

IT Strategic Directives Alignment Example

Executive Leadership Services (ELS)

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1/24/2016

This is a sample IT Strategic Directives for Executive Leadership Services with alignment to outputs and performance measures/metrics in the performance measurement dashboard.

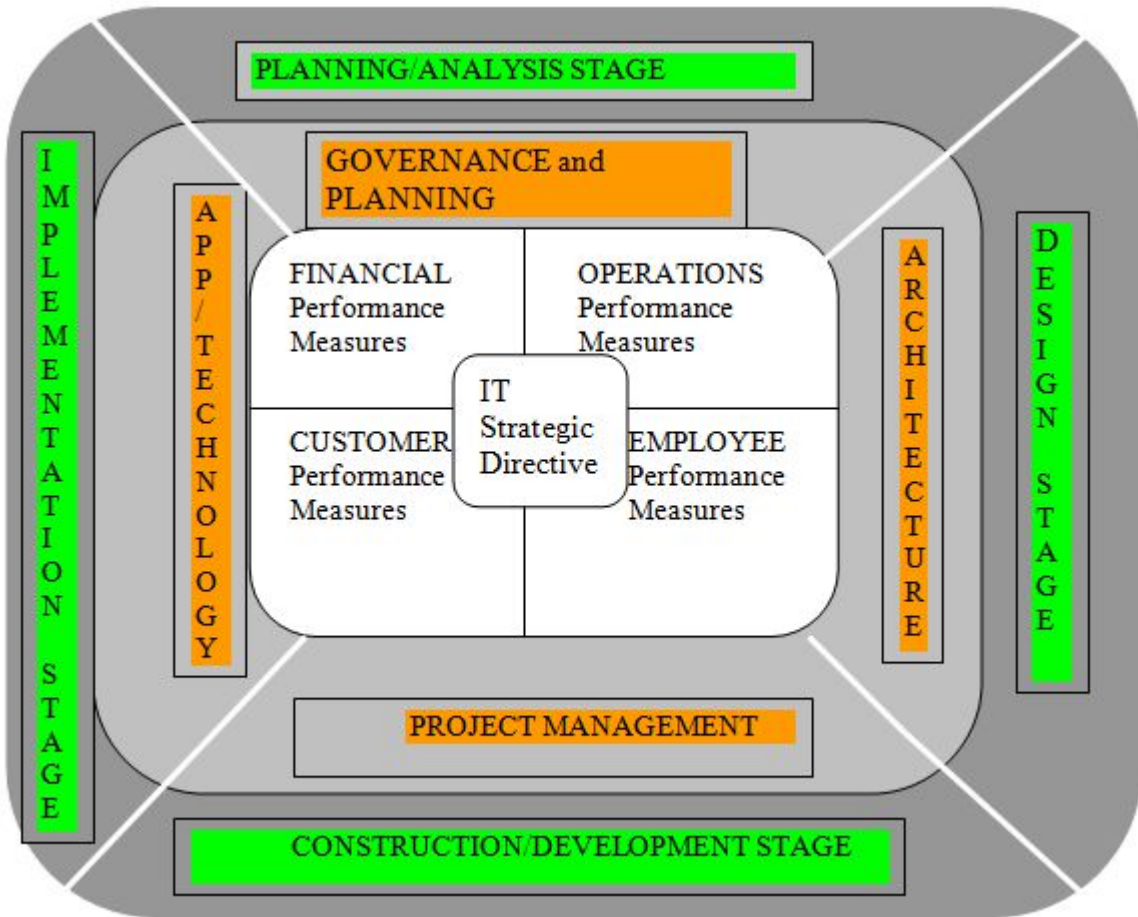


Figure 6-2 Integrated IT Performance Management Results Breakdown Structure (RBS)

