ASSESSING EFFECTIVENESS
Does Your CIO Have Clout?
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TOOL: Checking Your CIO's Authority

Thousands of information-technology professionals now hold the lofty title of chief information officer, though many are no more than de facto chief technology officers. Why? Many CIOs have insufficient power to be truly accountable for the management of information. Contributing to the power vacuum: a lack of generally accepted standards or regulatory requirements comparable to those for chief financial officers. The Department of Defense, for one, recognized that shortcoming and issued a directive on May 2 that strengthens the authority of its CIO. A checklist, synthesized by *Baseline* contributor Paul A. Strassmann from the 14-page directive, provides a tool for companies to assess whether their CIOs have sufficient power to effectively perform their jobs. That checklist includes 15 "must-have" responsibilities and nine "should-have" duties.

INSTRUCTIONS: **If you answer "No" to more than one must-have responsibility, your CIO will be hobbled; if you check "No" to two or more should-have duties, he or she will have a terrific title but limited effectiveness.**

	MUST-HAVE RESPONSIBILITIES	YES	NO
1	Serves on executive committee; e.g., reports to the CEO or COO.		
2	Delivers strategic and operating plans that show how information technology supports corporate objectives; e.g.; presents plans for board approval.		
3	Acts as a corporate strategist and initiates studies to identify new investment opportunities; e.g., belongs to financial-investment and business-planning committees.		
4	Has sign-off approval as well as termination authority over technology plans and expenditures.		
5	Authorizes investigations or performance verification activities; e.g., reports findings to the board's audit committee.		
6	Sets policies for evaluating standards and technology performance; reports periodically to the board.		
7	Maintains full accountability for information security assurance, including compliance with regulatory and industry standards.		
8	Performs risk assessment of information systems' reliability, integrity, ease of recovery, and capabilities under extreme conditions.		
9	Defines the information architecture to specify which functions are central, what is distributed and what is outsourced; sets systems engineering governance and migration policy.		
10	Maintains repository of business models that describe business operations in a standard format.		
11	Prescribes the execution of data management and data standardization policies.		
12	Ensures the interoperability of computers integrated into products or services provided to customers as a direct cost of goods sold; publishes an evaluation of systems integration capabilities and opportunities.		
13	Reviews all major programs, including exception reviews of at-risk projects; issues status reports.		
14	Oversees training and career development of information-technology professionals; publishes an assessment of technology staffers.		
15	Initiates surveys of customer satisfaction with technology services; briefs top executives on evaluations.		
ANSWER NO TO ANY OF THE ABOVE, AND YOU ARE SETTING YOUR CIO UP FOR FAILURE.		**TOTAL:**	

	SHOULD-HAVE RESPONSIBILITIES		
16	Provides oversight for non-I.T. but information-related business and administrative processes.		
17	Exercises control over records management and non-digital document archives.		
18	Establishes policies for document printing, control and distribution.		
19	Supervises the issuing and monitoring of secure access passwords, including encryption keys.		
20	Extends the scope of the CIO position to include voice, data, wireless, video and satellite communications.		
21	Maintains a consolidated inventory of information assets, including hardware, software and communications.		
22	Cultivates competitive-intelligence knowledge to provide insights into circumstances that businesses may use to their advantage.		
23	Identifies opportunities for companywide gains from internal, vendor or academic sources.		
24	Monitors and evaluates information costs, including quality of service from suppliers and customers.		
ANSWER NO TO 2 OR MORE OF THE ABOVE, AND YOUR CIO WILL HAVE LIMITED SUCCESS.		**TOTAL:**	