Stark Industries, Inc.

108 Respondents

Created On: 2016-12-12

IT Org. Design & Staffing Assessment

ITeffectivity

POWERED BY

INFO~TECH RESEARCH GROUP

IT Staffing Assessment

Make IT a corporate powerhouse by improving your ability to grow, deploy, and manage your team.

Communicate & Justify IT's Headcount

Demonstrate the relationship between staffing levels and IT performance.

Reallocate Staff Against Key Service Areas

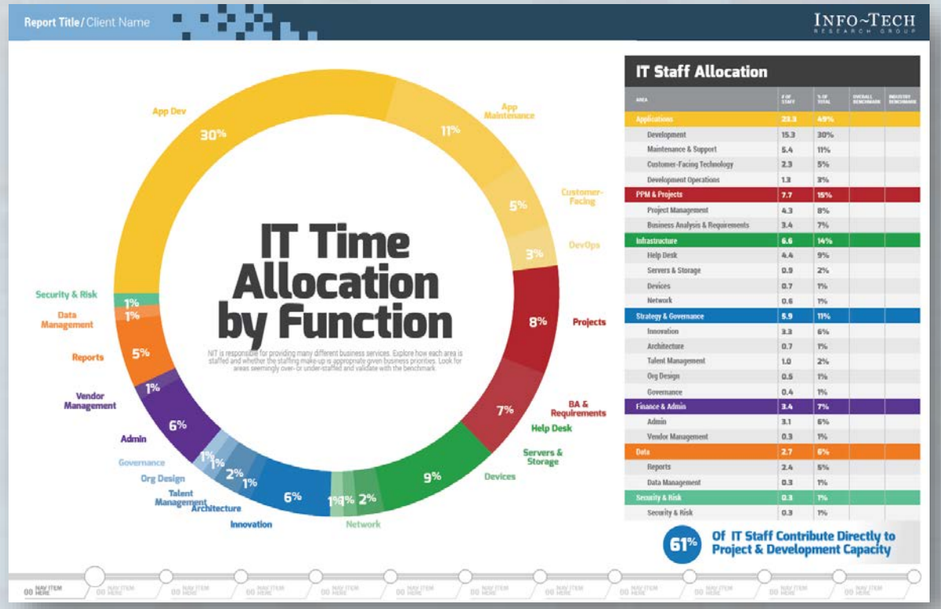
Address misalignment between the priority of each service area and its staffing level.

Identify Low Value Activities & Wasted Time

Evaluate where time can be reclaimed from administrative activities and time sinks.

Engage Your Team on How to Improve IT

Manage teams better by gathering feedback about how your staff want to be managed across the 7 drivers of effective teams.



IT Staffing Assessment

Make IT a corporate powerhouse by improving your ability to grow, deploy, and manage your team.

	1	Communicate & Justify IT Staffing levels	Visualize which IT functions your team is and isn't working on.	Demonstrate the relationship between staffing levels and IT performance.	See your key staffing metrics at a glance and how they compare against your peers across over 4000 organizations.
	2	Redeploy Staff Against Key Service Areas	Address misalignment between the priority of each service area and its staffing level.	Determine if performance issues are caused by lack of staff, or poor execution	Uncover under/overstaffed areas and validate against benchmarks.
	3	Identify Low Value Activities & Wasted Time	Evaluate resource time spent on high value vs low value activities.	Identify IT areas where a disproportionate amount of time is spent on meetings, emails, and low value work.	Reduce wasteful activities to create more time for productive work and improvement initiatives.
	4	Engage Your Team on How to Improve IT	Assess effectiveness across 7 drivers, including process, technology, and team skills, to determine which improvements to focus on.	Get staff feedback on improvement ideas, using a stop/start/continue framework/	Use our templates to create a targeted improvement plan for each IT function.

Stark Industries, Inc.

Table of Contents

Staffing Overview 3

Time Allocation by Function 4

Staffing vs. Effectiveness 5

Staff Allocation Worksheet 6

Time Allocation by Activity 7

Time Allocation by Function & People 8

Function Effectiveness 9

Top Team Suggestions 10

Department Forecast Exercise 15

Function Scorecards 18

How to Use this Scorecard

The IT Org. Design & Staffing is designed to help you understand, assess and improve key IT staffing and organizational design issues. Instructions on each page will help you understand the data and what you can do with it.

Once you have consumed the report yourself, Info-Tech recommends the following discretionary steps:

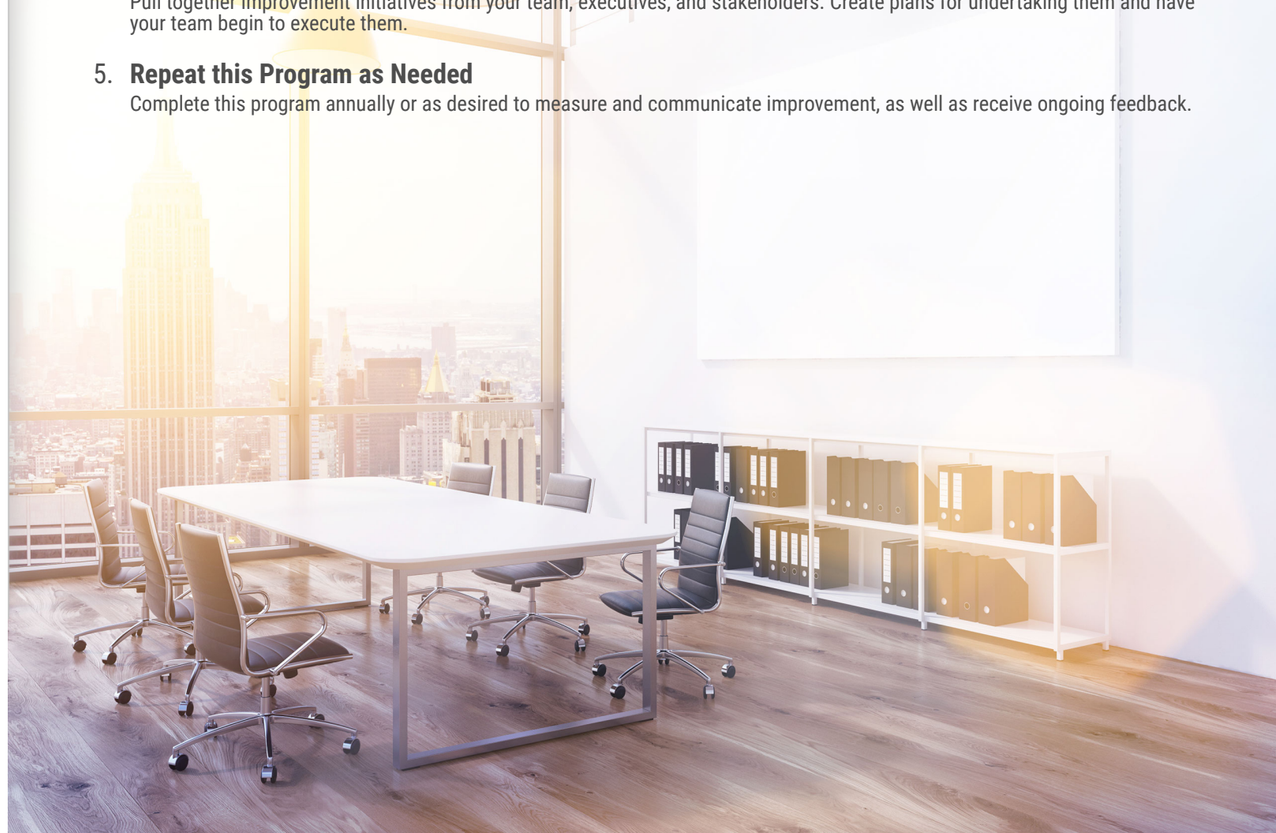
1. **Share Results with Your IT Teams**
   Walk through this report with your team. Cover overall results and key areas, encouraging them to review the full report if interested. Beyond understanding the data, communicating the importance of measuring and improving business satisfaction with IT is critical.

2. **Communicate Results and Planned Action with Business Leaders**
   Share this report with executives or the management stakeholder (group) ultimately concerned with the effective use of organization data. Highlight key issue areas, proposed solutions, and get direction on goals and issues to address.

3. **Determine Key IT Functions and Effectiveness Drivers to Target**
   Using the data, management preferences, and input from your team, determine where to focus improvement efforts.

4. **Execute Targeted IT Improvements and Staff Reallocations**
   Pull together improvement initiatives from your team, executives, and stakeholders. Create plans for undertaking them and have your team begin to execute them.

5. **Repeat this Program as Needed**
   Complete this program annually or as desired to measure and communicate improvement, as well as receive ongoing feedback.



IT DEPARTMENT
Staffing Overview

See your Key Staffing Metrics at a glance and how they compare against your peers.

Use this data to determine whether you are in line with benchmarks and if/how to course-correct.

Peer benchmarks are based on data from over 4,000 participating organizations so we can provide meaningful results relevant to your organization.

The left column focuses on high level staff and budget ratios to provide visibility as well as an assessment of appropriateness based on benchmarking data.

The right column focuses on IT's management structure, including span of control, seniority ratios and experience ratios. Use these to determine if more managers or experienced hires are appropriate.

Industry Benchmark: Large Manufacturing Companies (Revenue >$1B)
n = 56

The following data represents a summary of your IT staffing situation as compared with the Info-Tech benchmark. See if you're over or underperforming the benchmark. Your data is based on direct question answers by the survey administrator as well as averaging individual responses from your IT staff.

Total IT Budget as % of Revenue		IT Staff as % of Supported Users	
0.6%	Industry Median 1.6%	1.4%	Industry Median 2.1%
	1.0% Under		0.7% Under

Stark Industries, Inc. IT Department

Total # of IT Employees	166
IT Managers/Leaders	38
# of FTE Focused on Strategy	63
Company Revenue	$8,200,000,000
IT Budget	$50,000,000
# Users Supported	12,000
Average Experience	15.6 Years

IT Salary as % of Operating Budget		% of IT Outsourced	
N/A%	Industry Median 40%	25%	Industry Median 10%
	--.-% Under		15% Over

IT Management Profile

23%	IT Managers as % of IT Staff	Industry Median 24%	1% Under

Span of Control

Research suggests 4-7 direct reports is the optimal number for any manager. More than 7 is difficult to adequately manage while less than 4 may be inefficient. Use this data to determine if there are opportunities to reorganize management relationships.

DIRECT REPORTS	#	%	INDUSTRY BENCHMARK
0 Direct Reports	79	68%	--
1-3 Direct Reports	24	21%	--
4-7 Direct Reports	14	12%	--
8-10 Direct Reports	0	0%	--
11+ Direct Reports	0	0%	--

Seniority of IT Staff

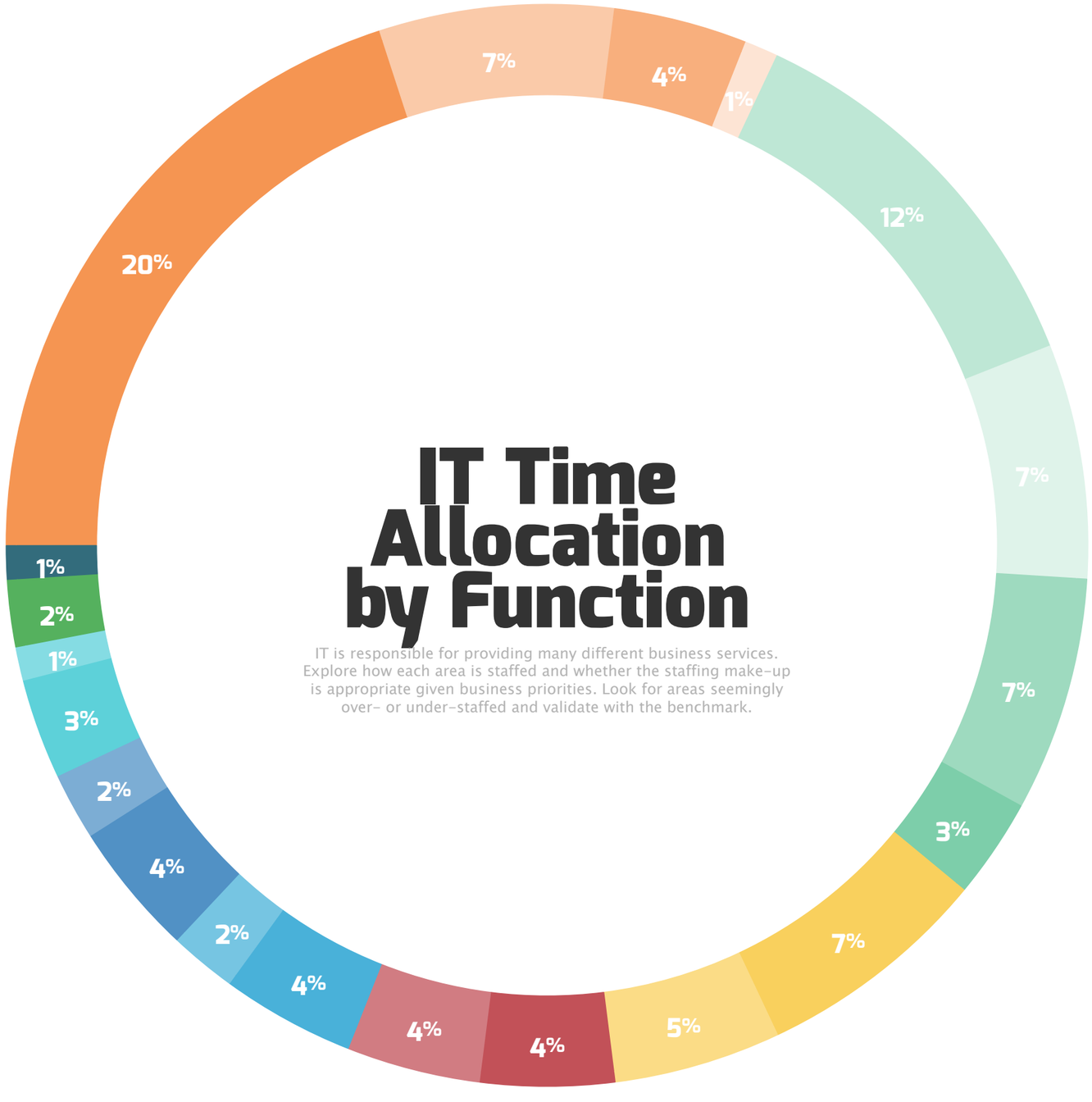
IT departments can suffer both from being too top-heavy and too bottom-heavy. Determine if your seniority profile is in line with your peers and appropriate for your organization, or if there are opportunities to make staffing changes.

