



## Information Technology within the Organization

**There is a fee associated with participation in APQC's Open Standards Research. If you have any questions about the fee, please contact the APQC helpdesk for more information.**

**This document should be used as a guide in the offline collection of data. APQC cannot accept submissions using this file. Please contact the APQC helpdesk on [helpdesk@apqc.org](mailto:helpdesk@apqc.org) for more information about offline submission.**

### OSBC DATABASE PRIVACY AND PROTECTION OF PERSONAL INFORMATION

Please refer to APQC's [privacy statement](#) for disclosures relating to the collection and use of your personal information.

### Instructions

#### Research project structure

APQC OSBC research projects are designed to collect a wide variety of information about your entire organization, with a specific emphasis on the particular business entity for which the research is being collected.

Each survey is divided into a number of sections, separated by a block of introductory text. The first section contains questions about your organization as a whole. The second section contains general questions about your particular business entity. Each of the subsequent sections of the research project presents questions about specific processes and activities in your business entity. Each of these process-specific sections corresponds to APQC's [Process Classification Framework](#).

Before each section containing process-specific questions, you are presented with a list of components of the PCF. This list identifies which components of the PCF are addressed by this particular section of the research project. The numbers in the list correspond to the PCF's unique numbering scheme. Questions within the section will address specific activities for the stated component of the PCF.

#### Navigation, saving results, and submitting a survey

The survey is presented in pages. Each page has at least one question on it. Each question on each page should be answered. A survey may also have a question that must be answered in order to proceed. Required questions are identified by the word "Required" in red letters.

Use the buttons at the bottom of each page to navigate throughout the survey. To avoid data loss, do not use the browser "Back" and "Forward" buttons to navigate through the survey. As you navigate through the survey using the "Back" and "Forward" buttons, your data are saved to APQC's secure servers.

The progress indicator at the bottom of each page displays a bar graph and a percentage that indicate your progress in navigating through the survey. The progress indicator does not account for completed questions, only for your relative position in the survey.

To exit the survey before you have completed all questions, click the Save button at the bottom of the survey page, then close your browser. The system will present you a link to your particular instance of the survey. Use that link to return to the survey at any time.

Once you have completed the survey, click the Submit button on the last survey page. By submitting your survey results, you will notify APQC that your data are ready for validation. You will not be able to create, review, update or delete your answers after you have submitted the survey, so ensure that you have accurately documented your answers before you submit it.

#### Cookies, one browser

The APQC OSBC survey tool uses a "cookie" to associate you to a particular survey instance. Your cookie is unique to the computer you used to start the survey, and is the only key that you have to access your data. Should you lose your cookie, you will be unable to complete the survey and will need special assistance from APQC. Do not delete your APQC cookies until after you have submitted your survey data.

Because this cookie is unique to the computer you used to start the survey, other users will be unable to contribute results and data to the survey unless they have physical access to the browser you used to start the survey.

Visit the [Browser Setup](#) page for more information about configuring your browser to use cookies.

#### JavaScript

The APQC survey application uses JavaScript for enhanced validation and usability features. In order to complete these surveys, you must use a browser that supports JavaScript, and you must have JavaScript enabled. Visit the [Browser Setup](#) page for more information.

#### Printing

To print a copy of the entire survey, you should use the Preview version of the survey. This view consolidates all of the questions associated with the particular survey onto a single printable browser page. No answers or personal data are contained on the Preview version of the survey.

As you navigate through the survey, you may print each page to record your answers. There is no facility to review all of your answers on one page.

#### Definitions

Each survey has a set of definitions associated with it that are unique to the process grouping covered by the survey. Throughout the

survey, questions may have links to survey definitions.

Accurate results depend on a common understanding of the terminology used across survey respondents, so take special care to review the definitions in the glossary thoroughly. Common terms may be defined differently than you expect. When in doubt, contact APQC for guidance.

