

## Appendix I: Assessment Worksheet

Any 'No' response indicates an opportunity for improvement. Work with your team to identify the causes of these issues and find a path to resolution.

### Alignment

1. Is there one set of universally agreed processes that produce definitive information upon which the organization makes decisions (i.e., not duplicative processes or processes that produce potentially conflicting results)?  
 Yes    No
2. Are you able to establish spending patterns across both TBM Cost Pools and IT Towers?  
 Yes    No
3. Are there mutually agreed upon definitions of all of the TBM components that exist, not only at the headquarters and finance levels, but also within subsidiaries or component organizations?  
 Yes    No
4. Are the processes automated so that information flows smoothly among business unit, CIO, and CFO process owners without significant manual intervention?  
 Yes    No
5. Are the processes integrated within the normal business flow of decision-making, budgeting, prioritization, etc. (i.e. TBM processes are not a side activity)?  
 Yes    No
6. Do the processes fulfill both external reporting needs and internal decision-making needs without significant manual intervention?  
 Yes    No

## Granularity

7. Are vendors held accountable for submitting their invoices and other data in a format and structure that feeds smoothly into the process and does not require significant manual intervention?
- Yes    No
8. Is there standard contract language that requires contractors to submit invoices using the TBM taxonomy?
- Yes    No
9. Is time data being allocated in a way that allows attribution to the cost pools, towers, and projects?
- Yes    No
10. Are internal expenses (e.g. facilities expenses, power, etc.) attributed in reasonable and transparent allocations to business functions and projects?
- Yes    No
11. Is the asset management system coded adequately to support attribution of costs to the appropriate levels of the taxonomy?
- Yes    No

## Ownership

12. Has a roadmap for continual process improvement been established with goals, accountability, and approximate timelines?
- Yes    No
13. Do stakeholders in the CIO and CFO shops know the name of the person who owns each process step, so they know who to contact if there is a disruption in the process?
- Yes    No
14. Do owners of TBM process steps have performance goals related to their role?
- Yes    No
15. For any of the questions in the preceding sections to which the answer was "No", is there a clear owner responsible for creating a plan to change that answer to "Yes"?
- Yes    No

## Short answer:

1. What are the current sources of definitive information that your agency uses to make decisions?
2. How do the offices of the CIO and CFO currently share information about IT needs, spending, and services?
3. What is the format in which vendors currently submit their invoices and how far are the categories of the TBM taxonomy subdivided within these invoices?
4. How often is data “reverse engineered” to provide more granular information and at what point in the process does this data manipulation occur?
5. When have you seen the processes for collecting and sharing data about IT breakdown and why do think this happened? How often do these breakdowns occur?
6. Are there standard visualizations and representations of data that everyone in a decision-making position recognizes, utilizes, and relies upon — can you name them (or name groups of them if they are grouped) and say what they are used for?
7. After reviewing the list of common indicators in Appendix II, choose one that you feel best represents issues with TBM processes in your agency and describe why you made this selection. If none of these indicators apply, choose one and describe the process that helps you avoid this issue.