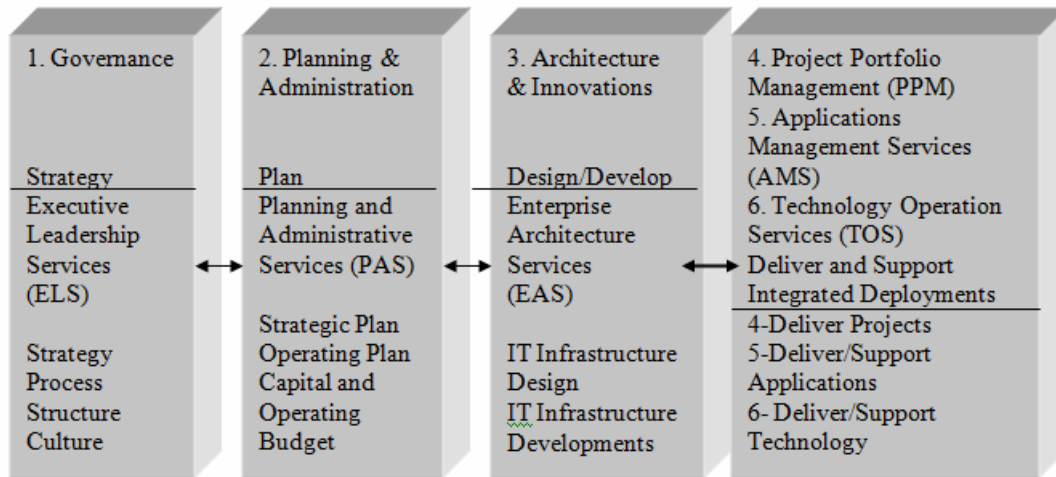
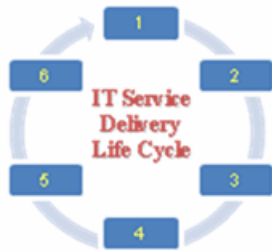


Figure 6-3 IT Service Delivery Life Cycle Process

IT EXECUTIVE LEADERSHIP SERVICES (ELS)

EXECUTIVE LEADERSHIP

- Information Technology Services (ITS) will be directed by an IT Steering Committee using an **IT Governance Accountability Framework** that specifies the mission, goals, objectives, critical success factors, performance measures and **accountability for results-RBM**, to direct and measure the success and business value of IT services. This Governance Framework includes transformation leadership strategies-strategic directives, modeling the way-**measuring performance results**, empowerment and collaboration and inspiring shared vision, with the objective towards integrating IT services into business areas.
- **HR Performance contract** for IT staff will be **aligned** to this “IT Services Strategic Directive” to ensure that IT efforts are directed towards the stated goals and objectives. Provide an environment that encourages young graduates with competent, committed and confidence characteristics, to enter the IT workforce.
- CIO with IT Outsourced Service Providers will present the **progress status** to **Executive Management** on a quarterly or “as-required” basis.
- IT Operational Plan (Budget) and **contractual agreements** with Outsourced IT Service Providers, as well as major change requests will be **presented to Executive Management** for approval.
- CIO and IT directors will establish and ensure **compliance** with the **IT Policies and Procedures**, which include IT project management processes, IT services governance strategies, and signed contractual agreements with IT service providers, to ensure consistency in delivery across the business areas.
- Every-day management of IT services will be managed by IT directors, using an **IT Operational Accountability Framework** that specifies the **strategic directives**, critical success factors, performance measures and **accountability for results-RBM** for IT planning and architecture services, IT project portfolio management, and IT applications and technology management services.

CONTRACT ADMINISTRATION

- **IT Contracts** (Outsourced and Contracted) will be administered by IT Contract Services Group (CSG), using IT Contract Accountability Framework that specifies the contractual accountability guidelines.
- **Contractors/consultants will sign a Non Disclosure Agreement (NDA)**, and conflict of interest clause managed under the non-employee security policy, and selected through the RFP competitive process. Any exception will seek approval from the CIO and Contract Services Group (CSG).
- **Requests for proposals and contract agreements** from IT service Providers and Consultants will be reviewed and approved by the CIO and CSG, prior to execution. **Requests for proposals and contract agreements** which can have Major IT infrastructure implications will also be reviewed and approved by CIO and **IT Infrastructure/Architecture Standards Committee**, prior to execution.
- **Records for IT equipment purchases** (hardware, software, network, storage and data centre facilities), will be documented, monitored and maintained, using the purchasing order system and IT equipment purchasing policies. These records will be used to monitor IT equipment expenditures during each fiscal year.

- Change Requests for ***Business Projects and Technology Infrastructure Projects*** will be reviewed and approved by the CIO, prior to execution.
- **IT Equipment Expenditures** will be reviewed and **approved by the CIO**, prior to purchase.
- **IT Outsourced/Contracted Agreements** will be reviewed and **approved by the CIO**, prior to execution.
- Change Requests for ***Special Business Projects and Technology Infrastructure Projects*** will be reviewed and **approved by the CIO and CEO**, prior to execution.
- For documents and change requests requiring CIO approval, staff work and business approvals will be completed, prior to seeking **CIO approval**.

