

Best Practice BluePrint ™ BP²

PUBLISHED BY

IAITAM Publishing, LLC 1137 State Route 43 Suffield, Ohio 44260

Copyright ©2008 by IAITAM Publishing, LLC

All rights reserved. No part of the contents of this book may be reproduced or transmitted in any form or by any means without the written permission of the publisher.

When assessing any legal matter, do not rely solely on materials published by third parties, including the content in this paper, without additionally seeking legal counsel familiar with your situation and requirements. The information contained in the IAITAM Best Practice Library™ and each of its volumes is provided for informational and educational purposes and does not constitute legal or other professional advice. Furthermore, any applicability of any legal principles discussed in this paper will depend on factors specific to your Organization, situation, and location. Consult your corporate legal staff or other appropriate professionals for specific questions or concerns related to your corporate governance and compliance obligations. IAITAM makes every effort to ensure the correctness of the information we provide, to continually update our publications, and to emend errors and outdated facts as they come to our attention. We cannot, however, guarantee the accuracy of the content in this paper, since laws change rapidly and applicability varies by reader. The information in this publication is provided on an "as is" basis without warranties of any kind, either expressed or implied. IAITAM Publishing, LLC disclaims any and all liability that could arise directly or indirectly from the reference, use, or application of information contained in this publication. IAITAM Publishing, LLC specifically disclaims any liability, whether based in contract, tort, strict liability, or otherwise, for any direct, indirect, incidental, consequential, punitive or special damages arising out of or in any way connected with access to or use of the information in this paper. IAITAM Publishing, LLC does not undertake continuous reviews of the Web sites and other resources referenced in this paper. We are not responsible for the content published by other organizations. Such references are for your convenience only.

For further information on where IAITAM Publishing, LLC books are available, contact IAITAM Publishing, LLC at info@iaitam.org or by calling 1.866.9IAITAM. Visit our website at www.iaitampublishing.org.

IAITAM Best Practice Library and Best Practice BluePrint are trademarks of IAITAM Publishing, LLC.

ISBN-13: 978-1-935019-00-8 ISBN-10: 1-935019-00-7

Program Management Process	1
Introduction to Program Management	1
Defining Total Program Management	2
Why This Area Relates to IT Asset Management	3
Implementation Goals for Total Program Management	
GOAL 1: IT Asset Management Activities are Identified Planned and Executed	
as a Program Consisting of Prioritized Managed Initiatives	
GOAL 2: Business Cases are Developed as Part of the IT Asset Management	
Decision Making and Prioritization Process	5
GOAL 3: Standards for Hardware and Software are Defined and Maintained	5
GOAL 4: IT Assets are Received and Installed	
GOAL 5: Transitions During Use (the MAC processes of IMAC) are Conducted	d 8
GOAL 6: Mass Change / Refresh Events are Coordinated	
Core Processes for Effective Program and Life-cycle Management	
Self-assessment and Action Planning	
Measurements and Verifications	
Activities and Products	
Program Management Sub-processes	
Program Initiation	
Current State Evaluation and Discovery	
Process Management	19
Portfolio Management for Projects	
Manage Strategic Needs	
Reporting	
Program Management - Developing Lifecycle processes and procedures	
Installs	
Moves	
Adds and Changes	25
Working with the Help Desk	
Help Desk Tools	
Educating the Help Desk	
Lifecycle development	28