### Reasonable numbers

The survey asks for a number of detailed pieces of information. If you do not have the exact information that a question asks for, please provide a reasonable approximation. If you cannot provide a reasonable approximation, please leave the answer blank. If you are not sure, contact APQC for guidance.

### Reporting period

All questions in the survey, unless expressed otherwise, request data from the last complete fiscal year of your organization's or business entity's operations. Please be sure to provide the end-date of the fiscal year for which you are providing data. If you have any questions about the reporting period, please contact the OSBC help desk (contact information is provided below.)

### Question numbers may skip

Occasional changes to the survey may result in the addition or removal of questions. Due to this activity, the question numbers in the survey may occasionally skip one or more numbers. Furthermore, some surveys will hide questions depending upon answers to previous questions. If you have any questions about the order of questions in the survey, please contact the OSBC help desk.

### Contacting APQC with questions

For any questions regarding the survey mechanics, the survey content, or general survey inquiries, please contact the OSBC helpdesk via telephone at +1.800.776.9676 (toll free, US only) or +1.713.681.4020, or via email at [osbc@apqc.org](mailto:osbc@apqc.org).

## General Survey Instructions

This survey is intended to collect data on managing the business of IT within an organization. The survey is designed to apply to all industries, however organizations whose product or service is IT-related should take care to separate the "cost of goods sold" from their own internal operations, in order to avoid distorting costs. For example, if an organization produces and sells software, the costs specifically related to this production of software for sale should not be included in application development and maintenance costs in this survey. As another example, if an organization is a provider of technical support services for other organizations, then this support should be excluded from the technical support figures provided in this survey (which should include only support for managing internal operations).

We refer to the surveyed entity as the "business entity." Some respondents may choose to define their business entity as a subset of their organization (such as a business unit) rather than the entire organization. These respondents should ensure that all data provided is consistent with the business entity definition; for example, if the business entity is a combination of business units within the organization, then the revenue, cost, and FTE figures provided should be an allocation from those business units rather than the entire organization.

## Survey Scope

This survey is designed to be modular in nature. The following processes are addressed by this survey:

- **Manage the business of information technology (IT)** [Defn](#)
  - [Develop the enterprise IT strategy](#)
  - [Define the enterprise architecture](#)
  - [Manage the IT portfolio](#)
  - [Perform IT research and innovation](#)
  - [Perform IT financial management](#)
  - [Evaluate and communicate IT business value and performance](#)
  - [Perform IT human resources management](#)
  - [Manage IT suppliers and contracts](#)
  
- **Develop and manage IT customer relationships** [Defn](#)
  - [Develop IT services and solutions strategy](#)
  - [Develop and manage IT service levels](#)
  - [Perform demand side management \(DSM\) for IT services](#)
  - [Manage IT customer satisfaction](#)
  - [Market IT services and solutions](#)
  
- **Manage business resiliency and risk** [Defn](#)
  - [Develop and manage business resilience](#)
  - [Develop and manage regulatory compliance](#)
  - [Perform integrated risk management](#)
  - [Develop and implement security, privacy, and data protection controls](#)
  
- **Manage enterprise information** [Defn](#)
  - [Define the enterprise information architecture](#)
  - [Manage information and IT knowledge resources](#)
  - [Perform enterprise data and content management](#)

[Develop information and content management strategies](#)

- **Develop and maintain information technology solutions** [Defn](#)  
[Develop the IT development strategy](#)  
[Perform IT services and solutions life cycle planning](#)  
[Develop and maintain IT services and solutions architecture](#)  
[Create IT services and solutions](#)  
[Maintain IT services and solutions](#)
  
- **Deploy information technology solutions** [Defn](#)  
[Develop the IT deployment strategy](#)  
[Plan and implement changes](#)  
[Plan and manage releases](#)
  
- **Deliver and support information technology services** [Defn](#)  
[Develop IT services and solutions delivery strategy](#)  
[Develop the IT support strategy](#)  
[Manage IT infrastructure resources](#)  
[Manage IT infrastructure operations](#)  
[Support IT services and solutions](#)
  
- **Manage IT knowledge** [Defn](#)  
[Develop the IT knowledge management strategy](#)  
[Develop and maintain IT knowledge map](#)  
[Manage IT knowledge life cycle](#)

The survey contains a general background section followed by a number of process specific sections. The process specific sections contain questions addressing the PCF components identified above.