IT MANAGEMENT POLICIES & PROCEDURES

- Information Technology Services (ITS) department will update and communicate **IT Management Policies Framework**, integrated with the IT Governance Framework, to ensure accountability for results, operational consistency and integrity during the management and delivery of IT services.
- ITS department will update and communicate **IT Management Procedures**, integrated with the IT Governance Framework and aligned with IT Management Policies Framework, to ensure operational consistency and integrity during the management and delivery of IT services.
- ITS department will update and communicate **IT Business Council Accountability Framework**, integrated with IT Governance Framework, to better understand the Terms of Reference for IT Business Council and associated IT committees, to address and resolve issues, communicate, monitor the progress, measure the performance results and value of IT services, and to take necessary corrective actions for improvements.
- **IT Industry Performance Measures** will be determined from IT research firms and reviewed by the CIO and IT Leaders to ensure **compliance** with IT industry best practices.
- **IT Benchmarking Metrics** will be obtained from IT research firms to measure performance results of IT services, and to compare with IT industry best practices.

CLIENT and VENDOR RELATIONSHIP MANAGEMENT

- ITS department will maintain **effective Relationships** with **Executive Management** on a regular basis, by communicating and ensuring feedback of executive expectations and follow-up of client satisfaction surveys- executive management.
- ITS department will maintain **effective Relationships** with **Business Areas** on a regular basis, by communicating and ensuring feedback of business areas staff expectations and follow-up of client satisfaction surveys- business areas.
- ITS department will maintain **effective Relationships** with **Vendors** on a regular basis, by communicating and ensuring feedback of Vendors services and follow-up of client satisfaction surveys-vendor.
- ITS department continuously communicate **progress of IT Outsourced Service Providers** by monitoring and measuring **performance results and accountability**, based on contractual agreements, and follow-up of client satisfaction surveys- IT service provider, and chairing regular meetings to discuss directives, issues and corrective actions.

- ITS department will continuously communicate **progress of IT Contracted Resources** by monitoring and measuring **performance results and accountability**, based on contractual agreements, and follow-up of client satisfaction surveys- IT contracted resources.

FINANCIAL MANAGEMENT

- *IT Operational Plan (Budget)* will be structured to support Results-Based Budgeting (RBB), in accordance with Capital and Operating guidelines from the Finance department, and will be **presented to Executive Management and Chief Financial Officer (CFO)** for approval.
- **IT Capital Costs** for Business Projects and Information Technology Infrastructure Projects will be determined using RBB. Expenses will be managed, monitored and measured using earned value technique and financial tracking system that tracks and forecasts progress of financial performance results, using financial predictive analytics.
- **IT Operational Costs** for on-going hardware, software, network, storage, data centre facilities, telecommunications, staff and other operating costs, will be determined using RBB. Expenses will be managed, monitored and measured using earned value technique and financial tracking system that tracks and forecasts progress of financial performance results, using financial predictive analytics.
- **IT Outsourced/Consulting Costs** for Applications Management Services, Technology Operational Services and **Major Business and IT Infrastructure Projects**, will be determined using the outsourced contractual agreements. Expenses will be managed, monitored and measured using service-level agreements and performance measurement framework, earned value technique and financial tracking system that tracks and forecasts progress of financial performance results, using financial predictive analytics.
- **IT Staff Costs** for IT management, technical and administrative staff will be determined using salary budget. Expenses will be managed, monitored and measured using an integrated HR/financial tracking system that tracks and forecasts progress of HR/financial performance results, using HR/financial predictive analytics.
- **Major Business and IT Infrastructure Projects (total costs > \$500,000)** will be submitted with business case to Executive Management for approval.

CUSTOMER SATISFACTION SURVEYS

- ITS department will review results of **client satisfaction surveys- internal stakeholders (business areas and executive management)**, and initiate follow-up for execution of action items.
- ITS department will review expectations and results of **IT Business Council Meetings** and initiate follow-up for execution of action items.
- ITS department will review results of **client satisfaction surveys-vendor** external stakeholders, and initiate follow-up for execution of action items.
- ITS department will review results of **client satisfaction surveys-external stakeholders (IT outsourced IT service providers)** for contractual performance measures, and initiate follow-up for execution of action items.

- ITS department will review results of **benchmarking survey/results** to assess and compare IT performance results with similar IT industries, and to initiate follow-up for compliance to industry best practices.