Policy Management	29
Introduction to Policy Management	29
Defining Policies	30
Defining Procedures	30
What is the Purpose of the Policy Process Area	31
Why and how this area Relates to IT Asset Management	
Why Policies are Important	32
Implementation Goals for Managing Policies	
GOAL 1: Required IT Asset Management Policies are Effectively Implement	ed
GOAL 2: Policies Must Be Enforced	33
GOAL 3: Policies Are Reviewed and Updated Periodically	33
Core Processes for Effective Policy Management	34
Team Building	
Implementing a Policy (Needs-Analysis)	
Review and Update Policy	35
Enforce all Policies	35
Feedback	35
Commitments	36
Capabilities	
Policy Integration During Mergers and Acquisitions	37
Access and Visibility	37
Sample Employee Acknowledgement	
Recommended Policies for IT Asset Management	37
Defining the Required Content and Structure	43
Communication and Education Process	
Introduction to Communication And Education	45
Definition of Communication and Education in ITAM	
Purpose of the Communication and Education Process Area	46
Why this Area Relates to IT Asset Management	
Implementation Goals for Communication and Education	
GOAL 1: Education Planning is Conducted for each ITAM Initiative or Project	
GOAL 2: Training is Conducted as Defined in the Organization's Approved	
Education Plan	49

GOAL 3: Communication Planning is Conducted to Support the ITAM Prog	
Core Processes for Effective Education and Communication Management	_
Education Planning	
Education Training Assessment	
Communication Planning	
Communication Execution	
Commitments	
Capabilities	
Self-Assessment and Action Planning	
Defining the Required Content and Structure	
Measurements and Verification Examples	
Activities and Products	
Project Management	
Introduction to Project Management	59
Definition of Project Management	59
Purpose of Project Management	
Why Project Management Relates to IT Asset Management	
Planning Process	
Implementation Goals for Project Management	61
GOAL 1: IT Asset Management Initiatives are Planned	
GOAL 2: IT Asset Management Initiatives are Monitored and Controlled	62
GOAL 3: Project Stage Reviews and Closure Activities are Conducted	
Core Processes for Effective Project Management	63
Measurements and Verifications Examples	
Activities and Products	66
Project Management Planning and Tracking Example Mythical Industries	67
Project Management Template	
Project Background	
Within Mythical Industries	67
Project Objectives	68
Project Scope	69
Project Deliverables	69
Project Approach	70
Stage 1 – Project Initiation	70

Stage 2 – Discovery and Assessment	73
Stage 3 - Solution Development	75
Stage 4 - Business Case Development	76
Stage 5 - Technology Sourcing and Selection Process	
Project Organization	
Critical Success Factors	78
Project Assumptions and Constraints	78
Change Management Plan	79
Change Management Process	80
Risk Management Plan	
Communication Plan	
Elevator Pitch	83
Summary	84
Documentation Management	
Introduction to Documentation Management	
Defining Documentation Management	
Purpose of Documentation Management Process Area	86
Why Documentation Management Relates to IT Asset Management	
Disaster Recovery	
Implementation Goals for Documentation Management	87
GOAL 1: Asset Information is Maintained in a Centralized Repository	
GOAL 2: License Compliance is Assured	88
GOAL 3: Terms and Conditions are Defined and Understood	89
GOAL 4: The Organization Can Recover From a Disaster and Continu	
Business	
GOAL 5: Asset Status and Reporting Information is Available	90
Commitments	
Secure Storage and Disaster Recovery	
Capabilities	
Change Management Reporting	
IT Asset Repository Technology	
Physical Security	
Business Continuity	
Self Assessment and Action Planning	
Measurements and Verifications Examples	

Activities and Products	95
Software Documentation Library Standards Example	98
Implementation	98
Financial Management	. 101
Introduction to Financial Management	
Strategic Functions Within IT Asset Financial Management	
Defining IT Asset Financial Management	102
Purpose of IT Asset Financial Management	
Why Financial Management Relates to IT Asset Management	
Implementation Goals for Financial Management	. 102
GOAL 1: Invoice Reconciliation	
GOAL 2: Chargeback Procedure is in Place	
GOAL 3: All Invoices, IT Financial Records, and Contracts are Scanned into	
Data Repository	
Core Processes for Effective Financial Management	
Invoice Reconciliation	
Chargeback Procedure is in Place	. 105
All Invoices, IT Financial Records, and Contracts are Scanned in a Data	
Repository	. 105
Organizational Commitments	
Self-assessment and Action Planning	
Measurements and Verifications Examples	
Activities and Products	
Compliance Management	
Introduction to Compliance Management	. 109
Definition of Compliance Management	
Purpose of Compliance Management	
Why Compliance Management Relates to IT Asset Management	
Implementation of Compliance Management Goals	
GOAL 1: The Organization is Prepared to Respond to Compliance Events GOAL 2: Control Must be Gained over Assets	110
GOAL 2: Control Must be Gamed over Assets	
Self-Assessment and Action Planning Measurements and Verifications Examples	110
Response to Compliance Event	
1/23h01132 to 0011h1191102 Eacht	/