**Overall Organization and [Business Entity](#)** (*Business entity is the surveyed entity.*)

86.0010 Provide the end date of the twelve-month period for which your [business entity](#) will be providing data. (*All questions in the survey, unless expressed otherwise, request data from the last complete fiscal year of your organization's or business entity's operations. Pro-rata data are not acceptable, only actual data should be submitted. Please be sure to provide the end-date of the fiscal year for which you are providing data. If you have any questions about the reporting period, please contact the OSBC help desk on [osbc@apqc.org](mailto:osbc@apqc.org).*)

Period end date

Year	Month
* Choose one	* Choose one

Page Break

86.0020 What is the [total annual revenue](#) for your entire organization? (*E.g., your corporate parent*)

Revenue

\*86.0030 Please indicate the currency (e.g. US Dollar, Euro, Japanese Yen, etc.) used for monetary responses provided in this survey. ***This question must be answered in order to proceed to the next page.***

Choose one

86.0040 Which of the following best describes the overall business strategy? (*Select only one.*)

**Customer intimacy** (*delighting the customer in every transaction to drive high levels of customer loyalty and increased share of wallet*)

**Product leader** (*introducing groundbreaking products or services as the source of differentiation*)

**Fast follower** (*introducing comparable or slightly superior offerings capitalizing on opportunities created by competitors, to lower cost and risk*)

**Solutions** (*aggregating products and services to holistically address larger customer-specific needs while enabling higher margins than possible through selling individual products and services*)

**Operational excellence** (*optimizing the value chain to provide products/services at the lowest cost with the least customer inconvenience*)

Other strategy not listed above

86.0050 Which of the following best describes the business volatility? (*Select only one.*)

Stable structure, with little merger and acquisition activity, and little adding or divesting of business units or divisions

Structure that is constantly changing, with frequent merger and acquisition activity, and frequent adding or divesting of business units or divisions

86.0060 What is your assessment of your business entity's overall performance relative to industry peers? *(Select only one.)*

- Top quartile
- Middle half
- Bottom quartile

86.0070 Which of the following functions best describes the role your business entity performs in the corporate organization? *(Select only one.)*

- Headquarters
- Shared services/centralized processing center
- Manufacturing, operating, or business unit

86.0080 Which of the following best describes your business entity's compliance with currently accepted accounting standards? (Please contact your company's financial reporting department for guidance in answering this question if needed.) (Please select only one option.)

My business entity is currently compliant with the [International Financial Reporting Standards \(IFRS\)](#).

My business entity is currently compliant with [United States Generally Accepted Accounting Principles \(US GAAP\)](#).

My business entity is currently converting from United States or local Generally Accepted Accounting Principles (GAAP) to the International Financial Reporting Standards (IFRS).

My business entity is currently compliant with local Generally Accepted Accounting Principles (GAAP) other than US GAAP and IFRS.

*If you selected other please specify with which standard your business entity is compliant:*

86.0090 What is the total number of full-time equivalents ([FTEs](#)) employed by your business entity? *Do not include non-employees such as contractors or outsourced staff.*

Number of FTEs

86.0100 In how many countries, including your own, does your business entity operate?

86.0110 What is the [total annual revenue](#) for your business entity? *(Government/public sector respondents, please use budget authority, fees and other funding directly associated with the delivery of services under your mission, excluding from revenue funds that are not retained within your organization for internal use, i.e., "pass through" funds such as grants; benefit payments; and royalties, fees, and debt collections.)*