SENIORITY	#	%	INDUSTRY BENCHMARK	Gap
C-Level	1	1%	13%	3% Under
VP	5	5%		
Director	5	5%		
Manager	22	20%	19%	1% Over
Front-Line	75	69%	67%	2% Over

Years of IT Experience

Successful IT departments have employees with a range of experience. Determine if your department could benefit from adding senior or junior employees.

YEARS	#	%	INDUSTRY BENCHMARK	Gap
0-2 Years	11	10%	8%	2% Over
2-5 Years	7	6%	17%	11% Under
6-10 Years	12	11%	29%	18% Under
10+ Years	78	72%	47%	25% Over



IT Time Allocation by Function

IT is responsible for providing many different business services. Explore how each area is staffed and whether the staffing make-up is appropriate given business priorities. Look for areas seemingly over- or under-staffed and validate with the benchmark.

IT Staff Allocation

AREA	# OF STAFF	% OF TOTAL	OVERALL BENCHMARK	BENCHMARK
Applications	**34.5**	**32%**	--	--
Application Maintenance	21.2	20%	--	--
Customer-Facing Technology	8.4	7%	--	--
Application Development	4.5	4%	--	--
DevOps	0.4	1%	--	--
Infrastructure and Operations	**32.5**	**29%**	--	--
Service Desk	13.2	12%	--	--
Network & Telephony Infrastructure	7.6	7%	--	--
Device Management	8.1	7%	--	--
Servers, Storage & Data Center Ops	3.6	3%	--	--
Projects & PPM	**12.7**	**12%**	--	--
Project Management	7.1	7%	--	--
Requirements	5.6	5%	--	--
Data & BI	**8.8**	**8%**	--	--
Business Reports	4.8	4%	--	--
Data Management	4.0	4%	--	--
Financial Management	**6.3**	**6%**	--	--
IT Finance & Admin	3.9	4%	--	--
Vendor Management	2.4	2%	--	--
Strategy & Governance	**6.1**	**6%**	--	--
IT Governance & Strategy	4.2	4%	--	--
Innovation	1.9	2%	--	--
People & Resources	**4.4**	**4%**	--	--
Talent Management	3.1	3%	--	--
IT Org Design & Culture	1.3	1%	--	--
Security & Risk	**1.7**	**2%**	--	--
Security	1.7	2%	--	--
Service & Architecture	**1.0**	**1%**	--	--
IT Architecture	1.0	1%	--	--

24% **Of IT Staff Contribute Directly to Project & Development Capacity**

Staffing Levels Compared to Effectiveness

Make sure your critical IT areas are effective and sufficiently staffed. Explore staffing and effectiveness by area. Consider redeploying staff from high satisfaction areas to those with lower satisfaction if they are important to the business.

Strategy	FTE Count	Team Score	IT Dept Score	Business Score & Importance
IT Governance & Strategy	4.2	67	70	-- | --
IT Finance & Admin	3.9	69	70	-- | --
Talent Management	3.2	65	67	-- | --
Vendor Management	2.4	59	62	-- | --
Innovation	1.8	58	67	65 | 7th
IT Org Design & Culture	1.2	62	72	-- | --
IT Architecture	1	48	68	-- | --
Average		62	68	65

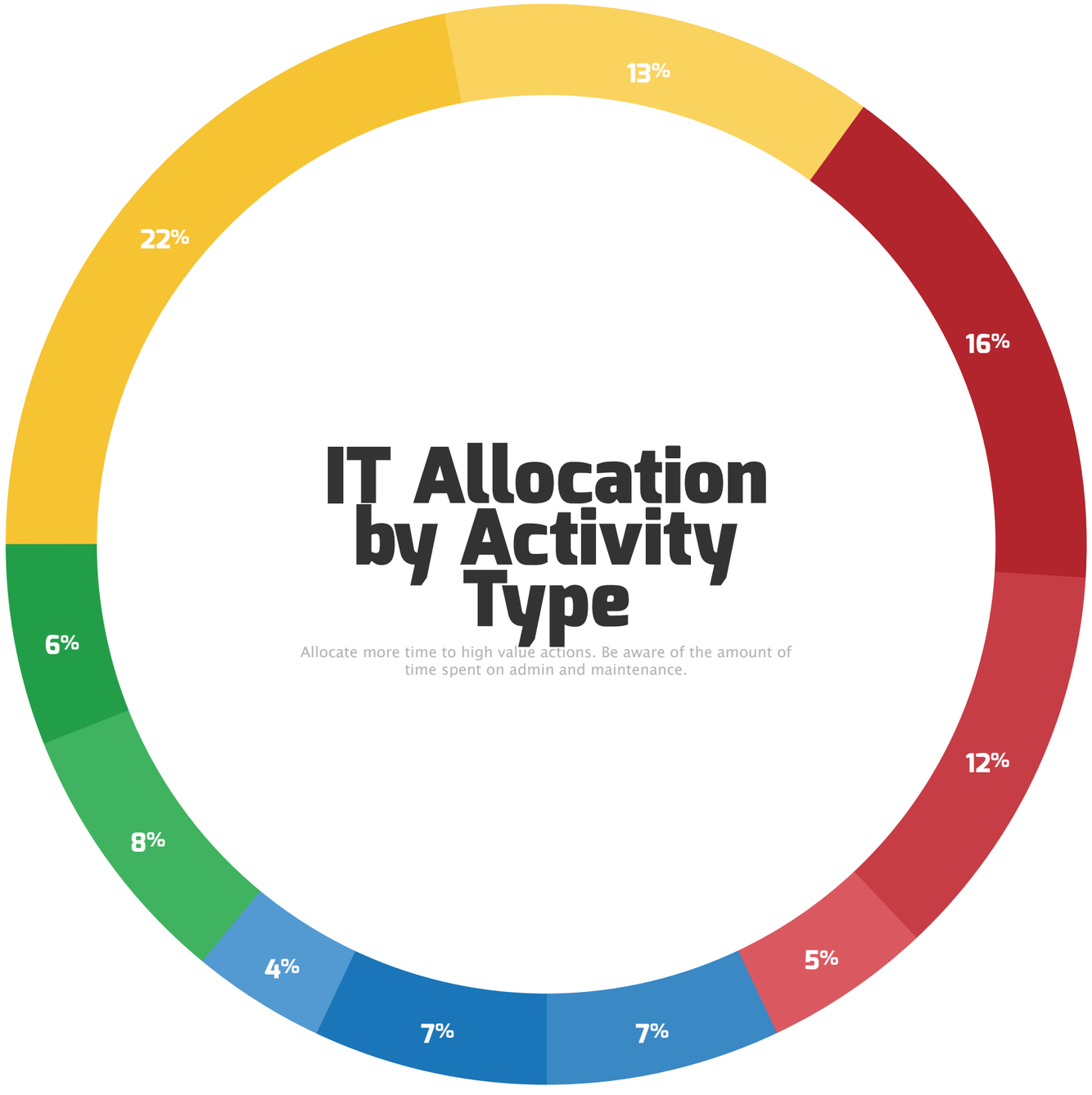
Applications	FTE Count	Team Score	IT Dept Score	Business Score & Importance
Application Maintenance	21.2	74	66	72 | 4th
Customer-Facing Technology	8.3	70	72	62 | 8th
Project Management	7.1	64	72	67 | 9th
Requirements	5.7	71	76	67 | 11th
Business Reports	4.9	72	74	73 | 6th
Application Development	4.6	71	71	72 | 4th
Data Management	4	67	72	78 | 3rd
DevOps	0.5	40	65	-- | --
Average		69	71	70

Infrastructure	FTE Count	Team Score	IT Dept Score	Business Score & Importance
Service Desk	13.2	77	75	78 | 2nd
Device Management	8.1	74	71	80 | 5th
Network & Telephony Infrastructure	7.5	69	71	73 | 1st
Servers, Storage & Data Center Ops	3.5	64	72	-- | --
Security	1.7	59	66	76 | 10th
Average		71	71	77

IT Staff Allocation Worksheet

Determine whether your IT team believes there is an opportunity to redeploy FTEs to higher value areas. Use this worksheet to explore which areas could benefit from staff being added or moved.

AREA	# OF STAFF	IT EFFECTIVENESS ASSESSMENT				STAFF ALLOCATION BY RESPONDENT ROLE			ANNUAL ACTION PLAN
		STAFFING LEVEL	TEAM SKILLS	AUTHORITY	OVERALL EFFECTIVENESS	SENIOR MANAGEMENT +/-	MANAGERS +/-	FRONT-LINE IT +/-	
Application Maintenance	21.2	68%	81%	72%	74%	+ 0.6	+ 0.6	+ 1.3	
Service Desk	13.2	73%	79%	75%	77%	+ 0.2	+ 0.7	+ 1.0	
Customer-Facing Technology	8.3	69%	76%	72%	70%	+ 0.7	+ 0.4	+ 0.4	
Device Management	8.0	75%	82%	81%	74%	0.0	+ 0.2	+ 0.6	
Network & Telephony Infrastructure	7.5	68%	78%	74%	69%	+ 1.2	+ 0.6	+ 1.1	
Project Management	7.1	61%	72%	60%	64%	+ 0.9	+ 0.6	+ 0.5	
Requirements	5.7	66%	71%	58%	71%	+ 0.5	+ 0.4	+ 0.5	
Business Reports	4.8	63%	74%	67%	72%	+ 0.9	+ 0.4	+ 0.4	
Application Development	4.6	54%	83%	64%	71%	+ 0.1	+ 0.8	+ 0.9	
IT Governance & Strategy	4.2	59%	70%	65%	67%	+ 0.4	+ 0.4	+ 0.2	
Data Management	4.1	63%	74%	65%	67%	+ 0.8	+ 0.4	+ 0.7	
IT Finance & Admin	3.9	66%	77%	64%	69%	+ 0.3	+ 0.4	+ 0.3	
Servers, Storage & Data Center Ops	3.5	62%	74%	64%	64%	+ 1.3	+ 0.6	+ 0.5	
Talent Management	3.2	55%	62%	64%	65%	+ 0.5	+ 0.4	+ 0.4	
Vendor Management	2.4	65%	65%	57%	59%	+ 0.9	+ 0.5	+ 0.2	
Innovation	1.8	51%	55%	58%	58%	+ 0.9	+ 0.5	+ 0.5	
Security	1.7	51%	73%	63%	59%	+ 1.1	+ 0.5	+ 0.9	
IT Org Design & Culture	1.2	58%	70%	60%	62%	+ 0.1	+ 0.2	+ 0.3	
IT Architecture	1.0	51%	62%	57%	48%	+ 1.3	+ 0.3	+ 0.7	
DevOps	0.5	40%	55%	55%	40%	+ 1.1	+ 0.7	+ 0.3	
Total	**108**	**64%**	**74%**	**67%**	**68%**	**+14.0**	**+9.6**	**+11.8**	



IT Allocation by Activity Type

Allocate more time to high value actions. Be aware of the amount of time spent on admin and maintenance.

Where IT Time is Spent

Determine whether too much time is being spent on maintenance and administrative activities. Consider your overall target breakdown, then dive into different IT areas on the following page to determine who to work with to get there.

Activity Type	% of Time	Total FTE
Maintenance	**35%**	**36.9**
Maintaining Existing Technology	22%	23.5
Maintaining Existing IT Processes	13%	13.4
Administration	**33%**	**35.9**
Meetings	16%	17.1
Email	12%	12.9
Other Administrative Work	5%	5.9
People & Resources	**18%**	**19.9**
Managing IT Team	7%	7.2
Planning & Strategy	7%	7.7
Managing Business Stakeholders	4%	5.0
Improvement	**14%**	**15.3**
Improving IT Processes	8%	8.6
New Technology Initiatives	6%	6.7
	100%	108 Total IT Staff

Time Allocation by Function & People

This page explores how time is spent across IT areas and individuals.

Each area is sorted descending by the amount of time spent on new initiatives.

Assess whether each area is spending an appropriate amount of time on each activity category and work with individuals to determine how to change work assignments and mandates to optimize the balance.

Strategy & Governance

Improvement	15%
People	40%
Maintenance	5%
Admin	40%

PEOPLE	IMPROVE	MANAGE	MAINTAIN	ADMIN
C-Level	15%	40%	5%	40%

Applications

Improvement	14%
People	18%
Maintenance	36%
Admin	33%

PEOPLE	IMPROVE	MANAGE	MAINTAIN	ADMIN
VP	17%	54%	7%	22%
Director	20%	36%	19%	25%
Manager	12%	32%	16%	41%
Front-Line	13%	12%	43%	32%

Infrastructure and Operations

Improvement	19%
People	23%
Maintenance	23%
Admin	37%

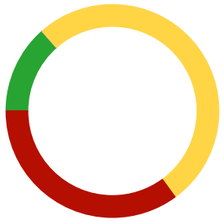
PEOPLE	IMPROVE	MANAGE	MAINTAIN	ADMIN
VP	12%	20%	29%	39%
Manager	25%	25%	16%	34%

Projects & PPM

Improvement	22%
People	27%
Maintenance	8%
Admin	43%

PEOPLE	IMPROVE	MANAGE	MAINTAIN	ADMIN
VP	15%	40%	10%	35%
Manager	24%	24%	8%	45%

Data & BI



Improvement	14%
People	0%
Maintenance	52%
Admin	35%

PEOPLE	IMPROVE	MANAGE	MAINTAIN	ADMIN
Front-Line	14%	0%	52%	35%

Security & Risk

Improvement	25%
People	15%
Maintenance	30%
Admin	30%

PEOPLE	IMPROVE	MANAGE	MAINTAIN	ADMIN
Front-Line	25%	15%	30%	30%

Service & Architecture

No staff in area

PEOPLE	IMPROVE	MANAGE	MAINTAIN	ADMIN
	--	--	--	--

Financial Management

No staff in area

PEOPLE	IMPROVE	MANAGE	MAINTAIN	ADMIN
	--	--	--	--

Function Effectiveness
KEY DRIVERS

IT Staff have assessed each IT area across 7 drivers of effectiveness. Before diving into these for each IT area, assess how you are performing across each at a high level. Determine if there are any low performing areas that can be improved across IT rather than in a single area.