Legislation	. 121
Core Processes for Effective Legislation Management	.121
Organizational Goals for Legislation Management	
Introduction to Legislation	.121
Definition of Legislation	
Purpose of the Legislation Process Area	
Why Legislation Relates to IT Asset Management	.122
Organization Has Awareness of Current Legislation	.123
Commitments	
Self-Assessment and Action Planning	
Activities and Products	
Vendor Management	
Introduction to Vendor Management	.127
Defining Vendor Management	.127
Purpose of Vendor Management	.127
Why Vendor Management Relates to IT Asset Management	
Implementation Goals for Vendor Management	.128
GOAL 1: The Organization Manages All Communication with its Vendors	
GOAL 2: The Organization Builds and Maintains Relationships with Vendors	
through an IT / vendor Management Responsibility	.129
Core Processes for Effective Project Management	.129
The Vendor Manager is Trained to be Well versed in This Position	.129
The Vendor Manager Learns to Build Relationships	.130
Self-Assessment and Action Planning	.131
Measurements and Verifications Examples	.134
Activities and Products	.134
Acquisition	. 137
Introduction to Acquisition	.137
Definition of Acquisition	.137
Purpose of Acquisition	
How Acquisition Relates to IT Asset Management	.138
Implementation of IT Asset Goals	.138
GOAL 1: Develop a Request and Approval Process	.138
GOAL 2: Develop and Maintain an Asset Selection Process	.139
GOAL 3: Develop and Maintain a Negotiations Process	.141

GOAL 4: Develop a Process for Defining Terms and Conditions	143
GOAL 5: Develop a Redeployment Process	144
Introduction to Procurement	
Definition of Procurement	145
Purpose of Procurement	146
Values Seen in the Procurement Process Include:	146
Contractual Opportunities	146
Volume Purchase Agreements	146
Maintenance agreements	
Service Level Agreements	149
Outsourcing Agreements	150
Leasing	150
ANALYSING New Pricing Structures	156
Asset Identification Process	
Introduction to Asset Identification	159
Defining Asset Identification	
Purpose of the Asset Identification Process Area	159
How Asset Identification Relates to IT Asset Management	160
Implementation Goals for Asset Identification	
GOAL 1: Physical Asset Identification Strategy Must be Defined	161
GOAL 2: Establish a Common Procedure for Receiving, Accepting, and	
Notification of how all IT Assets are Managed	161
Goal 3: Security is Notified When a New IT Asset Enters the Environment	t 162
Goal 4: All IT Assets are Discovered Through Physical Audit	
Self-Assessment and Action Planning	
Measurements and Verifications Examples	
Activities and Products	
Asset Identification Standards Example	
Disposal Management	171
Introduction to Disposal Management	
Defining Disposal Management	
Purpose of Disposal Management	
Why Disposal ManagementR to IT Asset Management	
Implementation Goals for Disposal Management	
Goal 1: The Organization Disposes Of Assets Legally and Securely	172

Goal 2: Asset Disposal Requirements Are Identified and Understood	173
GOAL 3: Disposed Assets Are Accurately Tracked	173
GOAL 4: The End of Life Process Is Defined and the Disposal Procedures	4re
Implemented	174
Goal 5: Software Is Harvested and Reallocated During the Disposal Cycle	175
Goal 6: Information Security for Disposed Assets Is Ensured	175
Core Processes for Effective Disposal Management	176
Self-assessment and Action Planning	177
Measurements and Verifications Examples	178
Activities and Products	179
Glossary of Terms	181