EMPLOYEE PROGRESS PERFORMANCE

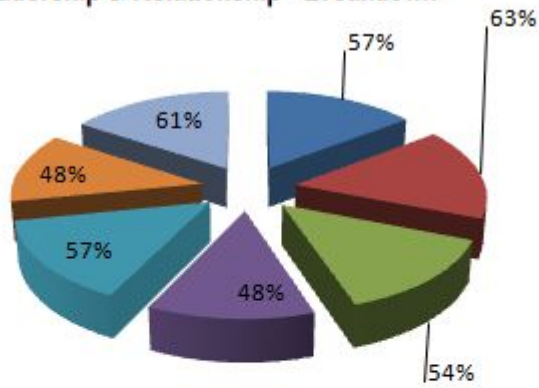
- **ITS staff time progress reporting** will be entered every month into the **ITS Time Reporting system**, which aligns with HR job description and HR performance contract.
- ITS department **staff performance contracts and training plans** will be established at the beginning of the fiscal year, and performance appraisals completed at the ending of the fiscal year. Intermediate performance appraisals will be completed on an “as-required” basis.
- ITS department staff will **have regular monthly staff meetings (1-hr)** to discuss major issues and directives, and to assign corrective action plans. CIO and ITD managers will **have regular bi-weekly staff meetings (1-hr)** to discuss major issues and directives, and to assign corrective action plan.
- CIO and HR staff will assess IT **Staff Retention/Retraining/Reward/Reporting** requirements and ensure corrective action plan.

STRATEGIC DIRECTIVES	OUTPUTS/DELIVERABLES	PERFORMANCE MEASURES
Executive Leadership	IT Governance Accountability Framework	Operational-FM
	HR Performance Contract Alignment	
	Executive Management (EM) Progress Status	
	Executive Management Presentation/Approvals	
	IT Policies and Procedures	
	IT Operational Accountability Framework	
Contract Administration	IT Contract Accountability Framework	Operational-SD
	IT Consultants NDA	
	CIO Approvals-RFP	
	CIO Approvals-IT Infrastructure Impact	
	IT Equipment Purchases Records	
	CIO Approvals-Business Projects	
	CIO Approvals-Technology Infrastructure Project	
	CIO Approvals-IT Equipment Expenditures	
	CIO Approvals-IT Outsourced/Consulting Services	
	CIO/CEO Approvals-Special Business Projects	
	CIO/CEO Approvals-Special Technology Projects	
IT Management Policies and Procedures	IT Management Policies Framework	Operational-SE
	IT Management Procedures	
	IT Business Council Accountability Framework	
	IT Compliance - Industry Performance Measures	
	IT Benchmarking Metrics	
Client and Vendor Relationship Management	Executive Management Relations/Feedback	Operational-RM
	Business Areas Relations/Feedback	
	Vendors Relations/Feedback	
	IT Outsourced Providers Relations/Feedback	
	IT Contracted Resources Relations/Feedback	
Financial Management	IT Capital Costs	Financial
	IT Operational Costs	
	IT Outsourced/Consulting Costs	
	IT Staff Costs	
	Major Business Projects Costs	
	Major Technology Infrastructure Project Costs	
Customer Satisfaction Surveys	Client Relationships/Satisfaction Surveys	Customer
	IT Business Council Meetings	
	Vendor Relationships/Satisfaction Surveys	
	IT Outsourced Providers Performance Measures	
	IT Benchmarking Surveys/Results	
Employee Progress Performance	IT Progress Reporting	Employee
	IT Staff Performance Contract	
	Staff Learning/Growth	
	Staff Meetings/Communications	
	Staff Retention/Retraining/Reward Reporting	

IT EXEC LEADERSHIP & RELATIONSHIP Mgmt (ELS)					
OPERATIONAL-FM	Start Date	End Date	Status	% Complete	Indicator
IT Governance Accountability Framework	4/1/2011	12/31/2011	In-Progress	60%	G
HR Performance Contract Alignment	4/1/2011	9/30/2011	In-Progress	80%	G
Executive Management (EM) Progress Status	4/1/2011	3/31/2012	In-Progress	40%	G
Executive Management Presentation/Approvals	4/1/2011	3/31/2012	In-Progress	60%	G
IT Policies and Procedures	4/1/2011	3/31/2012	In-Progress	60%	G
IT Operational Accountability Framework	4/1/2011	3/31/2012	In-Progress	40%	G
OPERATIONAL-FM Summary	4/1/2011	3/31/2012	In-Progress	57%	G
OPERATIONAL-SD	StartDate	End Date	Status	% Complete	Indicator
IT Contract Accountability Framework	4/1/2011	9/30/2011	In-Progress	80%	G
IT Consultants NDA	4/1/2011	9/30/2011	In-Progress	70%	Y
CIO Approvals-RFP	4/1/2011	3/31/2012	In-Progress	35%	Y
CIO Approvals-IT Infrastructure Impact	4/1/2011	9/30/2011	In-Progress	80%	G
IT Equipment Purchases Records	4/1/2011	12/31/2011	In-Progress	50%	G
CIO Approvals-Business Projects	4/1/2011	9/30/2011	In-Progress	90%	G
CIO Approvals-Technology Infrastructure Projects	4/1/2011	3/31/2012	Not-Started	40%	G
CIO Approvals-IT Equipment Expenditures	4/1/2011	3/31/2012	In-Progress	40%	G
CIO Approvals-IT Outsourced/Consulting Services	4/1/2011	8/31/2011	In-Progress	80%	R
CIO/CEO Approvals-Special Business Projects	4/1/2011	9/30/2011	In-Progress	80%	G
CIO/CEO Approvals-Special Technology Projects	4/1/2011	12/31/2011	In-Progress	50%	G
OPERATIONAL-SD Summary	4/1/2011	3/31/2012	In-Progress	63%	G
OPERATIONAL-SE	Start Date	End Date	Status	% Complete	Indicator
IT Management Policies Framework	4/1/2011	3/31/2012	In-Progress	30%	Y
IT Management Procedures	4/1/2011	3/31/2012	In-Progress	30%	Y
IT Business Council Accountability Framework	4/1/2011	9/30/2011	In-Progress	80%	G
IT Compliance - Industry Performance Measures	4/1/2011	3/31/2012	Not-Started	30%	Y
IT Benchmarking Metrics	4/1/2011	6/30/2011	Complete	100%	Black
OPERATIONAL-SE Summary	4/1/2011	3/31/2012	In-Progress	54%	G