Revenue

86.0120 What is the [total annual cost of continuing operations](#) for your business entity?

Cost of continuing operations

### **IT Organization**

86.0130 In what region(s) do significant portions of your business entity's customers live? *(Select all that apply.)*

- Africa and Middle East
- Asia-Pacific
- Central and South America
- Europe
- U.S. and Canada

86.0140 In what region do your business entity's employees primarily work? *(Select only one.)*

- Africa and Middle East
- Asia-Pacific

Central and South America  
Europe  
U.S. and Canada

86.0150 Which of the following best describes the role of technology for products or services? (*Select only one.*)

Fundamental to product or service  
Mixed where some products depend on IT and others do not  
Not core to product or service

86.0160 Which of the following best describes the IT organization structure governance? (*Select only one.*)

Centralized governance (only one IT budget in the business entity)  
Decentralized governance  
Hybrid or federal (e.g., infrastructure centralized with one corporate budget, but applications decentralized)

86.0170 Which of the following best describes your current Service Oriented Architecture (SOA) implementation status? (*Select only one.*)

An enterprise level strategic initiative to better link business and IT through integration and component development.  
A solution related to a specific process or business component, to address a business pain point  
A pilot or single project implementation, e.g., adding a new middleware component to support SOA.  
Introduction of basic technology such as Web services or BPEL.  
None of the above - no implementation currently in place.

86.0180 Does your organization use an [enterprise resource planning \(ERP\) system](#) to coordinate key business information, resources, and activities across the value chain?

Yes  
No

86.0190 Which of the following best describes your organization's maturity with regards to information availability and analysis capabilities? (Options are listed in increasing order of maturity; select the option that best describes your organization's maturity.) (*Select only one.*)

Data, beyond what is required to complete transactions, is not readily available. Data is stored in spreadsheets or in individual system extracts. Information analysis is not performed on a regular basis. Decision making is based on instinct and anecdotal information.

Some siloed data is available within departments or lines of business, but efforts at information insight is only performed periodically on an ad hoc basis. Decisions are based on past experiences, although data may be gathered to support decision making.

Structured data from operational transactions is available from an enterprise repository along with some basic external data. Data is analyzed for insight only at the departmental or line of business level, although some data is shared across the enterprise. Decision making is based on the analysis of past actions and consequences.

Structured and unstructured data is integrated and available from an enterprise warehouse along with a robust selection of external data. Data is readily accessible across the enterprise based on role and need, but access and manipulation may require a semi-technical background. Decision making is based on historic analysis and predictive algorithms.

Real-time, internal and external data is readily accessible across the enterprise based on need. Information is shared extensively across the enterprise. The data is integrated real-time and non-technical users can access, manipulate and visualize data on demand. Decision making leverages data analysis from a robust set of sources.

86.0200 When considering your core enterprise support applications, such as CRM, ERP and HR Planning, which of the following statements best describes your enterprise? (*Select only one.*)

We have different applications for the same application area in different offices, geographies, or groups  
We have one defined application per area, but its configuration and outputs differ by location  
We have one defined application per area, and configuration and outputs are common across locations  
We have one single instance of an application per area which is used by all locations

86.0210 Which of the following best describes the way your enterprise manages its electronic information? (*Select only one.*)

We have unlinked information sources or repositories in our business  
A few of our individual sources or repositories are linked but the majority remain separate  
Quite a few of our information sources or repositories are now linked we try to have one view of the customer and also some linked back office data  
Most of our sources are now linked, including linked customer and back office data  
We have fully linked information sources or repositories

86.0220 Which of the following statements regarding standards for IT acquisitions and architecture development best describes your enterprise? (*Select only one.*)

Standards are determined and enforced within individual departments  
Enterprise-wide infrastructure and architecture standards are enforced

Our enterprise has adopted open industry standards for internal use wherever possible

Open industry standards are used by our enterprise wherever possible and extended to any dealings we have with external parties (customer, suppliers, partners)