For each satisfaction breakdown:
"Satisfied" is the % of respondents who scored the area **8/10 or above**. "Neutral" is the % of respondents who scored the area **7/10**. "Not Satisfied" is the % of respondents who scored the area **6/10 or below**. Each person represents 10% of respondents. If 2 people are shown under "Satisfied", it means 20% of respondents scored the area 8/10 or higher.

Processes & Procedures

The Processes & Procedures I work with enable me to do my job effectively

AVERAGE SCORE
65%
40% of staff rated it **8 or above**

Technology

The Technology I work with enables me to do my job effectively

AVERAGE SCORE
68%
60% of staff rated it **8 or above**

Skills

My team has the right Skills to execute effectively

AVERAGE SCORE
74%
70% of staff rated it **8 or above**

Absence of Org. Barriers

My team is able to execute effectively without organizational or Political Barriers

AVERAGE SCORE
67%
50% of staff rated it **8 or above**

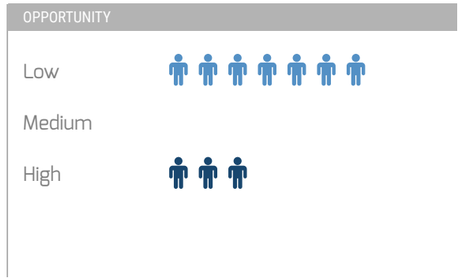
Staffing Level

My team has the appropriate Staffing Level to executive effectively

AVERAGE SCORE
64%
40% of staff rated it **8 or above**

Opportunity to Reduce Waste

There is an opportunity to run this area more efficiently through Eliminating Wasteful or low-value activities



AVERAGE SCORE
59%
30% of staff rated it **8 or above**

Opportunity to Innovate

There is an opportunity to run this area more effectively by using Innovative approaches or solutions

AVERAGE SCORE
70%
50% of staff rated it **8 or above**

Top Team Suggestions to Improve IT

IT staff have provided their top suggestion for improving the IT department. Read these suggestions carefully and look for trends within areas as well as across them. Do not feel compelled to act on everything: identify a few key recurring issues to address and make sure this is communicated to the team.

Strategy

STRATEGY & GOVERNANCE			
Anthony Stark Chief Information Officer	1. Improved managerial capabilities, driving up accountability and ability to execute. 2. More clarity on business value and objectives we are trying to support and the IT strategy that would support them. 3. Better communication.		

Applications

APPLICATIONS					
Bruce Banner Senior Applications Developer	Communicate and collaborate more.	**Linda Sims** Applications Support Analyst	Continue to improve on communication.	**Steve Davis** Senior Technology Analyst	Rethink the support structure. Right now, the vast majority of time I spend maintaining existing technology is because no know else can. Having an additional person would be a great help.
Alex Phillips IT Field Services Technician	We need more standardization. Too many people are doing too many things too many different ways.	**Paul Allen** Service Desk Analyst I	Training opportunities for the Service Desk, not just in Service Desk functions but also to expose Service Desk team members to other areas of IT so they can see how it functions to better understand those areas in how they intergrate with the Service Desk	**John Andrews** Director of Product Management	Meetings and meeting management: Many of our meetings have very large groups - governance, in-flight projects, POS initiatives. We should streamline some of these meetings with stakeholders where possible. Meetings set up - Value the use of people's time - we have scarce resources. Make sure meetings purpose and agenda's are well thought through in advance of the meeting so that people can come prepared. Meeting execution - take meeting minutes and distribute after the meetings. Be forward leaning towards action in meetings - drive ownership and next steps so that issues get resolved.
Tony Lewis Network Administrator	It comes and goes, but there are periods where there are back to back meetings all day, this makes it hard to perform normal duties. To add to this when large issues occur in some cases it may take longer to call into a bridge then it would to look into and resolve the issue.	**David Bowen** IT Field Services Technician	Develop and maintain training and documentation.	**Hans Grover** IT Business Analyst	Less micromanagement that leads to constant re-prioritization, re-scoping, pulling resources off for other new prioritizes. Line level management should be managing staff directly. More communication. Less reactive and and attempt to be proactive where possible
Dave Caplan Service Desk Analyst I	When new companies are acquired, they should be brought under our IT umbrella instead of allowing them to keep the software they've been using. If they have application A,	**Carol Lewis** Sr. Systems Engineer	Proper monitoring and reporting tools to effectively answer questions regarding service outages or impacted events	**Clark Kent** IT Business Analyst	Understanding business direction and strategy. Knowing where we are today compared to where we want to be in the

APPLICATIONS

Lawrence Philips Director of IT SI CRH	Prioritization is key Reduce number of meetings which will be tough giving my role Spend more time with the business				

DATA & BI

Michael Karr Applications Developer	Getting the business to be more aligned across all companies in how they view and report their information to limit the unique application and report requests.				

PROJECTS & PPM

Gail King IT Program Manager	More frequent functional area communication to understand the work being done across the organization; and the impact we have directly to the business.	**Jerry Mills** VP of Governance	Better alignment on the key things at which we want to be excellent and allocating our time, energy and management focus accordingly	**Jacques Paul** IT Program Manager	It's a catch 22. We need meetings to collaborate and get work done but at the same time, meetings take us away from what we have to do. However, a reduction of unnecessary meetings or meetings that don't produce the value needed, should be eliminated. Another suggestion is to either minimize approved work (taking place now with prioritization exercises) or increase IT project teams.
Bjorn Nilssen Senior Manager, IT Governance	Continue to build and implement IT processes.				

Infrastructure

INFRASTRUCTURE AND OPERATIONS

Kirk Black IT Manager	Change the culture around meetings. As an organization we schedule too many meetings to the point that you cannot get your work completed on a daily basis. People are also starting to schedule meetings during the 12 noon lunch our on a regular basis which is infringing on work life balance.	**Tom Hicks** VP of Infrastructure and Operations	Focusing on doing fewer things better. Ensuring the right staffing levels vs managed services to ensure success of efforts on which we're engaged. Having the right budget levels to effectively manage and grow the IT capabilities.		

SECURITY & RISK

Julia Dean Security Operations Analyst	Communications between the teams/departments on activities, needs, initiatives, goals, problems. Clearer mapping of functional responsibilities & procedures to				

Function Scorecards

Table of Contents

Applications

Application Maintenance 19
Customer-Facing Technology 26
Project Management 32
Requirements 38
Business Reports 43
Application Development 48
Data Management 53
DevOps 58

Infrastructure

Service Desk 62
Device Management 69
Network & Telephony Infrastructure 75
Servers, Storage & Data Center Ops 81
Security 86

Strategy & Leadership

IT Governance & Strategy 90
IT Finance & Admin 95
Talent Management 99
Vendor Management 104
Innovation 109
IT Org Design & Culture 113
IT Architecture 118

How to Use these Pages

Evaluate the Effectiveness of IT Each Function

- This section provides a comprehensive scorecard for each of the IT functions.
- On each scorecard, you'll see baseline information around staffing levels, team evaluation, as well as the business evaluation if you've completed Info-Tech's CIO Business Vision program.
- Scorecards also provide drivers of effectiveness so you can assess which levers to pull to improve effectiveness.

Build Team Alignment

- For each driver you can see individual responses to understand whether there's broad agreement or disagreement on the effectiveness.
- This information leads into a team alignment exercise so that you can get everyone into a room and build consensus around how things are actually going and what can be improved.

Create an Improvement Roadmap

- The backbone of this alignment exercise are the feedback sheets which are modeled around a stop-start-continue exercise where staff are asked what their most valuable activities are, what can be improved, and what can be stopped altogether.
- The team feedback collected is an effective way to create the outline of an improvement plan.
- The final page for each function is a worksheet designed to help you get concrete steps out of the exercise.
- You can prioritize what specifically you'll work on and look at implications from each of the effectiveness drivers.

Project Management

Function Effectiveness

Use this **Function Effectiveness Scorecard** to evaluate IT staff perceptions of effectiveness across 7 key drivers, as well as overall.

Compare the team's own assessment with the rest of IT's, as well as the business's (if applicable). This scorecard can be used as part of an alignment exercise to better understand team concerns.

"Satisfied" is the % of respondents who scored the area **8/10 or above**. "Neutral" is the % of respondents who scored the area **7/10**. "Not Satisfied" is the % of respondents who scored the area **6/10 or below**. Each person represents 10% of respondents. If 2 people are shown under "Satisfied", it means 20% of respondents scored the area 8/10 or higher.

7.1
#FTE

7%
% OF TOTAL STAFF

0%
HAVE DEDICATED FOCUS

Department Evaluation	%
Senior IT Management	55%
Other IT Staff	74%

Overall Team Effectiveness

64%

54%
18%
29%

Business Evaluation

Projects

64%
SATISFACTION

9th
IMPORTANCE

Processes & Procedures 59%

The Processes & Procedures I work with enable me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Jeremy Patrick	90%
Mark Mendez	80%
Lane Pryce	80%
Pierce Morgan	30%
Jagadeesh Shamash	30%
Sara Schneider	10%

Technology 63%

The Technology I work with enables me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Jeremy Patrick	100%
Bob Soderberg	90%
Mark Mendez	80%
Pierce Morgan	30%
Jagadeesh Shamash	30%
Sara Schneider	30%

Skills 72%

My team has the right Skills to execute effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Hans Grover	100%
Jeremy Patrick	100%
Jacques Paul	100%
Travis Barker	50%
Scott Cooper	40%
Sara Schneider	30%

Absence of Org. Barriers 60%

My team is able to execute effectively without organizational or Political Barriers

Not Satisfied
Neutral
Satisfied

NAME	%
James Butler	100%
Kim Jennings	90%
Mark Mendez	80%
Kristina Kash	30%
Hans Grover	10%
Sara Schneider	10%

Staffing Level 61%

My team has the appropriate Staffing Level to executive effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Jeremy Patrick	90%
Kim Jennings	80%
Gail King	80%
Hans Grover	30%
Sara Schneider	30%
Sean Ellis	30%

Opportunity to Reduce Waste 65%

There is an opportunity to run this area more efficiently through Eliminating Wasteful or low-value activities

Low
Medium
High

NAME	%
Hans Grover	100%
Jason Forbes	100%
Sara Schneider	90%
Jeremy Patrick	40%
Gail King	20%
Bob Soderberg	20%

Opportunity to Innovate 71%

There is an opportunity to run this area more effectively by using Innovative approaches or solutions

Low
Medium
High

NAME	%
Julia Dean	100%
Jacques Paul	90%
Sara Schneider	90%
Kim Jennings	50%
Bob Soderberg	50%
Jeremy Patrick	40%

Project Management Feedback

IT staff in this area have provided their feedback on how to improve management of this area through Stop/Start/Continue suggestions. The right column also contains feedback from outside this area. Use this information to run a team feedback session or for improvement ideas.

MOST VALUABLE ACTIONS (CONTINUE)

Jerry Mills	Ensuring the delivery of predictable value to the business by providing accurate, timely and complete information (to both IT and our customers) regarding the status of work items	**Kim Leeds**	Oversight of my team's projects and enhancements.	**Lawrence Philips**	Prioritize over 60 IT projects as well as putting together a team of PM's and BA's to assist with the execution of these projects
Scott Cooper	The BI Projects	**Tom Tompkins**	Understanding the process and developing the skills to implement project management within our tools.	**Pierce Morgan**	Any project related to RM performance improvement initiatives
Gail King	Managing project(s) that seeks input from all project stakeholders (IT and the business) to build confidence as a working team to meet the expected timelines, and deliver a solid solution that supports the overall objective.	**Jacques Paul**	At this moment in time, it is being the Program Manager for POS. Also act as Portfolio Manager for SI and BTPC faciitator.	**Bob Soderberg**	Team Morale, CMMS, Infield, CMMS Mobile, Infield Mobile, Middleware, JCP, SIMS, ESB, Integrations
Travis Barker	Working within the organization to make sure small projects follow standards that are in place even if not documented. Work to get WIFs input when needed if a project reaches that level. Help my team coach users towards solutions that don't require special needs. Replicate solutions from company to company.	**Jagadeesh Shamash**	Project Delivery	**Hans Grover**	My team
Jason Forbes	Data integration.	**Jeremy Patrick**	All aspects of the project our valuable and important to a successful implementation.	**Julia Dean**	Managing Security Initiative projects
Sara Schneider	Acting as a PM and try to set an example for PM processes and behaviors.				

