

PO — Plan and Organize

Process: PO1— Define a Strategic IT Plan																									
IT strategic planning is required to manage and direct all IT resources in line with the organization strategy and priorities. The IT function and organizational stakeholders are responsible for ensuring that optimal value is realized from project and service portfolios. The strategic plan improves key stakeholders' understanding of IT opportunities and limitations, assesses current performance, identifies capacity and human resource requirements, and clarifies the level of investment required. The organization strategy and priorities are to be reflected in portfolios and executed by the IT tactical plan(s), which specifies concise objectives, action plans and tasks that are understood and accepted by both all operational unit, including IT.										Relevance			Compliance				Who?								
										Not Relevant	Somewhat	Relevant	Very	Critical	Non-existent	Initial / Ad Hoc	Repeatable but Intuitive	Defined	Managed and Measurable	Critical	IT	Other	Outside	Formality	Audited?

	Metric	1	2	3	4	5	Choice
1	Which statement best describes the organization's awareness and communication of the need for strategic planning?	IT is aware and occasionally discusses such matters at IT management meetings	IT strategic planning is shared with departmental management on an as-needed basis	A formal approach exists which is understood by all staff throughout the organization	There is full understanding of the requirements, with mature communication practices and standard tools in use	Understanding is forward-looking, communications are integrated, and plans are constantly updated to reflect changes in technology and education	
2	Which statement best describes the extent to which the IT strategic planning process has been formalized?	IT planning is performed on an as-needed basis in response to a specific business requirement	Strategic decisions are driven on a project-by-project basis, some consistency exists but policy is mostly informal	A policy know to all staff defines when and how to perform IT strategic planning	IT strategic planning is a standard practice, exceptions are noticed by organizational management, all aspects are fully documented	IT strategic planning is a documented, living process, that uses external best practice that is fully integrated	
3	Which statement best describes responsibility and accountability for IT strategic alignment?	Alignment of organizational requirements, applications, and technology takes place reactively rather than by an organization wide strategy	Responsibility is assumed within IT and an informal process is used to achieve some degree of alignment	IT strategic planning is discussed at departmental management meetings, but much discretion is allowed and auditing does not take place	IT strategic alignment is a defined management function with senior-level responsibilities	IT strategic planning and alignment is continuously considered in organizational goal setting by executive leadership	
4	To what extent is the management of risk defined and integrated into IT planning?	Informally on a project-by-project basis	The risks and benefits of major strategic decisions are recognized in an intuitive way	The overall IT strategy includes a consistent definition of risks that the organization is willing to take as an innovator or follower	Assessment of risk is integral to the planning process, fully documented and follows accepted best practice	Risk and value-added considerations are continuously updated in the IT strategic planning process	

5	To what extent is the IT strategic planning process and monitored and measured?	No real measurement practice exists	Updating of IT plans does occur, but typically in response to requests by departmental management	Some goals and measures are in place to monitor effectiveness, but application is not fully consistent	Organizational management is able to monitor the IT strategic planning process, make informed decisions based on it, and measure its effectiveness	Benchmarking against well-understood and reliable industry norms takes place and is integrated with the strategy formulation process	
6	Which statement best describes handling of the human resource and skills needs for successful IT strategic planning?	The required skills are not defined, and there is no training plan in place	Some level of minimum skills has been identified, but training is largely informal and in response to current needs	Skills requirements are defined to ensure that appropriate planning is likely to be performed	There is a well defined process for determining the usage of internal and external resources required in system development and operations	Training and education support best practice and leading edge concepts, external experts are used for guidance	
7	Which statement best describes the extent to which the IT strategic plan is followed and influences organizational actions?	IT strategies are usually completed in retrospect, with previous non-IT decisions and actions as the driving force	IT strategies have some influence on actions external to IT, but the IT element is often considered late in the process	The IT financial, technical and human resources strategies increasingly influence the acquisition of new products and technologies	IT strategy and organization-wide strategy are increasingly becoming coordinated by addressing business processes, value-added capabilities, and leveraging the use of applications and technologies through business process re-engineering	IT strategic planning results in discernible business value through investments in IT, with the plan including how new technology developments can drive new capabilities and improve operations	