86.0230 What is the total number of FTEs performing IT processes? *(This question is intended to capture all FTEs performing IT processes on behalf of your business entity, regardless of where they reside. Please include contractors, outsourced staff, and other such non-employees. Providing figures for outsourced staff may involve making educated estimates.)*

Number of FTEs

86.0240 Using the total number of FTEs performing IT processes, allocate that number among the following process categories. *(Use a zero if necessary. Include contractors and other such non-employees performing IT processes for your business entity.)*

Process Category	FTEs
a. <a href="#">Manage the business of information technology</a>	
b. <a href="#">Develop and manage IT customer relationships</a>	
c. <a href="#">Manage business resiliency and risk</a>	
d. <a href="#">Manage enterprise information</a>	
e. <a href="#">Develop and maintain information technology solutions</a>	
f. <a href="#">Deploy IT solutions</a>	
g. <a href="#">Deliver and support IT services</a>	
h. <a href="#">Manage IT knowledge</a>	
i. Total (must equal the answer to 86.0230)	

86.0250 Using the total FTEs for managing enterprise information, allocate that number among the following processes. *(Use a zero if necessary.)*

Process	FTEs
a. <a href="#">Develop the information and content management strategies</a>	
b. <a href="#">Define the enterprise information architecture</a>	
c. <a href="#">Manage information and IT knowledge resources</a>	
d. <a href="#">Perform enterprise data and content management</a>	
e. Total (must equal the answer to 86.0240d)	

86.0260 Of the total number of FTEs performing IT processes, how many are external service providers? *(This includes contractors, outsourcing service providers, and other such non-employees performing IT processes for your business entity.)*

Number of FTEs

86.0270 What is the total number of customers (end users) serviced by the IT function?

Number of customers (end users)

86.0280 Provide the following cycle times for major new or enhanced IT services, for each investment level (in USD), in months.

Category	i. < \$100,000	ii. \$100,000 - \$250,000	iii. \$250,000 - \$500,000	iv. \$500,000 - \$1 million	v. \$1 - 100 million	vi. > \$100 million
a. Time to break even						

b. Time to market (where the solution or service design is already known and planned - i.e., build to launch) in months						
---	--	--	--	--	--	--

This concludes the **IT Organization** survey module.

Proceed to the next page to begin the **IT Organization Budget** module.

Please direct all survey-related questions to the OSBC helpdesk at (800) 776-9676 or e-mail the [OSBC helpdesk](#).

**IT Organization Budget**

86.0290 What were the total IT costs during the past year (for capitalized assets, include the portion of expenses allocated to this year)?

IT costs

86.0300 What was the total IT budget for the past year (for capitalized assets, include the portion of expenses allocated to this year)?

IT budget

86.0310 Using the total annual IT budget, allocate that amount between operations and growth/transformation.

Allocation	IT Budget
a. Operate the business	
b. Grow/transform the business	
c. Total (must equal the answer to 86.0300)	

86.0320 Using the total annual IT budget, allocate that amount among the following IT process categories. *(Use a zero if necessary.)*

Process Category	IT Budget
a. <a href="#">Manage the business of information technology</a>	
b. <a href="#">Develop and manage IT customer relationships</a>	
c. <a href="#">Manage business resiliency and risk</a>	
d. <a href="#">Manage enterprise information</a>	
e. <a href="#">Develop and maintain information technology solutions</a>	
f. <a href="#">Deploy IT solutions</a>	
g. <a href="#">Deliver and support IT services</a>	
h. <a href="#">Manage IT knowledge</a>	
Total (must equal the answer to 86.0300)	

86.0330 Using the total annual budget for managing enterprise information, allocate that amount among the following processes. *(Use a zero if necessary.)*

Process	Budget
a. <a href="#">Develop the information and content management strategies</a>	
b. <a href="#">Define the enterprise information architecture</a>	
c. <a href="#">Manage information and IT knowledge resources</a>	

d. <a href="#">Perform enterprise data and content management</a>	
e. Total (must equal the answer to 86.0320d)	