WHAT CAN BE IMPROVED? (START)

Jerry Mills	* tighter focus on project management basics - timelines, budget, milestones, accountability * better role/ responsibility definition between PMs, BRMs and Product Managers throughout SDLC * automation of portfolio/ program/project management communication vehicles (eg, Portfolio View, Program Views, etc) * increased usability of portfolio/program/project management data through the use of visualization tools (eg, Tableau) * better standardization of project management within Clarizen	**Kim Leeds**	The speed with which project information can be compiled, pushed through governance and executed is an area where we can improve. (Should be noted that now that the project slides can be generated directly from Clarizen, that this is a great improvement!) Need to establish an alternate process for "fast tracked" or "critical" projects that inevitably come up from the business. And finally, we definitely need an active pipeline for demand management (which I know is coming.) Last, we need to get the committed dates out into Clarizen asap so we know what timeframe we are working towards.	**Eric Evans**	Increase standardization and methodology
Lawrence Philips	The recently implemented governance process if effective but need more work and an extra effort need to made to the local business to have them understand the process.	**Scott Cooper**	I think there is a lot that can be improved in this area but acknowledge that there is a lot of improvements already in motion. The implementation of Clarizen should help but	**Tom Tompkins**	This is an area that is currently being developed and improving. For me specifically having an IT PM would help.

WHAT CAN BE IMPROVED? (START)

			presented to management are inaccurate. The timesheet tasks are full of redundancies.		
Julia Dean	Develop SOPs; Develop clear goals and specific plans; Improve communication between teams & departments; Improve the change process to facilitate implementing changes; Provide tools for implementing project components; provide mechanisms for remediating underlying issues blocking progress;	**Sara Schneider**	Hire qualified, proven, FTE SI PMs who have skin in the game, can communicate effectively, and care about the organization. Determine a PM process, document the process, COMMUNICATE the process to all of SI, and hold PMs accountable for following it. Utilize a PM software that is understood, documented, and communicated to all of SI.		

WHAT ACTIVITY CAN BE STOPPED?

Jerry Mills	* duplication of project management data tracking in multiple tools (eg, MS Project, MS Excel, Clarizen, etc)	**Kim Leeds**	Including the business desired end date. I believe this causes a great deal of confusion with the business thinking that the date they desire is the expected completion date. Since this date really has no bearing on the project timeline, I'd suggest it be removed all together to avoid the confusion. Regardless of when the business "desires" the project be completed, it is project prioritization that needs to dictate when we can get to it.	**Lawrence Philips**	Minimize the amount of meetings
Scott Cooper	Assigning PMs to projects that are either to high level and not willing to understand the details or not able to.	**Gail King**	I'm not aware of any specific items that need to be stopped.	**Jacques Paul**	Individual program update meetings.
Sean Ellis	Ineffective meetings. Ensure that every meeting has a purpose and agenda. This will help minimize the time spent in meetings that don't produce the required result.	**Hans Grover**	Micromanagment	**Jason Forbes**	There needs to be better focus on taking care of the business and less focus on making diagrams.
Sara Schneider	Utilizing contractors to create a the SI governance process.				

FEEDBACK FROM OTHER IT STAFF

Tom Hicks	We're improving our PM skillsets, but would like to see more ownership with the PMs of the projects their managing.	**John Andrews**	Our project management function is improving, but we need our project managers to as gatekeepers of scope and commitment and to become an extension of the decisions taken through governance. I would like to see tighter management of the project deliverable, hands raised when requirements, scope, or success criteria is unclear and better status and communication coming from project teams.	**Casey Jones**	The new POS projects I am working on have benefited greatly from our project management team.
Brian Hoss	With all of the initiatives currently going on there is a lot of overlapping responsibilities.	**Catelyn Gifford**	in very early stage	**Carol Lewis**	This area has been improving specifically with regards to meetings and communication

FEEDBACK FROM OTHER IT STAFF

David Proust	We suffer from inconsistent Project Management, although there has been an initiative to build out this competency (people, processes)	**David Bowen**	I have always had a positive experience working with SI PMs.	**Charles Koch**	PM doing do a pretty good job overall. For some enhancements we need PM's assigned to them but for some reason they do not get assigned. Most likely I need to push for be assigned.
Michael Karr	From my experience, we have an opportunity to improve project management. I get approached too often about assisting on a project that I have little to no information on and expected to work through with minimal notice. Too often have I seen start dates and due dates be supplied without vetting them with the IT lead and this is unfair to that individual.	**Amy Burke**	Normally manage by an assigned PM	**Paul Van Dyke**	Based on the project that happened this past summer I would say that the support and guidance was great.
Alex Phillips	I've seen a few good projects get started and get delayed or fail long before hitting any REAL snags.	**Richard Miles**	We are trying very hard to improve this and this score is very premature to the changes that have recently been put into place.	**Robert Red**	The current projects I work with periodically are well organized and run effectively.
Rohan Trenas	Like Tim, Dolores and most other members of the ELT, Gerry inherited a loosely-defined area in terms of processes, procedures and organization. We have made strides this year in improving this area through usage of better tools and positioning the right people in the right roles. In terms of overall PPM, we are still young, but maturing nicely.				

DEPARTMENT Exercise

What activities can we start/ stop/continue? What helps us improve? What is implemented from data?

START

1

2

3

STOP

1

2

3

CONT.

1

2

3

Implications

Process 59%

Tech 63%

Skills 72%

Authority 60%

Staffing 61%

Waste 65%

Innovation 71%

Data Management

Function Effectiveness

Use this **Function Effectiveness Scorecard** to evaluate IT staff perceptions of effectiveness across 7 key drivers, as well as overall.

Compare the team's own assessment with the rest of IT's, as well as the business's (if applicable). This scorecard can be used as part of an alignment exercise to better understand team concerns.

"Satisfied" is the % of respondents who scored the area **8/10 or above**. "Neutral" is the % of respondents who scored the area **7/10**. "Not Satisfied" is the % of respondents who scored the area **6/10 or below**. Each person represents 10% of respondents. If 2 people are shown under "Satisfied", it means 20% of respondents scored the area 8/10 or higher.

4.1
#FTE

4%
% OF TOTAL STAFF

5%
HAVE DEDICATED FOCUS

Department Evaluation

	%
Senior IT Management	52%
Other IT Staff	75%

Overall Team Effectiveness

67%

48%
14%
38%

Business Evaluation

Data Quality

76%
SATISFACTION

3rd
IMPORTANCE

Processes & Procedures 67%

The Processes & Procedures I work with enable me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Alex Phillips	100%
James Butler	100%
Alex Shevchenko	90%
Ron Poole	50%
Scott Cooper	50%
Ryan Carter	30%

Technology 69%

The Technology I work with enables me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Alex Phillips	100%
James Butler	100%
Chris Hunt	90%
John Andrews	50%
Julia Dean	50%
Ron Poole	50%

Skills 74%

My team has the right Skills to execute effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Julia Dean	100%
Alex Shevchenko	100%
Alex Phillips	100%
Jean Grey	50%
Pierce Morgan	40%
John Andrews	10%

Absence of Org. Barriers 65%

My team is able to execute effectively without organizational or Political Barriers

Not Satisfied
Neutral
Satisfied

NAME	%
Jason Forbes	100%
Alex Phillips	100%
James Butler	100%
Pierce Morgan	40%
Ryan Carter	30%
Sara Schneider	30%

Staffing Level 63%

My team has the appropriate Staffing Level to executive effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Michael Karr	100%
Alex Phillips	100%
James Butler	100%
John Caesar	40%
Scott Cooper	30%
John Andrews	10%

Opportunity to Reduce Waste 57%

There is an opportunity to run this area more efficiently through Eliminating Wasteful or low-value activities

Low
Medium
High

NAME	%
Julia Dean	100%
Mark Mendez	80%
Sara Schneider	70%
Chris Hunt	30%
Sencer Turkman	30%
James Butler	20%

Opportunity to Innovate 67%

There is an opportunity to run this area more effectively by using Innovative approaches or solutions

Low
Medium
High

NAME	%
Julia Dean	100%
Alex Phillips	100%
Sencer Turkman	90%
Alex Shevchenko	40%
Chris Hunt	30%
James Butler	20%

Data Management Feedback

IT staff in this area have provided their feedback on how to improve management of this area through Stop/Start/Continue suggestions. The right column also contains feedback from outside this area. Use this information to run a team feedback session or for improvement ideas.

MOST VALUABLE ACTIONS (CONTINUE)

John Andrews	Aligned with IT strategy and BSR, drive requirements for Enterprise systems to inform the Master Data Management initiatives.	**Scott Cooper**	The long term strategy for data managment	**Pierce Morgan**	Maintenance of data and processes supporting RM initiatives
Matt Hunter	Database availability.	**Chris Hunt**	End users data.	**Jason Forbes**	I work with database objects like views, stored procs, packages, functions, triggers, etc.
Julia Dean	Data protection	**Michael Karr**	Building reports based on the data management being provided.	**Alex Shevchenko**	Viewpoint
Alex Phillips	file servers	**Sara Schneider**	Documentation. We have little documentation on current state.	**Steve Herman**	Ensuring the backup's at each location that runs JWS are actually backing up.
Sencer Turkman	Data integration among various application and business intelligence platforms.				

WHAT CAN BE IMPROVED? (START)

John Andrews	In Product Management, I am have Master Data responsibilities and will be working with the new BI team to consult on what/how we will achieve their goals. I will also be aligning with the BSR and IT Infrastructure development (ESB) to make sure Master Data is being managed for POS, HRIS, ERP, Telematics, EAMS, etc... The biggest improvement woudl be in bringing in relative skill sets through the BSR who are SMEs on the technical side of Master data management.	**Scott Cooper**	We need to work closer to the business to achieve a shared goal. Choosing the right projects at the right time with the right scope.	**Matt Hunter**	Alignment from leaders on future state and having a road-map on what that needs to look like. There are small pockets of conversations happening all over the place but no overall real direction.
Chris Hunt	Let all users know that they have onedrive as a way to store their important files.	**Charles Koch**	Provide the monitoring tools we need, we have over 200 SQL servers, but only 5 monitoring licenses.	**Jason Forbes**	For clarification, I see this as Matt Cooper's database team. I am not a member of this team, but I work with them periodically. They made a comment on how they wanted more control of the Apex databases, but the business seems to be reluctant to hand that role over to them. Matt has some incredible talent assembled on his team. My point is that roles are not well defined despite the fact that we have a RACI model.
Julia Dean	Implement Enterprise level tools to categorize and manage data; provide privilege access monitoring and controls; Implement role based access; modify share and data permissions;	**Michael Karr**	Make use of newer technologies for better data management.	**Alex Shevchenko**	Better coordination between different teams

WHAT CAN BE IMPROVED? (START)

Alex Phillips	IT has several options for data storage and backups but unless end users are trained on them then they are next to worthless. We need to have training sessions to explain the risk of only saving files to your hard drive or come up with solutions (like folder redirection) to manage data without leaving it up to the end user.	**Ryan Carter**	Backup software is old technology. Getting business to provide approval for life cycle of data retention. No change management in place.	**Sara Schneider**	We are struggling to create an overall data management strategy that everyone can agree to. From an IT perspective we seem to be on the same page, from a business perspective we are not. We have too many systems that are not organized in a streamlined fashion, and it will take a long road to get us to where we need to be.
Steve Herman	Backup procedures on JWS machines	**Sencer Turkman**	More time can be invested to properly plan, document and standardize the solution development process. Also a platform to share and document knowledge base could be improved.		

WHAT ACTIVITY CAN BE STOPPED?

John Andrews	We should be very deliberate in our approach of defining new infrastructure and Master Data requirements and stop or slow down our rush to get these in to production scenarios.	**Scott Cooper**	Over time it needs to be the duplication of effort in displaying data and the storage of data.	**Matt Hunter**	Jumping from fire to fire and every item being a high or top priority. It feels like there is not enough time to focus on larger projects and internal initiatives.
Chris Hunt	Viruses	**Jason Forbes**	We need well defined roles.	**Julia Dean**	Universal drive mapping; Eliminate the 'Everyone' access to shares & data; Critical servers being used for file storage.
Alex Phillips	Use of other 3rd party applications like Box. We already bought the tools, we need to use them.	**Sara Schneider**	We spend a lot of time in meetings trying to get folks on the same page. It is nice to have everyone's input but we might be better off with a top down approach where management gets together and creates a imitative and then everyone else know they have to fall in line to complete.	**Sencer Turkman**	Rushing into decision without proper evaluation of the requirements or situation.

FEEDBACK FROM OTHER IT STAFF

Tom Hicks	We could use a Mater Data Management strategy and effectively control/organize the data we have available to IT.	**Conrad Allen**	It is getting to be a lot better than from a year ago and the plans to move to a central repository is a good move	**Jacques Paul**	We have a committed team of DBA's.
Bob Soderberg	it is what it is...we all feel the pain...I think we are working towards the right solution of master data management.	**Sean Ellis**	We need to ensure our solutions include controls that maximize the accuracy of our data. If you put junk it, you are only doing to get junk out.	**Jacob Cohen**	With the introduction of tableau the data we are accumulating could be a gold mine. Again this is another area where we are in our infancy cant wait to see where we can take it.
Alain Ducasse	If we are taking about backup and restoration of files and folders regarding the file and print server we should have good software for doing the backup like Tivoli.	**Audrey Piazza**	Implement Google Drive	**Bruce Banner**	I think the data management could be better but probably about as effective as it can be given the parameters the data team operates under. We have no data retention poilcy that I am aware of and as such I believe the performance of all of our applications and effectiveness of routine maintenance activities suffers.

DEPARTMENT Exercise

What activities can we start/ stop/continue? What helps us improve? What is implemented from data?

START

1

2

3

STOP

1

2

3

CONT.

1

2

3

Implications

Process 67%

Tech 69%

Skills 74%

Authority 65%

Staffing 63%

Waste 57%

Innovation 67%

DevOps

Function Effectiveness

Use this **Function Effectiveness Scorecard** to evaluate IT staff perceptions of effectiveness across 7 key drivers, as well as overall.

Compare the team's own assessment with the rest of IT's, as well as the business's (if applicable). This scorecard can be used as part of an alignment exercise to better understand team concerns.

