



National Audit Office

Ipsos MORI

## Delivering Successful IT-enabled Business Change

Senior Responsible Owner survey

2006

### Data tables

#### Purpose of the survey

The survey was designed to gather information from a sample of 40 Senior Responsible Owners of mission critical and high risk IT-enabled business change programmes and projects being undertaken across central government in 2006.

#### Data tables

The data tables are the full statistics derived from our survey. Not all data were used for the NAO report.

#### Note

For the purpose of the study "IT-enabled business change" refers to: ***the transformation of part, or all, of the organisation, supported or enabled by the use of information technology.***

**Senior Responsible Owner (SRO):** Every major IT change programme or project should have a Senior Responsible Owner (usually a Senior Civil Servant) to take overall responsibility for making sure that the programme or project meets its objectives and delivers the projected benefits. Key tasks include developing the business case, monitoring and liaising with senior management on progress and risks to delivery.

## 1: Characteristics and role of the Senior Responsible Owner

Is this your first SRO assignment?

	Number	%
Yes	21	52.5
No	19	47.5
Total	40	100.0

How many previous SRO assignments have you been responsible for?

	Number	%
0	21	52.5
1	5	12.5
2	5	12.5
3	3	7.5
4	1	2.5
5	1	2.5
10	2	5.0
No answer	2	5.0
Total	40	100.0

How much of your working time does the SRO role demand?

	Number	%
0-20%	18	45.0
21-40%	12	30.0
41-60%	3	7.5
61-80%	3	7.5
81-100%	4	10.0
Total	40	100.0

Is your current assignment that of a programme or project SRO?

	Number	%
Programme	29	72.5
Project	11	27.5
Total	40	100.0

## 2: Programme SRO only

How many years programme management experience do you have?

	Number	%
0	2	6.9
1	1	3.4
2	2	6.9
3	2	6.9
4	5	17.2
5	2	6.9
6	2	6.9
7	2	6.9
10	4	13.8
15	2	6.9
20	4	13.8
No answer	1	3.4
Total	29	100.0

How often do you discuss progress of the programme with the Accounting Officer?

	Number	%
More frequently than once a month	11	37.9
Monthly	11	37.9
Quarterly	4	13.8
Less than every quarter	3	10.3
Total	29	100.0

How often do you discuss progress of the programme with the nominated Minister?

	Number	%
More frequently than once a month	4	13.8
Monthly	5	17.2
Quarterly	6	20.7
Less than every quarter	8	27.6
Never	6	20.7
Total	29	100.0

*The NAO's 2004 report on 'Improving IT Procurement' described instances where a project or programme given a red gateway review had the effect of bringing it sharply to the attention of senior management. However, the report also stated that before receiving that red designation, the programme in question had received insufficient senior management involvement.*

With the above statement in mind, on occasions when the project has encountered difficulties between gateway reviews, how would you rate the level of support received from the other members of the board of your organisation?

	Number	%
A great deal of support	13	44.8
A fair amount of support	13	44.8
Not enough support	3	10.3
Total	29	100.0

### 3: Project SRO only

How many years project management experience do you have?

	Number	%
0	2	18.2
2	2	18.2
3	2	18.2
4	2	18.2
10	1	9.1
No answer	2	18.2
Total	11	100.0

### 4: OGC Gateway

How would you rate the quality of the conclusions reached in the last OGC Gateway Review?

	Number	%
Very good	22	55.0
Fairly good	17	42.5
Not very good	1	2.5
Total	40	100.0

**Was the main supplier(s) consulted as part of the last Gateway Review?**

	Number	%
Yes	32	80.0
No	6	15.0
No answer	2	5.0
Total	40	100.0

**For each of the following, please tell us if you think that the main supplier(s) should. - Receive a copy of the Gateway Review report.**

	Number	%
Yes	23	57.5
No	14	35.0
No answer	3	7.5
Total	40	100.0

**For each of the following, please tell us if you think that the main supplier(s) should. - Should be routinely involved in the Gateway Review process.**

	Number	%
Yes	34	85.0
No	2	5.0
No answer	4	10.0
Total	40	100.0

**5: Support to SROs from within their departments: Support from the Centre of Excellence**

How would you rate the contribution of the Centre of Excellence to your SRO programme or project?