OPERATIONAL-RM	Start Date	End Date	Status	% Complete	Indicator
Executive Management Relations/Feedback	4/1/2011	3/31/2012	In-Progress	30%	Y
Business Areas Relations/Feedback	4/1/2011	3/31/2012	In-Progress	30%	Y
Vendors Relations/Feedback	4/1/2011	9/30/2011	In-Progress	80%	G
IT Outsourced Providers Relations/Feedback	10/1/2011	3/31/2012	Not-Started	0%	
IT Contracted Resources Relations/Feedback	4/1/2011	6/30/2011	Complete	100%	Black
OPERATIONAL-RM Summary	4/1/2011	3/31/2012	In-Progress	48%	G
FINANCIAL	Start Date	End Date	Status	% Complete	Indicator
IT Capital Costs	4/1/2011	3/31/2012	In-Progress	30%	Y
IT Operational Costs	4/1/2011	3/31/2012	In-Progress	30%	Y
IT Outsourced/Consulting Costs	4/1/2011	9/30/2011	In-Progress	80%	G
IT Staff Costs	10/1/2011	3/31/2012	Not-Started	0%	
Major Business Projects Costs	4/1/2011	6/30/2011	Complete	100%	Black
Major Technology Infrastructure Project Costs	4/1/2011	6/30/2011	Complete	100%	Black
FINANCIAL Summary	4/1/2011	3/31/2012	In-Progress	57%	G
CUSTOMER	Start Date	End Date	Status	% Complete	Indicator
Client Relationships/Satisfaction Surveys	4/1/2011	3/31/2012	In-Progress	30%	Y
IT Business Council Meetings	4/1/2011	3/31/2012	In-Progress	30%	Y
Vendor Relationships/Satisfaction Surveys	4/1/2011	9/30/2011	In-Progress	80%	G
IT Outsourced Providers Performance Measures	10/1/2011	3/31/2012	Not-Started	0%	
IT Benchmarking Surveys/Results	4/1/2011	6/30/2011	Complete	100%	Black
CUSTOMER Summary	4/1/2011	3/31/2012	In-Progress	48%	G
EMPLOYEE	Start Date	End Date	Status	% Complete	Indicator
IT Progress Reporting	4/1/2011	6/30/2011	Complete	100%	Black
IT Staff Performance Contract	4/1/2011	3/31/2012	In-Progress	35%	Y
Staff Learning/Growth	4/1/2011	3/31/2012	In-Progress	35%	Y
Staff Meetings/Communications	4/1/2011	3/31/2012	In-Progress	35%	Y
Staff Retention/Retraining/Reward Reporting	4/1/2011	7/31/2011	In-Progress	100%	Black
EMPLOYEE Summary	4/1/2011	3/31/2012	In-Progress	61%	G
IT EXECUTIVE LEADERSHIP SUMMARY	4/1/2011	3/31/2012	In-Progress	55%	G

IT Exec Leadership & Relationship - Breakdown



- OPERATIONAL-FM Summary
- OPERATIONAL-SD Summary
- OPERATIONAL-SE Summary
- OPERATIONAL-RM Summary
- FINANCIAL Summary
- CUSTOMER Summary
- EMPLOYEE Summary

IT Exec Leadership & Relationship - Breakdown