"Satisfied" is the % of respondents who scored the area **8/10 or above**. "Neutral" is the % of respondents who scored the area **7/10**. "Not Satisfied" is the % of respondents who scored the area **6/10 or below**. Each person represents 10% of respondents. If 2 people are shown under "Satisfied", it means 20% of respondents scored the area 8/10 or higher.

0.5
#FTE

0%
% OF TOTAL STAFF

0%
HAVE DEDICATED FOCUS

Overall Team Effectiveness

40%

67%
17%
17%

Department Evaluation	%
Senior IT Management	30%
Other IT Staff	73%

Business Evaluation

SATISFACTION

IMPORTANCE

Processes & Procedures 40%

The Processes & Procedures I work with enable me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Bruce Banner	80%
Charles Koch	70%
Doug Letterman	40%
John Caesar	20%
Bob Soderberg	20%
Tom Tompkins	10%

Technology 43%

The Technology I work with enables me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Bruce Banner	100%
Charles Koch	70%
Doug Letterman	40%
John Caesar	20%
Bob Soderberg	20%
Tom Tompkins	10%

Skills 55%

My team has the right Skills to execute effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Bob Soderberg	90%
Bruce Banner	70%
Charles Koch	70%
Doug Letterman	60%
John Caesar	30%
Tom Tompkins	10%

Absence of Org. Barriers 55%

My team is able to execute effectively without organizational or Political Barriers

Not Satisfied
Neutral
Satisfied

NAME	%
Bruce Banner	70%
Charles Koch	70%
Doug Letterman	60%
Bob Soderberg	40%
Tom Tompkins	30%

Staffing Level 40%

My team has the appropriate Staffing Level to executive effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Charles Koch	70%
Bob Soderberg	70%
Doug Letterman	40%
John Caesar	10%
Tom Tompkins	10%

Opportunity to Reduce Waste 72%

There is an opportunity to run this area more efficiently through Eliminating Wasteful or low-value activities

Low
Medium
High

NAME	%
John Caesar	100%
Tom Tompkins	100%
Charles Koch	80%
Doug Letterman	50%
Bob Soderberg	20%

Opportunity to Innovate 93%

There is an opportunity to run this area more effectively by using Innovative approaches or solutions

Low
Medium
High

NAME	%
Bruce Banner	100%
John Caesar	100%
Bob Soderberg	100%
Tom Tompkins	100%
Doug Letterman	90%
Charles Koch	70%

DevOps Feedback

IT staff in this area have provided their feedback on how to improve management of this area through Stop/Start/Continue suggestions. The right column also contains feedback from outside this area. Use this information to run a team feedback session or for improvement ideas.

MOST VALUABLE ACTIONS (CONTINUE)

Tom Tompkins	Currently simply bringing experience and knowledge to this topic.	**Doug Letterman**	TFS build configurations, automated deployments.	**Bob Soderberg**	Team Morale, CMMS, Infield, CMMS Mobile, Infield Mobile, Middleware, JCP, SIMS, ESB, Integrations
Bruce Banner	I push the buttons to make it go on release night and/or get everything ready to go leading up to the pushing of the button				

WHAT CAN BE IMPROVED? (START)

Tom Tompkins	We need to develop this area as it does not exist currently.	**Doug Letterman**	We need to collaborate and come up with a DEVOPS strategy. We do not have one.	**Bob Soderberg**	Successful processes have been used in some areas but does not getting disseminated across all projects or teams...All groups and teams have components and areas that they are experts, but they are not being brought together to share resulting in unique success and failures.
Bruce Banner	Again, I think I covered most of the points in the previous sections but this one mostly boils down to not being staffed appropriately. We had offshore automate our deployment processes and some of us have touched on it but build automation in a typical development company is a seperate team or at the very least it's own position. We don't have anyone who is extremely well versed in build automation yet we still have to maintain what the offshore team provided. So far this hasn't been an issue, but it could become one.	**Charles Koch**	App Dev team, to provide more clear instruction and to give us the time we need to make the changes they request and to not have last minute request.		

WHAT ACTIVITY CAN BE STOPPED?

Tom Tompkins	Make this a 2017 initiative with some urgency.	**Doug Letterman**	Not sure when it comes to DEVOPS as we really are in our infancy with this. One thing I would state is that we collaborate with all teams before sending work out to Vendors to complete.	**Bruce Banner**	I think we're ok here
Charles Koch	I need it now now now, give us the time to do it right.				

FEEDBACK FROM OTHER IT STAFF

Tom Hicks	Our DevOps practices is mostly non-existent.	**John Andrews**	We are not a devops shop. Devops requires an operational support and maturity that we simply cannot attain yet. We don't maintain dev, test, pre-prod and production	**Scott Cooper**	I believe this is an issue that we struggle with but it is also extremely new concept for this company.

DEPARTMENT Exercise

What activities can we start/ stop/continue? What helps us improve? What is implemented from data?

START

1

2

3

STOP

1

2

3

CONT.

1

2

3

Implications

Process 40%

Tech 43%

Skills 55%

Authority 55%

Staffing 40%

Waste 72%

Innovation 93%

Service Desk

Function Effectiveness

Use this **Function Effectiveness Scorecard** to evaluate IT staff perceptions of effectiveness across 7 key drivers, as well as overall.

Compare the team's own assessment with the rest of IT's, as well as the business's (if applicable). This scorecard can be used as part of an alignment exercise to better understand team concerns.

"Satisfied" is the % of respondents who scored the area **8/10 or above**. "Neutral" is the % of respondents who scored the area **7/10**. "Not Satisfied" is the % of respondents who scored the area **6/10 or below**. Each person represents 10% of respondents. If 2 people are shown under "Satisfied", it means 20% of respondents scored the area 8/10 or higher.

13.2
#FTE

12%
% OF TOTAL STAFF

23%
HAVE DEDICATED FOCUS

Department Evaluation

	%
Senior IT Management	73%
Other IT Staff	76%

Overall Team Effectiveness

77%

10%
27%
63%

Business Evaluation

Service Desk

73%
SATISFACTION

2nd
IMPORTANCE

Processes & Procedures 74%

The Processes & Procedures I work with enable me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Dan Draper	100%
Michelle Fine	100%
Alan Grant	100%
Conrad Allen	60%
Jean Grey	50%
Ron Poole	50%

Technology 75%

The Technology I work with enables me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Dan Draper	100%
Alex Phillips	100%
Alan Grant	100%
Ron Poole	50%
Dick Whitman	40%
Jean Grey	20%

Skills 79%

My team has the right Skills to execute effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Alain Ducasse	100%
Dan Draper	100%
Dave Caplan	100%
Bruce Banner	50%
Jean Grey	50%
Ron Poole	40%

Absence of Org. Barriers 75%

My team is able to execute effectively without organizational or Political Barriers

Not Satisfied
Neutral
Satisfied

NAME	%
Alain Ducasse	100%
Dan Draper	100%
Alan Grant	100%
Paul Allen	40%
Ron Poole	40%
Justin Malloy	20%

Staffing Level 73%

My team has the appropriate Staffing Level to executive effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Conrad Allen	100%
Dan Draper	100%
Alan Grant	100%
Bruce Banner	40%
Ron Poole	40%
Paul Allen	30%

Opportunity to Reduce Waste 63%

There is an opportunity to run this area more efficiently through Eliminating Wasteful or low-value activities

Low
Medium
High

NAME	%
Gary Becker	100%
Justin Malloy	100%
Michelle Fine	100%
Peter Daley	20%
Dan Draper	10%
Alan Grant	10%

Opportunity to Innovate 71%

There is an opportunity to run this area more effectively by using Innovative approaches or solutions

Low
Medium
High

NAME	%
Justin Malloy	100%
Vince Cartier	100%
Alex Phillips	100%
James Butler	50%
Linda Sims	30%
Peter Daley	30%

Service Desk Feedback

IT staff in this area have provided their feedback on how to improve management of this area through Stop/Start/Continue suggestions. The right column also contains feedback from outside this area. Use this information to run a team feedback session or for improvement ideas.

MOST VALUABLE ACTIONS (CONTINUE)

Dana White	Execution of the Service Desk strategy	**Conrad Allen**	The most valuable thing that I work on is not a thing its working with people on the service desk. I love helping them learn and grow and bringing new ideas and energy to the team.	**Jean Grey**	My team support of Viewpoint and Proactis users.
Alain Ducasse	Good communication's with the business and the service desk agent.	**Bruce Banner**	General maintenance, troubleshooting of, and enhancements to our web applications	**Cathy Chant**	Viewpoint Support
Dan Draper	I enjoy working on different technical issues on a daily basis. Is not the same thing everyday	**David Proust**	Aligning staff so that the Service Desk delivers consistently great service every hour of every day.	**Gary Becker**	Office 365/AD
Geoff Gibbons	Customer satisfaction	**Paul Allen**	Educating end users so they can work more effiecently and avoid making the same mistakes repeatedly	**Justin Malloy**	Achieving the goals and direction of the business; championing the business needs. I am an individual who does whatever it takes for the success of the Dept/IT.
Linda Sims	When working on the service desk, resolving tickets in a timely manner would be most valuable to our customers.	**Dave Caplan**	Assisting those who need help and keeping the plants up and running.	**Vince Cartier**	My team
Michelle Fine	training documentation and new training approach	**Nathan Brown**	Day to Day operations of the Service desk. Assisting our team with their daily neeeds and addressing the numberous issues we come across to better assist our customers.	**Alex Phillips**	The end user
James Butler	Customer Interaction,	**Peter Daley**	All you can think of what a Customer/user would request (questions on anything re IT, computers/printers/ Smartphones/softwares/access rights/other hardare purchase/support/troubleshooting. IP Phones purchase/ setup, reguar land lines like fax lines, ETC	**Alan Grant**	Incident management system and tier 2 activities
Robert Red	Command Batch installations and optimization of plant functions.	**Dick Whitman**	Helping our users fix there issues and getting our equipment back online when we have an outage		

WHAT CAN BE IMPROVED? (START)

Dana White	proactive analysis of call drivers so we can improve training, communications and self service options for end users. Improving service desk access to systems and tools which enable first contact resolutions. automation and process improvement of the terminations process. automation of software purchasing for end users. improved end user mobility management	**Conrad Allen**	It is hard to answer this question right now because we are in the middle of changing a lot of stuff up for the better.	**Jean Grey**	Level 1 Service Desk (which does not fall under my umbrella) could use more training on management of tickets that do not fall under their scope.

WHAT CAN BE IMPROVED? (START)					
Nathan Brown	I think we need to improve with communcation within our ticketing system across the board. We constantly have to reach out to individuals for explainations and details. The Service desk phone system is a constant problem. Also i think more cross traing opertunites should be available to help promote people from within the company.	**Alex Phillips**	The service desk has many highly talented analysts working on it but the scope of support is a bit too wide. The tiered structure is working but it's overwhelming since support for so many apps are being pushed to them. Users of these apps are expecting experts when they call for support but in most cases, the only experience that an analyst may have had is taught to them by the actual users. It may be more effective to create specialist groups within the team.	**Peter Daley**	Ticket assingments to/from Helpdesk: know the difference between INCIDENT & SERVICE REQUESTS. Ticket assingment to proper group. When we assign and incident back to the Helpdesk for whatever reasons we identify in the ticket itself (in the journal entry), it gets back to us over & over. Service desk should consult the ticket journal entries (not only the ticket description entered by the requestee) before dealing/assigning tickets. New user procedures in Cherwell is also not obvious (tasks are not generated automatically)
Robert Red	Clarity on the authority of the requesting user. When working on a request sometimes a user requests things that I do not know if he/she is supposed to have and do not know the chain of command to resolve the request.	**Dick Whitman**	The company as a whole needs to have Standardization without this it creates an environment that is very unproductive. With the amount of applications that are supported they need to be streamlined. We need to look at all aspects of the company environment as a whole we are running such a variety of older equipment and having no network topology gives the users a very poor customer experience. Communication needs to be improved especially when new equipment or software.		

WHAT ACTIVITY CAN BE STOPPED?					
Dana White	dealing with inappropriate Solarwinds, infrastructure alerts	**Conrad Allen**	same as above	**Alain Ducasse**	Stop the negativity
Bruce Banner	I welcome the opportunity to speak directly with service desk team members without the formality of "process." I believe that if I can stop what I am doing for 5 minutes to answer questions while a service desk team member is troubleshooting, it will save everyone's time in the long run. This could prevent developers from having to contact end users again for additional information once a cherwell ticket is escalated and help resolve more issues on the first call. Over time, I envision the need for the service desk members to ask questions would dwindle significantly.	**Gary Becker**	Task that do not require higher level of technical knowledge but take longer to complete have been pushed to us. I would like to get more technical based task and duties.	**Paul Allen**	Not taking into account the current work load of the service desk when looking to add new duties to the service desk.
Justin Malloy	Charlotte office Tier 3, as I see no value. Moreover, Tier 2 does most of what Tier 3 is tasked with doing. Then, anything beyond Tier 2, Field Services, or the rest of the IT resolver groups can address/resolve. Most importantly, the negative environment, as there are detractors/analysts who poison the environment daily. As a result, this causes unnecessary distractions and unprofessionalism.	**Dave Caplan**	Monitoring circuits should be a function of a NOC/ Command Center, not the Service Desk.	**Vince Cartier**	Making changes that do not help the service desk.
Alex Phillips	Service Desk circuit monitoring. As I understand it, a NOC is being created to solve this already and until then the	**Dick Whitman**	Stop bringing on applications that are purchased by the Local Divisions. We need to build a process		

WHAT ACTIVITY CAN BE STOPPED?

	Service Desk may be the only place for it. The problem is that (in most cases) agents have very little understanding of a site's network and current processes advise sending local contacts (that may not have an understanding either) into network closets to disconnect/restart equipment. Understandable if there is no on-site IT and they are being walked through it over the phone but the majority of the time, a "CPE" email is sent (which could be automated if necessary).				