	Number	%
Very good	8	20.0
Fairly good	7	17.5
Fairly poor	6	15.0
Very poor	2	5.0
Centre of Excellence not involved	15	37.5
No answer	2	5.0
Total	40	100.0

**From your experience, how strongly do you agree that the Centre of Excellence provides - a hub for the dissemination of good practice or lessons learned?**

	Number	%
Strongly Agree	4	10.0
Agree	17	42.5
Disagree	2	5.0
Strongly Disagree	3	7.5
CoE not involved	6	15.0
No answer	8	20.0
<b>Total</b>	<b>40</b>	<b>100.0</b>

**From your experience, how strongly do you agree that the Centre of Excellence provides - a reporting mechanism to monitor and measure the performance of individual programmes and projects?**

	Number	%
Strongly Agree	5	12.5
Agree	14	35.0
Disagree	4	10.0
Strongly Disagree	3	7.5
CoE not involved	7	17.5
No answer	7	17.5
<b>Total</b>	<b>40</b>	<b>100.0</b>

## **6: Support to SROs from within their departments: Support from the CIO/IT Director**

**How often do you meet the CIO / IT Director to discuss your project or programme?**

	Number	%
Weekly	10	25.0
Monthly	13	32.5
Quarterly	6	15.0
Less than every quarter	1	2.5
Never	6	15.0
No answer	4	10.0
<b>Total</b>	<b>40</b>	<b>100.0</b>

## 7: Use of initiatives, advice and guidance

For each of the following examples of best practice and guidance, please tell us how helpful they have been on your current SRO project or programme? –

### Intellect concept viability service.

	Number	%
Very helpful	1	2.5
Fairly helpful	2	5.0
Not very helpful	3	7.5
Not at all helpful	2	5.0
Not used	28	70.0
No answer	4	10.0
Total	40	100.0

### Senior Responsible Owner /Senior Responsible Industry Executive partnering and discovery workshop

	Number	%
Very helpful	3	7.5
Fairly helpful	4	10.0
Not very helpful	2	5.0
Not at all helpful	1	2.5
Not used	26	65.0
No answer	4	10.0
Total	40	100.0

### Contracting Partner / Suppliers Standards and Methodologies.

	Number	%
Very helpful	2	5.0
Fairly helpful	11	27.5
Not at all helpful	1	2.5
Not used	22	55.0
No answer	4	10.0
Total	40	100.0

**ITIL (IT Infrastructure Library).**

	Number	%
Very helpful	3	7.5
Fairly helpful	5	12.5
Not very helpful	3	7.5
Not at all helpful	1	2.5
Not used	25	62.5
No answer	3	7.5
<b>Total</b>	<b>40</b>	<b>100.0</b>

**Intellect / IT Supplier code of best practice.**

	Number	%
Very helpful	6	15.0
Fairly helpful	6	15.0
Not very helpful	3	7.5
Not used	21	52.5
No answer	4	10.0
<b>Total</b>	<b>40</b>	<b>100.0</b>

**OGC Decision Map.**

	Number	%
Very helpful	4	10.0
Fairly helpful	15	37.5
Not very helpful	3	7.5
Not used	15	37.5
No answer	3	7.5
<b>Total</b>	<b>40</b>	<b>100.0</b>



**OGC Model IT Contracts and key commercial principles.**

	Number	%
Very helpful	4	10.0
Fairly helpful	10	25.0
Not very helpful	1	2.5
Not used	21	52.5
No answer	4	10.0
Total	40	100.0