86.0340 Using the total annual IT budget, allocate that amount between operating budget and capital budget. *For purposes of this survey, "capital budget" refers to budget for longer-term investment asset purchases that will be depreciated/amortized; and "operating budget" refers to the rest of the IT budget.*

Allocation	IT Budget
a. Operating budget (including amortization/depreciation expenses)	
b. Capital budget (the portion of newly capitalized assets allocated to this year)	
Total (must equal the answer to 86.0300)	

86.0350 Using the total annual IT operating budget, allocate that amount among the following categories. *(Use a zero if necessary.)*

Category	IT Operating Budget
a. Hardware	
b. Software	
c. Internal personnel	
d. External service providers	
e. Networks and telecommunications	
f. Facilities	
g. Other costs	
Total (must equal the answer to 86.0340a)	

86.0360 Using the total annual IT operating budget related to software, allocate that amount among the following categories. *(Use a zero if necessary.)*

Category	IT operating budget related to software
a. License charges	
b. Support and maintenance fees	
c. Subscription fees	
d. One-time fees (ie. customization of third-party applications)	
e. Software amortization / depreciation for infrastructure software and applications (ie. depreciation of internally developed software)	
Total (must equal the answer to 86.0350b)	

86.0370 Using the total annual IT operating budget related to internal personnel costs, allocate that amount among the following categories. *(Use a zero if necessary.)*

Category	IT operating budget related to internal personnel costs
a. Hardware/software technical support	
b. Application development	
c. Other internal personnel costs	
Total (must equal the answer to 86.0350c)	

--	--

86.0380 Using the total annual IT operating budget related to external service providers, allocate that amount among the following categories. *(Use a zero if necessary.)*

Category	IT operating budget related to external service providers
a. IT consultants	
b. Business consultants	
c. IT outsourcing	
d. Business process outsourcing	
e. Other external service provider costs	
Total (must equal the answer to 86.0350d)	

86.0390 Using the total annual IT capital budget, allocate that amount among the following categories. *(Use a zero if necessary.)*

Category	IT Capital Budget
a. Computing equipment	
b. Storage equipment	
c. Software	
d. Network and telecommunications	
e. External service providers	
f. Other capital budget items	
Total (must equal the answer to 86.0340b)	

86.0400 Using the total annual IT capital budget amount allocated to computing and storage equipment, allocate that amount among the following categories. *(Use a zero if necessary.)*

Category	IT capital budget related to computing and storage
a. Client computing	
b. Enterprise computing	
c. Client storage	
d. Enterprise storage	
e. Other computing and storage costs	
Total (must equal the sum of the answers to 86.0390a and 86.0390b)	

**IT Planning and Management (7.1, 7.2, 7.3, 7.8)**

86.0410 Allocate the total annual cost for IT planning and management among the following process and cost categories. *(Use a zero if necessary. Do not include costs related to the "products" of IT (costs of services delivered); this survey focuses on managing the business of IT.)*

Category	i. Personnel (compensation and benefits)	ii. Systems (direct and/or allocated)	iii. Overhead (direct and/or allocated)	iv. Other (direct and/or allocated)	v. Outsourced	vi. Total
a. <a href="#">Manage the business of IT</a>						

b. <a href="#">Develop and manage IT customer relationships</a>						
c. <a href="#">Manage business resiliency and risk</a>						
d. <a href="#">Manage IT knowledge</a>						

86.0420 What is the average time in months to respond to a major business shift? (*Major shift is defined as entry into a new market or market segment; an example is integration of an acquired company.*)

Months

86.0430 What is the average time in weeks to complete projects that address an identified business exposure or opportunity? (*Consider projects that remediate a business exposure or that are critical to a revenue opportunity. Provide the cycle time for each of the following relative revenue categories.*)

	a. Less than 20% of total annual revenue	b. 20-40% of total annual revenue	c. 40-60% of total annual revenue	d. 60-80% of total annual revenue	e. More than 80% of total annual revenue
Time in weeks					

