance Guidelines
- 4% of IT Budget should be utilized by the Executive Governance/Leadership Services (ELS) functional area
 - 4% of IT Budget should be utilized by the Planning and Administration Services (PAS) functional area
 - 16% of IT Budget should be utilized by the Enterprise Architecture Services (EAS) functional area
 - 32% of IT Budget should be utilized by the Project Portfolio Management (PPM) functional area
 - 22% of IT Budget should be utilized by the Applications Management Services (EAS) functional area
 - 22% of IT Budget should be utilized by the Technology Operations Services (TOS) functional area
- Results Based Budgeting (RBB) guidelines for IT services defined in the company's IT Budget Planning Guidelines formed the basis for IT budget distribution or allocation within each of the six IT functional areas.