



operations portfolio assessment

A Global Petro-chemical company was the result of a joint venture between two Fortune 100 companies. The company specializes in oil refining and refining technology, engineering designs for their processes, and the production of key mechanical equipment for many of the processes.

The company had experienced significant challenges concerning service levels and business expectations caused by budget and staffing cuts. The IT Department needed to determine the appropriate expectations, workload, staffing, and infrastructure configuration of its Operations Group.

Technology Consulting Associates, LLC (TCA) was hired to help answer business questions about staffing, support, execution, and prioritization of projects needed by the Operations Group to support the business, given the changed business conditions.

vision

This engagement focused on the Operations Management Portfolio and associated metrics. Project staff concentrated on answering the following questions:

- What is the content and structure of the existing Operations Portfolio?
- What are the needs and expectations from IT and the business community on the IT Operations group?
- How should business and IT prioritize potential changes to the Operations Portfolio?

The Operations Portfolio Assessment project specifically addressed the following questions:

- Given current and requested staffing levels, what are the likely opportunities for achieving service level expectations?
- Are the technical applications that provide the highest benefit to the business being supported at the right level?
- Is IT's Operations Group staffed correctly?
- Does the existing Operations infrastructure support the current and future needs of the business?
- How is the Operations Portfolio of the IT Operations Group currently configured? What should it be in the future?
- Can IT manage current workloads and support the increasing demands for new technology?
- What new technologies should IT investigate?
- Can anticipated productivity improvements be measured to determine if these improvements are meeting/will meet the expectations of IT and the business?

results

The following describes the deliverables produced for this engagement:

- Results from IT and the business interviews that were used to define the portfolio of the IT operations work. The areas of focus were on the LAN/WAN and the Server group.

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experience

- ✓ List of projects and support work
- ✓ Time spent on each effort
- ✓ Skills required for each effort
- Service & project metrics in IT operations
 - ✓ Definition of metrics that related to business value
 - ✓ Population of current metrics
- Analysis of the Operations Portfolio
 - ✓ Recommendations and next steps
 - ✓ Findings presentation

value

The Company used the results of this engagement to make decisions concerning the size, structure, and responsibilities of the Operations group.