86.0440 What is the average time in weeks to close an identified IT skill or capability gap? (*Include training and hiring.*)

Weeks

86.0450 If your IT organization has a formal knowledge management program for IT-specific knowledge, how long has it existed? (*Select only one.*)

- Does not exist
- 0-1 year
- 1-2 years
- 2-3 years
- 3-4 years
- 4-5 years
- 5-6 years
- 6 or more years

86.0460 Which of the following knowledge management approaches are currently used for IT? (*Select all that apply.*)

- Communities of practice
- After-action reviews
- Lessons learned
- Best practices transfer
- Expertise locator systems
- Virtual collaboration
- Other
- Other (*Please describe.*)

Please describe "other" here:

This concludes the **IT planning and management** survey module.

Proceed to the next page to begin the **IT development and maintenance** module.

Please direct all survey related questions to the OSBC helpdesk at (800) 776-9676 or e-mail [OSBC helpdesk](#).

**IT Development and Maintenance (7.4, 7.5)**

86.0470 Allocate the total annual cost for IT development and maintenance among the following process and cost categories. (*Use a zero if necessary.*)

Activity	i. Personnel (compensation)	ii. Systems (direct)	iii. Overhead (direct and/or	iv. Other (direct	v. Outsourced	vi. Total
----------	-----------------------------	----------------------	------------------------------	-------------------	---------------	-----------

	and benefits)	and/or allocated)	allocated)	and/or allocated)		
a. <a href="#">Develop the information and content management strategies</a>						
b. <a href="#">Define the enterprise information architecture</a>						
c. <a href="#">Manage information and IT knowledge resources</a>						
d. <a href="#">Perform enterprise data and content management</a>						
e. <a href="#">Develop and maintain information technology solutions</a>						

86.0480 What percentage of the IT budget is allocated towards Service Oriented Architecture (SOA)?

Percentage

86.0490 What is the percentage of data and content managed as enterprise information assets (formally managed where defined data administration procedures exist for the entire enterprise, not solely in a division or unit)? Use data size (GB) to estimate this percentage.

Percentage

86.0500 Of the total number of information assets, what percentage is common across all business units? Use data size (GB) to estimate the percentage of information assets that have direct shared access across business units (such as direct database access, not informal methods of sharing such as emailed documents.)

*For purposes of this survey, designation as an asset indicates that the item has value to the enterprise; information refers to data and all its synonyms including data, information element, codified knowledge, etc.*

Percentage

86.0510 What is the average time in weeks to fulfill an information need, where the data source is not already known or in place? Include the time from identification of the data source through when the solution design is available to the end user.

	a. Simple need (commercial or purchased source or subscription)	b. Medium complex need (data manipulations & calculations involved)	c. Complex need (external & internal data sources required, data manipulations & calculations involved, new database access system or application involved)
Time (weeks)			

86.0520 What is the average time in weeks to set up the technical interface for a user of a defined data content source? *(This question refers to the situation where the data source already exists, but the access must be created. An example would be setting up a structured report query for a user so they can gain access to data content; this applies to many forms of interfaces, including management reports, database views, web content, etc.)*

	a. Simple interface (simple data retrieval)	b. Medium complex interface (output manipulation)	c. Complex interface (complex manipulation, consolidation from multiple sources)
Time (weeks)			

86.0530 What is the average time in weeks to create the enterprise information management strategic plan?

Weeks

86.0540 Of the total number of information elements, what percentage has defined policy, definition, and change control responsibility? Use data size (GB) to estimate this percentage.

Percentage

86.0550 What is the average annual number of revisions to the published enterprise information architecture? This question refers to the published blueprint, not the operational implementation.

Number of revisions

86.0560 What is the length in years of planning horizon for information architecture?

Years

86.0570 What percentage of data is assessed for compliance with enterprise information policies and standards? (For purposes of this survey, use data size or GB as a reference for volume.)

