

## Appendix II: Common Indicators and Solutions

There are indicators for unaligned processes, aggregated data, and lack of ownership, and we have listed several of them below for each category. In addition, the table below includes general solutions for these kinds of issues.

Alignment	
Indicator	Solution
Sharing data through the emailing of spreadsheets or other manual procedures (except where those spreadsheets act as a front end to the systems themselves and are not separately maintained).	Develop data tools that collect/expose data to stakeholders in the format that is most useful for their purposes.
Sharing data through the emailing of spreadsheets or other manual procedures (except where those spreadsheets act as a front end to the systems themselves and are not separately maintained).	Develop data tools that collect/expose data to stakeholders in the format that is most useful for their purposes.
Multiple sources for the same data or multiple versions of the truth.	Identify a single source of the truth for each dataset and element. This topic is discussed in more detail in the Data Analytics paper.
TBM categorization and data are used for external reporting only and not for internal IT management.	Leverage TBM insights as part of IT Management operations!

Ownership	
Indicator	Solution
Dealing with single point of contact by department, not by process step—communication follows org chart rather than shared process diagram and ownership.	Develop process tools for all stakeholders across the agency that contains a depiction of the single, cross organizational process as well as POC for each step and contact information.
Process halts when a person is on vacation or leaves the organization.	Document each process step and have backups. In addition, data assets should be centrally stored in a database or file share rather than on an individual's desktop or drive.
Duplication of work.	Identify redundant efforts and have relevant stakeholder discuss process improvement (DMAIC)—six sigma.
Unclear ownership of process steps causing issues and delays when process step fails.	Provide clear ownership of the process step as well as remediation actions when they occur.

Granularity	
Indicator	Solution
Disaggregating high-level data based on previously established assumptions or formulas instead of ingesting granular data.	Collect granular data from each provider; i.e. contractors provide cost breakdowns using TBM taxonomy and 2210s provide timesheet-based breakdown of effort using the same taxonomy.
Attributions of costs is opaque and potentially inaccurate.	Don't break down data. If you have to, mark data that is derived for all stakeholders. As a general rule, do not break down data provided from external sources; request more granular data.
A breakdown of the data involve assumptions that may or may not be true.	Don't break down data. If you have to, document and communicate derived data and the assumptions used to create these data points.

If you have noticed any of these issues at your agency or have feedback on the assessment questions listed in this appendix, contact us at [tbm@tcg.com](mailto:tbm@tcg.com) to help get resolution.