FEEDBACK FROM OTHER IT STAFF

Tom Hicks	A trusted resource for our business. The metrics being used to focus the team's improvement is making a difference in improving the capabilities. For improvements, would be good to have more capabilities on the service desk staff so they can fix problems without having to escalate to other teams.	**John Andrews**	I have not engaged the service desk directly except to set up a Webex account. That was handled very well. The reporting I am seeing is that we are definitely trending in the right direction and feedback I have heard from the field is that satisfaction is improving for our customers as well.	**Scott Cooper**	The service desk seems to do a pretty nice job.
Pierce Morgan	Business feedback has been very positive	**Doug Letterman**	I think in the last year the service desk has become much more effective. I still get some comments from the business, but not nearly as often as I used too.	**Gail King**	This area has seen marked improvements over the last 2 years with the leadership. The direct calls and support are stronger with a skillset that supports the business.
Kirk Black	I think the Service Desk is functional and serves its purpose.	**Jacques Paul**	Still have issues with response times over email and kickbacks from automated emails telling me that I haven't responded when I have responded already. Major outage procedure is much improved.	**Eric Davis**	Service Desk has improved vastly over the past few years. Tasks they are trained to perform are done timely and effectively. Until we build more standardization and documentation across the environment we will not be able to empower the service desk to take over responsibilities which they could perform. Installing a printer is a good example. We have so many different configurations (from print servers, to direct IP, etc..) that the service desk would not know where to get started in most areas. I believe by moving toward the print server solution Canada is using we can standardize on one location/process to install all printers and allow the service desk to be able to handle this process 100%
Bob Soderberg	Service desk is prompt and helpful.	**Sean Ellis**	I think the Service Desk has come a long way. I feel the strategy that is currently in place will move us in the right direction. I do feel that grouping our service desk resources into specific skill sets is crucial. This will increase first contact resolution and minimize escalation to other IT functions.	**Travis Barker**	Overall management has been good since Janice took over but the level of service the end users receive is still inconsistent and the service desk analysts are often put in a no win situation. No experience in our complicated applications and configuration limited rights to make changes they know how to fix.
Jacob Cohen	The service desk has come a long way, still room for improvement but good job getting to where you are.	**Andrew Jones**	I have heard many comments from users that the NEW Service Desk is much better that what we previously had.	**Brian Hoss**	The service desk has come a long ways and is now an integral part of our support process.

DEPARTMENT Exercise

What activities can we start/ stop/continue? What helps us improve? What is implemented from data?

START

1

2

3

STOP

1

2

3

CONT.

1

2

3

Implications

Process 74%

Tech 75%

Skills 79%

Authority 75%

Staffing 73%

Waste 63%

Innovation 71%

Network & Telephony Infrastructure

Function Effectiveness

Use this **Function Effectiveness Scorecard** to evaluate IT staff perceptions of effectiveness across 7 key drivers, as well as overall.

Compare the team's own assessment with the rest of IT's, as well as the business's (if applicable). This scorecard can be used as part of an alignment exercise to better understand team concerns.

"Satisfied" is the % of respondents who scored the area **8/10 or above**. "Neutral" is the % of respondents who scored the area **7/10**. "Not Satisfied" is the % of respondents who scored the area **6/10 or below**. Each person represents 10% of respondents. If 2 people are shown under "Satisfied", it means 20% of respondents scored the area 8/10 or higher.

7.5
#FTE

7%
% OF TOTAL STAFF

3%
HAVE DEDICATED FOCUS

Department Evaluation

	%
Senior IT Management	51%
Other IT Staff	73%

Overall Team Effectiveness

69%

33%
13%
53%

Business Evaluation

Network & Comm. Infrastructure

67%
SATISFACTION

1st
IMPORTANCE

Processes & Procedures 69%

The Processes & Procedures I work with enable me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Carlos Sanchez	100%
Jim Jeffries	90%
Robert Hinton	90%
Tony Lewis	40%
Ryan Carter	30%
Tom Hicks	30%

Technology 75%

The Technology I work with enables me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Carlos Sanchez	100%
Jeremy Patrick	100%
Audrey Piazza	90%
Ryan Carter	40%
Ron Poole	40%
Tom Hicks	40%

Skills 78%

My team has the right Skills to execute effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Audrey Piazza	100%
Carlos Sanchez	100%
Isaac Jones	100%
Ryan Carter	40%
Tom Hicks	30%
Tom Tompkins	30%

Absence of Org. Barriers 74%

My team is able to execute effectively without organizational or Political Barriers

Not Satisfied
Neutral
Satisfied

NAME	%
Isaac Jones	100%
James Butler	100%
Steve Herman	90%
Ryan Carter	40%
Tom Hicks	30%
Tom Tompkins	30%

Staffing Level 68%

My team has the appropriate Staffing Level to executive effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Alex Phillips	100%
Jim Jeffries	90%
Robert Hinton	90%
Craig White	40%
Tom Tompkins	40%
Tom Hicks	20%

Opportunity to Reduce Waste 57%

There is an opportunity to run this area more efficiently through Eliminating Wasteful or low-value activities

Low
Medium
High

NAME	%
Andrew Jones	100%
Don McKinsey	100%
Tom Hicks	90%
John Sykes	30%
Peter Daley	20%
Carlos Sanchez	10%

Opportunity to Innovate 74%

There is an opportunity to run this area more effectively by using Innovative approaches or solutions

Low
Medium
High

NAME	%
Andrew Jones	100%
Don McKinsey	100%
Vince Cartier	100%
Matt Murdoch	50%
John Sykes	30%
Peter Daley	30%

Network & Telephony Infrastructure Feedback

IT staff in this area have provided their feedback on how to improve management of this area through Stop/Start/Continue suggestions. The right column also contains feedback from outside this area. Use this information to run a team feedback session or for improvement ideas.

MOST VALUABLE ACTIONS (CONTINUE)

Tom Hicks	The SD-WAN initiative.	**Lawrence Philips**	The most valuable thing I work on is the entire transition from LH to CRH. We made a lot of progress but there is still a tremendous amount of work ahead specifically with strong skilled resources.	**Tom Tompkins**	Currently it is identifying talented individuals to work with and work on promoting them and developing them along with the converse, those individuals who are in the wrong role need to be given opportunities elsewhere. This will help support my goal of developing the engineering function within SI
Keith Moon	Activities that help stabilzie our current network environment such as setting up redundancies amoung our critical circuits.	**Travis Barker**	Leveraging my direct team, SI resources and vendors we have to keep the connectivity up and the telephone systems working.	**Jacob Cohen**	collaboration with field services to determine best solutions for plants.
Carlos Sanchez	Attend to any network problems that may arise at the plants to make sure they can resume proper operations.	**Craig White**	Physical network infrastructure	**Isaac Jones**	Managing a team to ensure that the customers have the support and services that they need to be productive and perform their daily activities.
Don McKinsey	Our analysts work to get the end user or the customer up and working as quick as possible. People are our biggest asset.	**David Bowen**	In an MSP/Cloud-hosted environment network infrastructure is critical. I believe that this is the most valuable thing I work on. A close second would be End-User equipment(PCs/phones)	**Jeremy Patrick**	Maintaining the phone systems nationwide to help prevent downtime for our customers.
Tony Lewis	Connectivity between locations both remote and head end.	**Vince Cartier**	The SI Service Desk Team	**Alex Phillips**	The 7th floor network closet
James Butler	The Network of the Local Plants. if they are not running right we are not making profit.	**Peter Daley**	Involved in supporting/setting up/troubleshooting/ purchasing Network when issues/requests arises. I am also the Analyst eyes & aid - I go on sites for them! Also Involved in supporting/setting up/troubleshooting/ purchasing IP Phone. Example of what I had to do that covers both fields: Setting up all network infrastructure at our newly acquired St-Hubert offices/batching plant: Plan where to have all network jacks installed and coordinate installations, Purchase wall mounting Box to secure Router, Data line, Cable the patch panel, Purchase Install Wifi boxes & have an Analyst configure them 1st. Coordiante with telco to have the main data line installed. Purchase & install all IP phones for locations, define a complete detailed Excel sheet with all site détails & info - extentions, paging systems, greeting message recordings....etc etc.	**Alan Grant**	Mpls and DMPVN along with Active Directory
Robert Hinton	Everything our team works on is extremely valuable.	**Steve Herman**	Assisting the WAN team in configuring routers.		

WHAT CAN BE IMPROVED? (START)

Tom Hicks	Implementing an enterprise-wide network solution with centralized visibility and control. Also having an engineering skillset on the team (in addition to the admins we have on the team). Better tooling as well, beyond Solarwinds.	**Lawrence Philips**	Stronger alignment and involvement with IT leadership out of Atlanta. During my 1:1 with the functional leads I provide feedback of what happens in Canada but on rear occasions do I get feedback on activities of what drive their functions. Kind of one way communications.	**Tom Tompkins**	We need to outsource more of the mundane tasks to partners and free up time of the more qualified IT professionals. We must also hold leaders accountable for what their team produces or is responsible for. I have not been here long enough to give more specific examples but I'm seeing some shades of grey in this area.
Keith Moon	I think we can improve our overall enterprise network managment approach to standards and processes and procedures. I think we are moving in the right direction with our SD WAN initiative. I also think that our response to network outages can be greatly improved with some variatoin of a Network Operations Center type of engagement.	**Travis Barker**	Circuit down needs to be handled as a plant down and treated as such. Carriers need to be called for testing, and dispatching setup from a team that understands telecom and how it works then follows through on a timely basis.	**Jacob Cohen**	I feel that by having standard hardware vetted, approved and purchased by the network team there could be a cost savings and time savings.
Andrew Jones	We should have a dedicated VoIP phone person to handle new phone setup and issues.	**Audrey Piazza**	Install smart PDU to power cycle phone switches if/when needed	**Carlos Sanchez**	During my time in the company I have had little exposure to the network infrastructure other than fix minor problem when a piece of equipment fails it's communication within the network. What i have seen is that because of remote location where the plants are located sometimes connectivity is a bit of an issue, but as far as how the VPN works I think is well structured.
Craig White	Communication	**Isaac Jones**	Continuing to upgrade internet and phone services, along with testing and implementing new technologies such as SDWAN.	**Don McKinsey**	Better training should be developed. There should be a standardized approach given to all new Analysts.
David Bowen	I believe initiatives have already started, but formalizing SOPs would be very helpful to ensure that we have folks doing things the same way so that no matter who is doing the work it can be completed according to a standard set by SI IT.	**Jeremy Patrick**	The WAN connectivity between sites. Aging copper lines running into sites.	**Tony Lewis**	Processes and procedures. Standardization.
Vince Cartier	The amount of people we employee	**Alex Phillips**	In the corporate office, our network and telephony are owned by another product group within our company but we use and are admins to it. At the moment, there is a lack of documentation about the network itself, the appliances in the network closet, processes for administration, etc. We can improve here by creating network documentation and more communication between product groups.	**James Butler**	Training on actual Software.
Peter Daley	VoIP issues would be solve much faster if VOiP access/ support would be done internally.	**Ryan Carter**	Enterprise network architect posistion	**Robert Hinton**	More formal training classes for the technical skills needed for our job.
Steve Herman	Hiring an FSA in NE Ohio.				

WHAT ACTIVITY CAN BE STOPPED?

WHAT ACTIVITY CAN BE STOPPED?

Tom Hicks	Implementing multiple/various network solutions that, in many cases, may not be the best fit for a site or the organization as a whole.	**Tom Tompkins**	Stop allowing customers and other IT individuals to bypass defined processes. Such as our Canadian division going directly to the IT support groups and not working through a stated process.	**Travis Barker**	The attempt to push the business to Advocate and there partners.
Jacob Cohen	Purchasing network equipment from CDW. it has been my experience in the past they are overpriced on Cisco equipment and we are not seeing the savings on the amount of network equipment we buy.	**Andrew Jones**	Stack8	**Carlos Sanchez**	I don't believe I have seen any practice that I would say needs to be stopped.
Isaac Jones	I don't feel that there is anything that is currently being done that is not needed.	**Don McKinsey**	We have a duplication of work that does occur as a result of some automated processes. As an example network monitoring will at time generate a new request or ticket when there is already a request working.	**Jeremy Patrick**	Nothing should be stop, but moving forward with newer technology bringing more stability for our customers.
Tony Lewis	Not following a written process to expedite the request.	**Vince Cartier**	using Shoretel		

FEEDBACK FROM OTHER IT STAFF

Eric Evans	By leveraging advancing technologies we have room to improve in this area.	**John Andrews**	I have not been directly engaged in the network or infrastructure initiative. I have been very impressed with Tim Huff's team and the steps taken to create operational structure. I am also very impressed by Steve Davis on the End User Computing and Mobility initiatives he has shared with me.	**Scott Cooper**	It seems like we have a lot of different issues with our phone systems. Overall I do not have many issues.
Jean Grey	We seem to have way too many network and telphony issues. We need to work for a more stable platform.	**Jacques Paul**	Vast improvements have been made in this area but there is much room for improvement with stabilization efforts.	**Eric Davis**	I believe we have a good understanding on ShoreTel sites, but this does not account for all phone systems throughout the environment. The room for improvement will be once we have an understanding of 100% and a clear support path for every phone system in our environment. . Network we have a good understanding of the enviroment
Bob Soderberg	I deal with connection and PC issues on a regular bases...Finding the right person to help with connection and infrastructure issues is usually a round robin before we get to the right person.	**Sean Ellis**	This will always be a challenge because because of the maintenance and support that is required. However, now that we have secured the leadership for this future, I feel we are moving in the right direction. Additional resources and/or service providers to supplement demand is required to be successful.	**Alain Ducasse**	Regarding the Voip support we should put back the consultant Munish. Regarding the Network , End-to-End is very good.
Brian Hoss	Work is currently underway to build a better infrastructure to support this going forward and will be implemented during migration to DP.	**Catelyn Gifford**	considerable improvement on telephony in the last 3 months	**Chris Hunt**	Ken and his team are doing a great job.
Dan Draper	Great team!	**David Proust**	Shoretel telephony is not consistently stable. It would be good to provide more tools to Field Services and the	**Geoff Gibbons**	Probably some low value tasks as changing the name of a user on an extension should be handled by filed service.