Percentage

86.0580 Of the total number of information elements, what percentage is managed using formal data administration practices, including assigned and active data custodians? Use data size (GB) to estimate this percentage. Active data custodians are formally assigned to data and to an active role in keeping the data and data management policies current.

Percentage

86.0590 What is the average time in weeks to report on compliance status of the information architecture?

Weeks

86.0600 What is the average percentage change in detected exceptions to the information architecture per year? (Use a negative number to denote a decrease.)

Percentage

86.0610 What is the average time in months to fulfill a business need with relevant IT solutions, for each of the following investment level (in US dollars)? (The starting point is the business problem or requirement; this includes solution concept/design as well as build to launch.)

	a. < \$100,000 (USD)	b. \$100,000 - \$250,000 (USD)	c. \$250,000 - \$500,000 (USD)	d. \$500,000 - \$1 million (USD)	e. \$1 - 100 million (USD)	f. > \$100 million (USD)
Time in months						

86.0620 For the application development projects and enhancements completed, what is the: (Use a zero if necessary.)

	i. % delivered on time or early	ii. % delivered on or below budget	iii. % of initially planned functionality that is delivered	iv. % of planned ROI achieved
a. Most recent year				

86.0630 Regarding application break/fixes completed, what is the: (Use a zero if necessary.)

Average time (in hours) to respond to highest priority problem at any point in time

Average time (in hours) to resolve highest priority problem at any point in time

This concludes the **IT development and maintenance** survey module.

Proceed to the next page to begin the **IT operations** module.

Please direct all survey related questions to the OSBC helpdesk at (800) 776-9676 or e-mail [OSBC helpdesk](#).

**IT Operations (7.6, 7.7)**

86.0640 Allocate the total annual cost for IT operations among the following process and cost categories. *(Use a zero if necessary. Do not include costs related to the "products" of IT (costs of services delivered); this survey focuses on managing the business of IT.)*

	<b>i. Personnel (compensation and benefits)</b>	<b>ii. Systems (direct and/or allocated)</b>	<b>iii. Overhead (direct and/or allocated)</b>	<b>iv. Other (direct and/or allocated)</b>	<b>v. Outsourced</b>	<b>vi. Total</b>
a. <a href="#">Deploy IT solutions</a>						
b. <a href="#">Deliver and support IT services</a>						

86.0650 What is the percentage of unscheduled outages related to (resulting from) a change request?

Percentage

86.0660 What is the percentage of unscheduled outages related to (resulting from) a release introduction?

Percentage

86.0670 What is the average time in weeks to make a change into the production environment? *(This includes all types of changes to the production environment; and includes end-to-end activities associated with making the change, including coding, testing, configuration, deployment.)*

Weeks

86.0680 What is the average time in weeks to deploy a new release into the production environment?

Weeks

86.0690 What is the average time in hours to resolve a service commitment disruption, including the time from when the problem is detected until the service again satisfies the service level agreement? *(Service commitment disruption refers to the situation where an SLA is not met.)*

Hours

What additional information technology measures would you like to see included in future reports? For a list of current measures, click [here](#).

Please indicate whether your organization would like to discuss the benchmarking results to learn more about reasons for possible performance gaps.

Yes

No

---

You have reached the end of the survey. You can use the **Previous** button to review your answers for accuracy and reasonableness. After pressing the **Submit** button, you will no longer be able to directly edit your data in this survey form.

The next step will be review and validation of your responses. APQC will contact you to conduct a final review of your responses and verify that your responses were as you intended.

Please click the **Submit** button to complete the survey and transmit your data.

In order to obtain a printed version of your completed survey, you will need to print each page **before** submitting your responses. After you select "Submit", you will be unable to print your completed survey.

Please direct all survey related questions to the OSBC Helpdesk at (800) 776-9676 or e-mail the OSBC Helpdesk at [OSBC Helpdesk](#).