**OGC Successful Delivery toolkit.**

	Number	%
Very helpful	9	22.5
Fairly helpful	17	42.5
Not very helpful	1	2.5
Not used	9	22.5
No answer	4	10.0
Total	40	100.0

**OGC Managing successful programmes.**

	Number	%
Very helpful	15	37.5
Fairly helpful	14	35.0
Not very helpful	3	7.5
Not used	6	15.0
No answer	2	5.0
Total	40	100.0

**OGC guidance on the management of risk.**

	Number	%
Very helpful	9	22.5
Fairly helpful	19	47.5
Not very helpful	4	10.0
Not used	6	15.0
No answer	2	5.0
<b>Total</b>	<b>40</b>	<b>100.0</b>

**OGC Prince2.**

	Number	%
Very helpful	14	35.0
Fairly helpful	14	35.0
Not very helpful	5	12.5
Not used	5	12.5
No answer	2	5.0
<b>Total</b>	<b>40</b>	<b>100.0</b>

**Control Objectives for IT (COBIT).**

	Number	%
Very helpful	2	5.0
Fairly helpful	4	10.0
Not very helpful	2	5.0
Not at all helpful	1	2.5
Not used	26	65.0
No answer	5	12.5
<b>Total</b>	<b>40</b>	<b>100.0</b>

**Department Own Standards.**

	Number	%
Very helpful	5	12.5
Fairly helpful	16	40.0
Not very helpful	4	10.0
Not at all helpful	3	7.5
Not used	9	22.5
No answer	3	7.5
Total	40	100.0

**British Computer Society Guidance.**

	Number	%
Fairly helpful	3	7.5
Not very helpful	2	5.0
Not at all helpful	1	2.5
Not used	31	77.5
No answer	3	7.5
Total	40	100.0

**National Computing Centre Guidance.**

	Number	%
Very helpful	1	2.5
Fairly helpful	5	12.5
Not very helpful	3	7.5
Not at all helpful	1	2.5
Not used	27	67.5
No answer	3	7.5
Total	40	100.0

## 8: Dealing with suppliers

How important were each of the following factors when selecting the main supplier for your project or programme? –

### Positive references from previous customer.

	Number	%
Very important	9	22.5
Fairly important	11	27.5
Not very important	2	5.0
Not at all important	4	10.0
No answer	14	35.0
Total	40	100.0

### Lowest cost of proposal.

	Number	%
Very important	2	5.0
Fairly important	17	42.5
Not very important	5	12.5
Not at all important	3	7.5
No answer	13	32.5
Total	40	100.0

### Previous good experience with the supplier.

	Number	%
Very important	8	20.0
Fairly important	11	27.5
Not very important	6	15.0
Not at all important	2	5.0
No answer	13	32.5
Total	40	100.0

**Relevant experience in delivering a similar project.**

	Number	%
Very important	18	45.0
Fairly important	7	17.5
Not very important	2	5.0
Not at all important	1	2.5
No answer	12	30.0
<b>Total</b>	<b>40</b>	<b>100.0</b>

**Calibre of individuals on proposed delivery team.**

	Number	%
Very important	22	55.0
Fairly important	2	5.0
Not very important	1	2.5
Not at all important	3	7.5
No answer	12	30.0
<b>Total</b>	<b>40</b>	<b>100.0</b>

**Size of the supplier and resources at the disposal of the supplier.**

	Number	%
Very important	14	35.0
Fairly important	10	25.0
Not very important	1	2.5
Not at all important	3	7.5
No answer	12	30.0
<b>Total</b>	<b>40</b>	<b>100.0</b>

**How often do you review the main supplier s performance against the contract?**

	Number	%
At least once a month	17	42.5
Monthly	10	25.0
Quarterly	4	10.0
No answer	9	22.5
Total	40	100.0

**Has your main supplier performance ever fallen short of contractually agreed levels of performance?**

	Number	%
Yes	16	40.0
No	14	35.0
No answer	10	25.0
Total	40	100.0