Shaping IT Response to Sustained Budget Uncertainty

Competency Diagnostic to Assess Your State of Readiness

1. Consolidation and Rationalization

We evaluate and selectively drive consolidation and system rationalization opportunities.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Boosting Portfolio Productivity

2. Scenario-Based Funding

We use scenario-based funding in IT investment plans.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Scenario-Based Budget (Department of Commerce)

3. Legacy Portfolio Reviews

We periodically reevaluate all budget categories to remove unnecessary legacy spending.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Zero-Based Budgeting (Superior Court of CA, Orange County)

4. Streamlined Decision Making

We streamline governance processes to allow faster response to changing demand.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Minimizing Governance Intermediaries

5. Cost Benchmarks

We have calibrated IT spending and staffing levels compared to our peers.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

2012-2013 IT Budget Benchmark

6. Project Elimination

We cancel underperforming and ownerless projects.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Lightweight Portfolio Stewardship

7. Asset Utilization

We improve consumption of existing IT assets to defer capital investments on new projects.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Leading the User-Centric IT Organization

8. Protecting Our Mission

We proactively redirect cost savings from low-value commodity IT into high-value strategic investments.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

The Future of Government IT: Self-Funding Innovation

I. Shaping Demand

II. Accelerating Portfolio Reprioritization

9. Cloud Adoption

We evaluate opportunities to leverage cloud technology to optimize responsiveness and cost.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Building the Hybrid Cloud Roadmap

21. Employee Engagement

We focus on delivering career development opportunities in spite of scarce training services.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

IT Learning Centers

20. Workforce Planning

We use a strategic workforce plan to identify skill gaps that could affect achievement of critical agency goals.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

IT Workforce Planning

VI. Maximizing Employee Productivity

HOW TO USE THIS DIAGNOSTIC

Please select the value (1 to 5) that best describes your IT organization today using the two grading scales provided. The top scale measures performance in each competency, and the bottom scale measures the importance of each competency to manage in this environment of budget uncertainty.

Competency

4. Legacy Portfolio Reviews
We periodically reevaluate all budget categories to remove unnecessary legacy spending.

Performance
Importance

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

SCORING SCALE

Performance	Importance
5 = We are excellent at this.	5 = Critical
4 = We are good at this.	4 = High Priority
3 = We are average at this.	3 = Moderate Priority
2 = We are poor at this.	2 = Low Priority
1 = We are terrible at this.	1 = Not a Priority

HOW CEB CAN HELP

Study or Tactic

Implementation Tool

Benchmarks

E-Learning

III. Embedding Variability in the IT Cost Base

10. Project Chunking

We disaggregate and sequence projects into smaller chunks for rapid execution.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Agile Improvement Diagnostic

11. Service Consumption Management

We provide transparency into service costs and clarity into how business lines can manage cost and consumption.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Seven Steps to Better Service Economics

V. Exploiting Untapped IT Value

IV. Surfacing Hidden Vendor Risks

19. Change Management

We build communication strategies that enable employee agility in the face of constant change.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Building the Change-Ready IT Organization

18. Insight Deficit

We provide analytic skills training and coaching to knowledge workers to overcome a lack of judgment when analyzing data.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

From Big Data to Better Decisions

17. Network-Based Collaboration

We help employees build competencies to effectively collaborate, apply judgment, and adapt to change.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Breakthrough Performance in the New Work Environment

16. Strategic Sourcing

We generate and sustain value through strategic sourcing activities, such as consistent vendor governance protocols.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Sourcing Handbook: Tactics and Templates for Sourcing Strategy

15. Vendor Solvency

We apply scenario-based techniques to surface hidden risks for vendor solvency.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Vendor Solvency Scanning

14. Vendor Transparency

We have instituted mechanisms to drive transparency and trust with our supplier partners.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Vendor Scorecard Builder

13. IT Outage Tolerance

We uncover opportunities to allow higher levels of tolerance for IT outages.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Infrastructure Process Calibration

12. Infrastructure Virtualization

We exploit latent value from infrastructure virtualization opportunities.

PERFORMANCE 1 2 3 4 5
IMPORTANCE 1 2 3 4 5

Virtualization Return on Investment Estimation Model