



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 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.

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.

198.0010 What is your job title?

Job Title

198.0020 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.)*

Period end date

Year	Month
*	*

198.0030 What is the [total annual revenue](#) for your entire organization? *(E.g., your corporate parent)*

Less than \$100 million US Dollars

\$100 million to \$499 million US Dollars

\$500 million to \$999 million US Dollars

\$1 billion to \$5 billion US Dollars

\$6 billion to \$10 billion US Dollars

More than \$10 billion US Dollars

*198.0040 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.*

Exclude “resold IT” from figures you provide in this survey

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 enterprise 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*).

Use a consistent “business entity” definition for figures you provide in this survey

The remainder of this survey applies to your “business entity.” Some respondents may choose to define their business entity as a subset of their organization (such as a business unit or geographical region that they manage) rather than the entire organization. These respondents should ensure that all data provided is consistent with one single 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.

Business entity demographics

198.0050 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

198.0060 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

198.0070 What is the [total annual cost of continuing operations](#) for your business entity?

Cost of continuing operations

198.0080 What is the total number of customers (end users) serviced by the IT function?

Number of customers (end users)

Business entity IT planning and management

198.0090 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)

198.0100 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.)*

We don't have regular access to data beyond basic transactions. Data is stored in spreadsheets or system extracts. Analysis is not performed on a regular basis and decisions are based on instinct or anecdote.

Data is in department or line-of-business siloes. Insight generation is only performed on an ad hoc or periodic basis. Decisions may be supported by data, but are primarily based on past experience.

Structured operational data is available and may include some basic external data. Insights are generated at department or line-of-business level. Decision making is focused on analyzing past actions and consequences.

Traditional and unstructured data is integrated and available from enterprise sources as well as some external data. While data is available to many people based on their roles and needs, using it might require some technical assistance. Decision making involves 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 users can access, manipulate and visualize data on demand. Data-driven decision making is part of the organization's culture.

198.0110 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

198.0120 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

198.0130 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)

198.0140 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.

198.0150 What is the average time in weeks to close an identified IT skill or capability gap? (*Include training and hiring.*)

Weeks

Business entity IT FTEs

198.0160 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

198.0170 Of the total number of FTEs performing IT processes, what percentage are external service providers? *(This includes contractors, outsourcing service providers, and other such non-employees performing IT processes for your business entity.)*

Percentage of external service providers

%

198.0180 Using the total number of FTEs performing IT processes, allocate the percentage of the total among the following process categories. *(Include contractors, outsourced staff, and other such non-employees performing IT processes for your business entity.)*

Process Category	% of FTEs
a. Manage the business of information technology	%
b. Develop and manage IT customer relationships	%
c. Manage business resiliency and risk	%
d. Manage enterprise information	%
e. Develop and maintain information technology solutions	%
f. Deploy IT solutions	%
g. Deliver and support IT services	%
h. Manage IT knowledge	%
i. Total <i>(must sum up to 100%)</i>	%

Business entity IT costs

198.0190 What were the total IT costs during the past year (for capitalized assets, include the portion of expenses allocated to this year)?

IT costs

198.0200 Allocate the percentage of your total annual IT costs between operating/maintaining the business (*maintaining the status quo*), and growth/transformation.

Allocation	Percentage of IT Costs
a. Operate the business	%
b. Grow/transform the business	%
c. Total (<i>must sum up to 100%</i>)	%

198.0210 Allocate the percentage of your total annual IT costs between operating costs and capital costs. (*For purposes of this question, ""capital costs"" refers to longer-term investment asset purchases that will be depreciated / amortized; and ""operating costs"" refers to other costs.*)

Allocation	Percentage of IT Costs
a. Operating costs	%
b. Capital costs (the portion allocated to this year)	%
c. Total (<i>must sum up to 100%</i>)	%

198.0220 What is your annual IT operating cost reduction target? (*Provide as positive or negative percentage of your total annual IT costs for the past year. For example a reduction of 10% from the previous year would be -10, while a increase of 2% from the previous year would be 2.*)

Reduction target

%

198.0230 Allocate the percentage of your total annual IT costs among the following process categories.

Allocation	Percentage of IT Costs
a. Manage the business of information technology	%
b. Develop and manage IT customer relationships	%
c. Manage business resiliency and risk	%
d. Manage enterprise information	%
e. Develop and maintain information technology solutions	%
f. Deploy IT solutions	%
g. Deliver and support IT services	%
h. Manage IT knowledge	%
i. Total <i>(must sum up to 100%)</i>	%

198.0240 Allocate the percentage of your total annual IT costs among the following categories.

Categories	Percentage of IT Costs
a. Internal personnel (including benefits)	%
b. External personnel (contractors and outsourced staff)	%
c. Hardware	%
d. Software	%
e. Data and voice networks	%
g. Facilities/overhead	%
h. Other	%
i. Total <i>(must sum up to 100%)</i>	%

Business entity information management

198.0250 What is the length in years of planning horizon for information architecture?

Years

198.0260 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

198.0270 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

198.0280 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

198.0290 What percentage of employees are consumers of management reports, dashboards, and performance reports that help them manage the business, optimize performance, and influence revenue and/or cost reductions?

0-20%

20-40%

40-60%

60-80%

80-100%

198.0300 What percentage of your management reports, dashboards, and performance reports are used on a daily basis?

0-20%

20-40%

40-60%

60-80%

80-100%

198.0310 What percentage of your management reports, dashboards, and performance reports require manual intervention, rework, or "touch up" prior to publication and consumption by the end users?

0-20%

20-40%

40-60%

60-80%

80-100%

Business entity IT development and maintenance

198.0320 What is your average time to break even for major new or enhanced IT services, for each investment level, in months?

Category	a. Less than \$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. More than \$100 million USD
Time to break even in months						

198.0330 What is the average time in months to fulfill a business need with relevant IT solutions, for each of the following investment level? *(The starting point is the business problem or requirement; this includes solution concept/design as well as build to launch.)*

	a. Less than \$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. More than \$100 million USD
Time in months						

198.0340 What is your average time to market for major new or enhanced IT services, for each investment level (in USD), in months? *(For purposes of this survey, time to market is build to launch; the solution or service design is already known and planned.)*

Category	a. Less than \$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. More than \$100 million USD
Time to market						

198.0350 What is the percentage of application development and maintenance projects delivered on time or early?

Percentage of projects

%

198.0360 What is the percentage of application development and maintenance projects delivered on or below budget?

Percentage of projects

%

198.0370 For application development and maintenance projects, what was the average percentage of planned functionality that was delivered?

Percentage of planned functionality

%

198.0380 For application development and maintenance projects, what was the average percentage of planned return on investment (ROI) that was achieved?

Average percentage of planned ROI

%

Business entity IT deployment, delivery, support

198.0390 What is the percentage of unscheduled outages related to (resulting from) a change request?

Percentage

198.0400 What is the percentage of unscheduled outages related to (resulting from) a release introduction?

Percentage

198.0410 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

198.0420 Regarding application break/fixes completed, what is the: *(Use a zero if necessary.)*

Category	Average time (in hours)
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	

198.0430 What additional information technology measures would you like to see included in future reports?
For a list of current measures, click [here](#).

198.0440 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](#).

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