DEPARTMENT Exercise

What activities can we start/ stop/continue? What helps us improve? What is implemented from data?

START

1

2

3

STOP

1

2

3

CONT.

1

2

3

Implications

Process 69%

Tech 75%

Skills 78%

Authority 74%

Staffing 68%

Waste 57%

Innovation 74%

IT Governance & Strategy

Function Effectiveness

Use this **Function Effectiveness Scorecard** to evaluate IT staff perceptions of effectiveness across 7 key drivers, as well as overall.

Compare the team's own assessment with the rest of IT's, as well as the business's (if applicable). This scorecard can be used as part of an alignment exercise to better understand team concerns.

"Satisfied" is the % of respondents who scored the area **8/10 or above**. "Neutral" is the % of respondents who scored the area **7/10**. "Not Satisfied" is the % of respondents who scored the area **6/10 or below**. Each person represents 10% of respondents. If 2 people are shown under "Satisfied", it means 20% of respondents scored the area 8/10 or higher.

4.2
#FTE

4%
% OF TOTAL STAFF

0%
HAVE DEDICATED FOCUS

Department Evaluation

	%
Senior IT Management	58%
Other IT Staff	72%

Overall Team Effectiveness

67%

47%
12%
41%

Business Evaluation

SATISFACTION

IMPORTANCE

Processes & Procedures 62%

The Processes & Procedures I work with enable me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Tim Jacobs	90%
Keith Moon	80%
Jim Taylor	80%
Anthony Stark	50%
Daniel Gray	40%
Bjorn Nilssen	30%

Technology 61%

The Technology I work with enables me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Tim Jacobs	90%
Gail King	80%
Keith Moon	80%
John Andrews	40%
Sean Ellis	30%
Anthony Stark	20%

Skills 70%

My team has the right Skills to execute effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Jacques Paul	90%
Daniel Gray	80%
Keith Moon	80%
Anthony Stark	50%
Steve Davis	50%
John Andrews	40%

Absence of Org. Barriers 65%

My team is able to execute effectively without organizational or Political Barriers

Not Satisfied
Neutral
Satisfied

NAME	%
Jason Forbes	90%
Keith Moon	90%
Tim Jacobs	80%
Jean Grey	50%
John Andrews	40%
Sean Ellis	30%

Staffing Level 59%

My team has the appropriate Staffing Level to executive effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Jason Forbes	90%
Keith Moon	80%
Jacob Cohen	80%
Daniel Gray	30%
John Andrews	20%
Steve Davis	20%

Opportunity to Reduce Waste 60%

There is an opportunity to run this area more efficiently through Eliminating Wasteful or low-value activities

Low
Medium
High

NAME	%
Anthony Stark	80%
John Andrews	80%
Sean Ellis	80%
Keith Moon	50%
Gail King	30%
Bjorn Nilssen	30%

Opportunity to Innovate 75%

There is an opportunity to run this area more effectively by using Innovative approaches or solutions

Low
Medium
High

NAME	%
Anthony Stark	90%
Eric Evans	90%
Bjorn Nilssen	90%
Jacob Cohen	60%
Jason Forbes	50%
Keith Moon	50%

IT Governance & Strategy Feedback

IT staff in this area have provided their feedback on how to improve management of this area through Stop/Start/Continue suggestions. The right column also contains feedback from outside this area. Use this information to run a team feedback session or for improvement ideas.

MOST VALUABLE ACTIONS (CONTINUE)

Anthony Stark	Bringing transparency to the IT and Business Leadership with regards to project activities/progress/issues/risks/ value.	**Jerry Mills**	* Trust building with our customers: communication of the IT Strategy; Transparency regarding why the IT Governance model is structured the way it is, how the IT Governance process works, and the accountable results, measured in business value delivered, not just activities completed	**John Andrews**	I am working with Gerry and team to define the prioritization and release planning process. This addresses tactical governance changes and process definition that will allow us to work more efficiently on WIFs and release plans. For strategy, it is working through the items on Dolores' list and closing out the remaining IT strategy Charters.
Daniel Gray	Creating and developing policies and procedures on licensing and procurement process,	**Gail King**	Building documentation and processes that can be actively accessed, and effectively used to improve how we govern the organization.	**Keith Moon**	Helping to setup governance with Datapipe
Bjorn Nilssen	Creating Policies and Procedures.	**Jacques Paul**	Tools such as Clarizen and the processes/procedures that make it work. Assist with financials and SOX when needed. Was primary for SOX but have transitioned much of that off.	**Tim Jacobs**	POS documentation and aiding the PM's in understanding POS and associated processes.
Jacob Cohen	work intake forms	**Jason Forbes**	data standards	**Steve Davis**	EUC Strategy

WHAT CAN BE IMPROVED? (START)

Anthony Stark	Solidifying the practices, tools and approach and actively promoting, sharing and engaging others in the department in the activities of IT Governance.	**Jerry Mills**	* revisions to the IT Governance model (awaiting approval from senior leadership) * better oversight and management of non-project work items (ie, Enhancements and Service Requests) * implementation of a change order process to cover changes in scope while a work item is in flight * documentation, centralization, and communication of key processes, policies and procedures * documentation of the IT Strategy and an on-going process/framework for evaluating and refining IT work to align with the strategy	**John Andrews**	We need to do a better job of articulating business value measurements and using those to drive governance. We need to anchor our IT strategy initiatives and not let competing priorities get in the way of finishing those efforts.
Lawrence Philips	As per my comments in the PM area there is still a lot of work to be done to streamline the governance process. Important to include Canadian leadership in decisions/ discussions re this going forward	**Daniel Gray**	Open a line of communications with all to establish solid and accepted policies on how we procure software, hardware, and IT subscriptions.	**Gail King**	We have many opportunities to expand this area. The initial work being done is setting a strong foundation to document our policies, and procedures that will frame our ability to standardize across the IT organization. This provides a level of business security that every area can utilize to ensure what we do meets the prescribed standards, guidelines, and utilizes best practices to deliver our services.
Keith Moon	Our change managment process, our governance around vendor billing	**Bjorn Nilssen**	Policies and procedures, portfolio reporting, and compliance.	**Jacques Paul**	More communication around strategy/vision to the masses. We are often approached about processes that may have been communicated to us but others insist they never knew

WHAT CAN BE IMPROVED? (START)

					about it. At the moment, I can't think of specific examples but I know that it has happened and recently.
Sean Ellis	Continued build out of this function while implementing processes and procedures, best practices and tool set to supplement the road-map.	**Tim Jacobs**	Streamlining processes or methods used amongst the Team. As an example for the POS Projects, PM's were using different solutions or documents to capture similar information. Develop one document for one process to ensure documentation was consistent.	**Jacob Cohen**	refining of process. policies
Jason Forbes	I am thinking of this in terms of the standards committee, otherwise I am not involved. I think that the folks doing this are extremely good communicators and negotiators, but they may not be that technical. That can be an impediment at times.They are also some of the brightest.	**Steve Davis**	The governance process and tool set is changing while training and requirements to use these tools is lacking. IT Strategies are difficult to create let alone execute. An example is creating our mobile strategy. To make an effective Mobile Strategy you need buy in from cross functional parts of the business. To get this buy in you need a lot of input from across the business. While creating the cross functional team was simple, getting the input, contribution, and interest from the team was difficult. In addition the EUC Strategy took priority over the Mobile Strategy, and rightfully so since the Mobile Strategy should be inline and apart of the EUC Strategy. Once the EUC Strategy is completed we will be able to continue and complete the Mobile Strategy		

WHAT ACTIVITY CAN BE STOPPED?

Jerry Mills	* revise/reduce the number and level of participants in the BTPC	**John Andrews**	Allowing any effort that is lacking a business value measurement to pass through governance (Product Management gate). Delaying/canceling IT strategy work.	**Daniel Gray**	Each IT group doing their own thing with no order of governance and policies prevents the team to move forward together.
Gail King	Each functional area not using standard processes to achieve similar requirements. Our nimble environment allows the latitude to create tools and documentation. Pooling all of this knowledge centrally, in a formatted library will allow us to continue to develop it for the long term, and meet compliance standards when required.	**Bjorn Nilssen**	Not much to stop, since Governance needs to be built up.	**Jacques Paul**	Not sure if anything can be stopped at the moment as it is all needed to ramp up to where we need to be.
Sean Ellis	Criticism of the governance process and the Clarizen tool. The is part of our IT Transformation and it will not happen over night. Instead of just complaining, help to determine a solution.	**Tim Jacobs**	Nothing currently comes to mind. The Team is continually evolving so there is continual refinement of processes. As an aside, hoping.	**Jason Forbes**	I think that they do a good job. They need to forget about divisional loyalties and a preference for the tools that they are accustomed to, and focus on the big picture.
Steve Davis	Waiting to bring IT into a project after their input is actually needed and can make a difference.				

FEEDBACK FROM OTHER IT STAFF

FEEDBACK FROM OTHER IT STAFF

Kim Leeds	Great start to getting this off the ground with real policies and procedures this year!	**Scott Cooper**	There is a governance process and I believe it will actually be cross referenced with the budget next year but overall the process is a little hard to follow with all the changes and is hard to tell who owns the different tasks within it. We are lacking a little bit of strategy right now but I have a concept of where we want to go.	**Pierce Morgan**	We need to find a balance between effective governance and gridlock. We can't make it so difficult for the business that they lose faith in IT, and move to a shadow solution.
Doug Letterman	Although it's new, we still need to improve. Projects should be better prioritized by the strategy and needs of the business.	**Bob Soderberg**	I think we need to embrace it more and enforce resource analytics more when prioritizing	**Travis Barker**	Having been involved in the change it has been hard. I feel we need some of the structure and governance but I'm not sold on full blown ITIL shop setup. Seems like a lot of overhead for payback in only a few areas.
Brian Hoss	Work in progress for managing infrastructure going forward.	**Catelyn Gifford**	getting better but still quite a bit of work to get there	**David Proust**	Building out this competency, but the thought leadership is already there
Geoff Gibbons	Not quite sure since I do not have any visibility in it.	**Charles Koch**	Used to be a hot mess, but it is improving.	**Jagadeesh Shamash**	Have not been involved in detail in this area for long enough to be able to provide meaningful comments at this time
Hans Grover	Confusing, red tape, people (including ourselves) violate it when possible. Stretch WIF's to cover things they should not, some projects start without them. Pretty messy. However, the system is good in principal.	**Mark Mendez**	I feel upper management has a solid handle on what to do in this department.	**Richard Miles**	I don't have a great view of this process just because the times I have been involved, everything is a yes regardless of our true capability to complete. We many times are not allowed to say NO to the business which puts us in this position. I have expressed my concerns with my management about the lack of strategy and vision for our organization. I believe we have seen upwards of 3-5 "Roadmaps" that are all stated to be 5-7 year maps. My question would be when does the 5-7 years begin?
Rohan Trenas	Like Tim, Dolores and most other members of the ELT, Gerry inherited a loosely-defined area in terms of processes, procedures and organization. We have made strides this year in improving this area through usage of better tools and positioning the right people in the right roles. We are still young, but maturing nicely.	**Sara Schneider**	I think this area is slowly being addressed by management and has some progress to make.		

DEPARTMENT Exercise

What activities can we start/ stop/continue? What helps us improve? What is implemented from data?

START

1

2

3

STOP

1

2

3

CONT.

1

2

3

Implications

Process 62%

Tech 61%

Skills 70%

Authority 65%

Staffing 59%

Waste 60%

Innovation 75%

Innovation

Function Effectiveness

Use this **Function Effectiveness Scorecard** to evaluate IT staff perceptions of effectiveness across 7 key drivers, as well as overall.

Compare the team's own assessment with the rest of IT's, as well as the business's (if applicable). This scorecard can be used as part of an alignment exercise to better understand team concerns.

"Satisfied" is the % of respondents who scored the area **8/10 or above**. "Neutral" is the % of respondents who scored the area **7/10**. "Not Satisfied" is the % of respondents who scored the area **6/10 or below**. Each person represents 10% of respondents. If 2 people are shown under "Satisfied", it means 20% of respondents scored the area 8/10 or higher.

1.8
#FTE

2%
% OF TOTAL STAFF

0%
HAVE DEDICATED FOCUS

Department Evaluation

	%
Senior IT Management	39%
Other IT Staff	69%

Overall Team Effectiveness

58%

69%
13%
19%

Business Evaluation

IT Innovation Leadership

62%
SATISFACTION

7th
IMPORTANCE

Processes & Procedures 56%

The Processes & Procedures I work with enable me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Carlos Sanchez	100%
Jim Jeffries	100%
Robert Red	80%
Dana White	30%
John Caesar	30%
Ryan Carter	30%

Technology 57%

The Technology I work with enables me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Carlos Sanchez	100%
Jim Jeffries	100%
Jacob Cohen	90%
John Andrews	30%
Lawrence Philips	30%
John Caesar	20%

Skills 55%

My team has the right Skills to execute effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Carlos Sanchez	100%
Jim Jeffries	100%
Jacob Cohen	90%
Dana White	20%
John Andrews	20%
John Caesar	20%

Absence of Org. Barriers 58%

My team is able to execute effectively without organizational or Political Barriers

Not Satisfied
Neutral
Satisfied

NAME	%
Jim Jeffries	100%
Carlos Sanchez	90%
Jacob Cohen	90%
Jean Grey	40%
Lawrence Philips	30%
John Andrews	20%

Staffing Level 51%

My team has the appropriate Staffing Level to executive effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Jim Jeffries	100%
Carlos Sanchez	90%
Robert Red	80%
Dana White	20%
John Andrews	20%
John Caesar	20%

Opportunity to Reduce Waste 52%

There is an opportunity to run this area more efficiently through Eliminating Wasteful or low-value activities

Low
Medium
High

NAME	%
Tom Tompkins	90%
Pierce Morgan	80%
Luke Cage	70%
Carlos Sanchez	10%
Jim Jeffries	10%
Robert Red	10%

Opportunity to Innovate 63%

There is an opportunity to run this area more effectively by using Innovative approaches or solutions

Low
Medium
High

NAME	%
Dana White	100%
Steve Davis	100%
Tom Tompkins	90%
Lawrence Philips	30%
Jim Jeffries	10%
Robert Red	10%

Innovation Feedback

IT staff in this area have provided their feedback on how to improve management of this area through Stop/Start/Continue suggestions. The right column also contains feedback from outside this area. Use this information to run a team feedback session or for improvement ideas.

MOST VALUABLE ACTIONS (CONTINUE)

Dana White	Mentoring managers on how to drive process improvement across the organization	**John Andrews**	Aligning our activities with the business systems roadmap (transformation as innovation).	**Scott Cooper**	Business Intelligence
Tom Tompkins	I will drive this through a communicated mission and values statement and creating a discipline within the team.	**Carlos Sanchez**	Helping in the implementation of new ideas.	**Robert Red**	current is truck backup cameras onto the the tablets.
Steve Davis	Value changes depending on the daily priority.				

WHAT CAN BE IMPROVED? (START)

Dana White	need a methodology for process improvement and technology innovation "speed boats" for the business	**John Andrews**	Innovation needs to be fostered. I would propose hackathons or other structured methodologies for identifying innovation. We also need to let the vendor marketplace innovate on our behalf, so we need to be aware of the overall vendor community and adopt multi-vendor strategies where possible.	**Lawrence Philips**	There is no process in place (that I know off) that allows for innovation
Scott Cooper	We need to build a foundation that can support the local innovation at the company level. This needs to be done with proper governance and architecture.	**Tom Tompkins**	We need to exercise this muscle as it is not being used. This will be done by dedicate a portion of the week in 'improvement' exercises.	**Pierce Morgan**	Foster a culture of innovation rather than a reactionary response to business demand. Tighter business and industry involvement to forecast the application of new technologies
Jacob Cohen	maybe working towards an R&D team	**Carlos Sanchez**	I think the team is always thinking of new ways to keep all areas of the company improving and increasing its productivity. As I mention before I believe that the one area that needs improvement is communication.	**Ryan Carter**	Keep employees trained with new technology. Incentive to keep certifications and/or get promotions based on certifications.
Robert Red	Its innovation, the whole process is improvement.	**Steve Davis**	Innovation seems to take the backseat to support. When production is down, they need the attention. I've called on Tier III for support assistance and they have helped out when/where they can. What would be beneficial is finding time and topics to continually train Tier III. Another help would be for an additional Technology Analyst to not only bounce ideas but to assist with tasks and workflows. This would be a great help especially if we worked out of the same office.		

WHAT ACTIVITY CAN BE STOPPED?

WHAT ACTIVITY CAN BE STOPPED?

Dana White	projects that are not prioritized	**John Andrews**	Middleware integrations that do not scale	**Scott Cooper**	Continue to build innovation in a not governed or designed architecture
Tom Tompkins	Not making this a priority.	**Jacob Cohen**	testing in live environments.		

FEEDBACK FROM OTHER IT STAFF

Kim Leeds	Don't really feel that we have this as a formal IT function.	**Tom Hicks**	We don't really have a culture of IT innovation.	**Doug Letterman**	I believe the business is more innovative than we are most of the time.
Jacques Paul	Due to lots of KTLO work and overallocation of resources, I believe that IT innovation falls to the wayside. It becomes difficult to take 30 minutes or an hour in your day to read articles and reference materials to become more familiar with innovative technologies.	**Eric Davis**	I have seen major advancements over the past 12 months as it relates to IT innovation over the past year. the reviewing of the SDWAN POC is a great example of an IT service which will greatly aid us in our infrastructure	**Bob Soderberg**	its good when we can...
Sean Ellis	Our industry and technical acumen make this a challenge. However, if we can find ways to build value for our business, then they will be more willing to work with us to make it happen.	**Brian Hoss**	I expect this to improve as we migrate to the new data center with newer hardware allowing for advanced tooling improving current processes and procedures	**Chris Hunt**	I feel like things are moving in the right direction but could be improved.
David Bowen	I think SI IT does a good job of trying to stay ahead of the curve with our IT strategies and solutions.	**Charles Koch**	What innovation, we try to be innovate things, like data archiving and DR. But there is always push back. "Oh we can do that a later date"	**Hans Grover**	We are trying new things such as ESB which is nice. Problem is we are trying to fit a square peg in a hole we don't know what the shape is because we are reacting to prioritizes and worry about getting dates without scope, then cramming the square peg in the "oh crap, we ran out of time" hole in the end.
Tony Lewis	I think we are lacking in this area not because we dont know, but the time and resources to come up with new ideas is not readily available.	**Mark Mendez**	I see some things happening that appear to be in the name of IT Innovation. But I can't speak to their success.	**Amy Burke**	We help support and introduce innovation but usually this is always business driven, should be IT also
Paul Van Dyke	New method for deploying pcs is currently a work in progress but it is moving in the right direction.	**James Butler**	Willing to at least look at new IT.	**Peter Daley**	New TrackIT tablet system is a pretty good example !
Richard Miles	We should be phasing out custom built applications to more standardized product sets. We are not staffed properly to manage a large number of applications that are specifically customized to Stark.	**Rohan Trenas**	I believe the ELT supports ideas and recommendations for innovative change. I haven't encountered a member of the ELT who wasn't willing to lend an ear or time to recommendations and that is good to see. The fact that the ELT realizes the improvement/maturity effort is about teamwork and not themselves is refreshing.		

DEPARTMENT Exercise

What activities can we start/ stop/continue? What helps us improve? What is implemented from data?

START

1

2

3

STOP

1

2

3

CONT.

1

2

3

Implications

Process 56%

Tech 57%

Skills 55%

Authority 58%

Staffing 51%

Waste 52%

Innovation 63%

IT Architecture

Function Effectiveness

Use this **Function Effectiveness Scorecard** to evaluate IT staff perceptions of effectiveness across 7 key drivers, as well as overall.

Compare the team's own assessment with the rest of IT's, as well as the business's (if applicable). This scorecard can be used as part of an alignment exercise to better understand team concerns.

"Satisfied" is the % of respondents who scored the area **8/10 or above**. "Neutral" is the % of respondents who scored the area **7/10**. "Not Satisfied" is the % of respondents who scored the area **6/10 or below**. Each person represents 10% of respondents. If 2 people are shown under "Satisfied", it means 20% of respondents scored the area 8/10 or higher.

1.0
#FTE

1%
% OF TOTAL STAFF

0%
HAVE DEDICATED FOCUS

Department Evaluation	%
Senior IT Management	43%
Other IT Staff	71%

Overall Team Effectiveness

48%

73%
0%
27%

Business Evaluation

SATISFACTION

IMPORTANCE

Processes & Procedures 45%

The Processes & Procedures I work with enable me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Mark Mendez	80%
James Butler	80%
Tony Lewis	70%
Bob Soderberg	20%
Tom Tompkins	20%
Anthony Stark	10%

Technology 55%

The Technology I work with enables me to do my job effectively

Not Satisfied
Neutral
Satisfied

NAME	%
James Butler	90%
Bob Soderberg	90%
Matt Murdoch	80%
John Andrews	30%
Tom Tompkins	20%
Anthony Stark	10%

Skills 62%

My team has the right Skills to execute effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Tony Lewis	90%
James Butler	90%
Bob Soderberg	90%
John Andrews	40%
Ron Poole	40%
Tom Tompkins	20%

Absence of Org. Barriers 57%

My team is able to execute effectively without organizational or Political Barriers

Not Satisfied
Neutral
Satisfied

NAME	%
James Butler	100%
Mark Mendez	80%
Matt Murdoch	80%
Ron Poole	40%
Bob Soderberg	30%
Tom Tompkins	30%

Staffing Level 51%

My team has the appropriate Staffing Level to executive effectively

Not Satisfied
Neutral
Satisfied

NAME	%
Tony Lewis	90%
Mark Mendez	80%
James Butler	70%
Scott Cooper	40%
John Andrews	20%
Tom Tompkins	20%

Opportunity to Reduce Waste 58%

There is an opportunity to run this area more efficiently through Eliminating Wasteful or low-value activities

Low
Medium
High

NAME	%
Tom Tompkins	100%
John Andrews	80%
Mark Mendez	80%
Ron Poole	50%
Anthony Stark	40%
Bob Soderberg	20%

Opportunity to Innovate 70%

There is an opportunity to run this area more effectively by using Innovative approaches or solutions

Low
Medium
High

NAME	%
Tom Tompkins	100%
Tony Lewis	90%
Mark Mendez	80%
Matt Murdoch	50%
James Butler	50%
Ryan Carter	50%

IT Architecture Feedback

IT staff in this area have provided their feedback on how to improve management of this area through Stop/Start/Continue suggestions. The right column also contains feedback from outside this area. Use this information to run a team feedback session or for improvement ideas.

MOST VALUABLE ACTIONS (CONTINUE)

Anthony Stark	Project Magellan	**John Andrews**	Getting up to speed on the Business system requirements that should drive Enterprise Architecture. Helping to prioritize work and align go-to-market strategies relative to roll-out. Make sure downstream dependencies are understood.	**Scott Cooper**	Data Warehousing
Tom Tompkins	Develop partnerships that will help us develop this and provide training and support for the engineers that want to attain this skill.	**Bob Soderberg**	Team Morale, CMMS, Infield, CMMS Mobile, Infield Mobile, Middleware, JCP, SIMS, ESB, Integrations		

WHAT CAN BE IMPROVED? (START)

Anthony Stark	Establishment of scope, objectives, roles & responsibilities of dedicated and distributed architecture positions.	**John Andrews**	The enterprise architecture needs clear ownership and drivers. It is my opinion that we may be losing some momentum on the BSR infrastructure and architecture initiatives, but it may be a lack of visibility. Improved communication on the BSR progress would be greatly helpful. For Product Management and release planning, we need to impact Clarizen or TFS to help in visualizing requirements/backlog to support an agile methodology of grooming the backlog to more quickly drive initiatives through the process.	**Scott Cooper**	Thorough collaboration and design for newly designed process and projects in the near and long term.
Tom Tompkins	We do not have the skill sets on staff to provide architectural decisions.	**Bob Soderberg**	we have started mapping our systems but need to be more inclusive and include the true integration at an application level as well. We have a strong DB representation, but i dont believe we have mapped the applications by business process flow...this would bring in the user and middlware interactions as well and application tie ins. some of the confusion of the architectures increase the conversation for solutioning due to the ramp up speed in understanding the integrations. In addition, an unclear end game creates hesitation in a chosen direction for implementing a solution.	**Tony Lewis**	Standardization across the IT infrastructure as well as the remote company locations.
Ryan Carter	New area where hopefully operations will be moved away from.				

WHAT ACTIVITY CAN BE STOPPED?

John Andrews	Working in silos. We need to keep teams focused and limited, but we need to keep people informed. We also	**Scott Cooper**	Unorganized architectural decisions.		

WHAT ACTIVITY CAN BE STOPPED?

	need to make sure our architectural principles and tool set are understood. ESB exposed some areas where we are moving to production too quickly. We need to be more deliberate in our approach so that we don't have failures associiated with our launch of foundation elements of our new BSR architecture or systems.

FEEDBACK FROM OTHER IT STAFF

Kim Leeds	Expect this to increase with the BSR project.	**Tom Hicks**	Our Architecture capabilities are improving as an organization. Our current systems are in need of an architectural overhaul, though.	**Doug Letterman**	I know we have Architecture now, but nothing about Architecture has been communicated to me besides the BSR that was shared.
Sean Ellis	Our focus around this it too siloed. We have to look at the big picture to make this successful. The BSR will help this come to light.	**Travis Barker**	The parts that I'm familiar with are OK but overall management has been inconsistent and left our equipment aging and housed in a unsatisfactory location for way to long.	**Jacob Cohen**	I saw where we were and I know where we are and I see what we are looking at in the future. Good things are ahead.
Brian Hoss	Current environment is lacking but the migration efforts and data currently being collected will allow us to make better decisions for the future.	**Geoff Gibbons**	Not sure if we have an IT architect in our organisation.	**Hans Grover**	We have a really, really good plan. I hope with the atmosphere we currently have, we can execute on it. I know I sound like negative Ned playing a broken record but here is an analogy if you please: Ever watch the NFL combine? The part where a coach stands there with a ball in one hand and the player is about 5 yards away running in place? The coach flings his arm to the left with the ball in his hand. The player quick steps to the left. Coach jerks his arm to the right, the player quickly side steps right. Coach flings his arm forward, player backs up. (Almost done). Coach flings his arm down, player drops down to the ground, rolls over, gets up quickly, runs and then the coach throws the ball. Player tries to catch it. Yeah, that is sort of how it feels.
Julia Dean	I see a lot of improvements in progress or in planning.	**Amy Burke**	Would be nice to have a detail layout for the different systems plus interfacces	**Paul Van Dyke**	Network architecture needs to be examined and this is in process as part of the EarthLink assessment.
Alex Phillips	It's a bit of a web but I've seen the plans to untangle it.	**Richard Miles**	We have many projects in place to better this situation so this is premature.	**Rohan Trenas**	Not involved enough to truly comment one way or the other.
Sara Schneider	I think this area is just now being addressed by management for the first time and has some progress to make.				

DEPARTMENT Exercise

What activities can we start/ stop/continue? What helps us improve? What is implemented from data?

START

1

2

3

STOP

1

2

3

CONT.

1

2

3

Implications

Process 45%

Tech 55%

Skills 62%

Authority 57%

Staffing 51%

Waste 58%

Innovation 70%