Business Capability Reference

Service Management Board (SMB)
Updated 11/6/2015
Overview

Using capability mapping, the SMB is creating a framework and mechanism by which the SMB can use the language of the business to identify and prioritize investments in the University’s central IT service portfolio, and communicate these recommendations in a repeatable manner to the TRF committee.

Capability mapping has the potential to:

- Create common language for business teams and IT teams to communicate what’s important
- Provide a way to agree on desired business outcomes rather than discussing specific technology products
- Help business leaders show IT where there is a need for more, less, or different technology services; put business leaders in control of the conversation

The capability map summarizes the business capabilities and places them in the context of the UW. The map is accompanied by a definition for each capability.
**Capability Map (revised based on September feedback)**

Service Management Board working document, updated 10/16/2015

<table>
<thead>
<tr>
<th>Education</th>
<th>Research</th>
<th>Service</th>
<th>Healthcare</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leading-Edge Student Experience</strong></td>
<td><strong>Proven Impact</strong></td>
<td><strong>Public as a Philosophy</strong></td>
<td><strong>Innovation Mindset</strong></td>
</tr>
</tbody>
</table>

**Differentiated at the UW by:**

**Foundationally enabled by:**

<table>
<thead>
<tr>
<th><strong>Student Information Access</strong></th>
<th><strong>Instructor Information Access</strong></th>
<th><strong>Researcher Information Access</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>As a student, access and manage all the information needed to maximize the UW experience.</td>
<td>As an instructor, create and manage information related to students, courses, and the curriculum.</td>
<td>As a researcher, administer research awards and create and manage research data with collaborators around the world.</td>
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<table>
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<tr>
<th><strong>Employee and Supervisor Information Access</strong></th>
<th><strong>Financial Information Access</strong></th>
<th><strong>Development Information Access</strong></th>
</tr>
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<tbody>
<tr>
<td>As an employee or supervisor, manage HR, payroll, and benefits information and recruit and retain team members.</td>
<td>As a steward of UW resources, manage financial information and complete financial transactions.</td>
<td>As a representative of the UW, manage information about relationships with prospects and donors.</td>
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<tr>
<th><strong>Individual Technology Access</strong></th>
<th><strong>Communication and Collaboration</strong></th>
<th><strong>Information Access and Creation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Be individually ready to work, using the information technology devices, software, connectivity, skills, and support needed for each role.</td>
<td>Work together interactively and dynamically, without being constrained by location or other unnecessary boundaries.</td>
<td>Fully utilize the best information available, and effectively share and re-use new information.</td>
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</table>

**Enabled for the common good based on:**

**Alignment of enterprise processes, practices, and services**

**Managed and delivered:**

- Anytime & Anywhere
- Quickly
- Predictably
- Flexibly
- Safely
- Securely
- In Compliance
- Resilient
Criteria and Values
What makes a capability “foundational”?

A foundational capability is characterized by one or more of:

- **“It enables our daily work at the UW”** -- Most individuals at the UW need the capability:
  - Anytime/anywhere
  - Predictably
  - Nimbly
- **“We need it to be safe”** -- The UW needs the capability to be:
  - Securely; safely
  - In compliance
  - Resiliently
- **“It has a deep impact on meeting institutional goals”** -- The capability enables us as an institution to:
  - Strategically Differentiate the UW
    - Leading-edge student experience
    - Public as a philosophy
    - Proven impact
    - Innovation mindset
  - Perform essential administrative duties efficiency
Supporting decision-making frameworks

“Level 0” frameworks support inclusion of a service as foundational in delivering a business capability:

- **ECAR Research Publications** - Including surveys of services at peer institutions (specific documents to be selected).
- **UW Enterprise Risk Management Annual Report** (2013-2014) (PDF) - Including top institutional risk areas (p.8).
- **UW Brand Strategy** (2015) and **UW Brand Presentation** (2014) (PDF) - Including the Brand Pyramid, also introduced in the [Brand 101](#) website.
- **UW-IT Customer Experience Survey** (2015) (PDF) - Including services selected as most important by students, faculty, and staff (p. 8).

Level 1+ Frameworks support more detailed decision making:

- **UW Transforming Administration Program** (TAP) - Including TAP’s [2015 Campus Survey](#).
- **UW-IT Portfolio Prioritization Criteria** (2014) (PDF).
- **UW Enterprise Architecture Guiding Principles** and general [enterprise architecture](#) practices.
- **IT Service Management** practices.
## Capability values

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
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</table>
| **Anytime & Anywhere**                       | Access and act on information from whenever and wherever needed.  
• Meet [customer experience](#) goals and follow [Enterprise Architecture](#) principles for reliable, highly available services.                                                                                                                                                                                                 |
| **Nimbly**                                   | Work efficiently as an individual and collaboratively as a team, without unnecessary delays, and adapt as the work changes.  
• Enable the UW to [differentiate itself](#) by enabling people to work innovatively and collaboratively; support administrative [efficiency](#).                                                                                                                                 |
| **Predictably**                              | Rely on the availability and effectiveness of capabilities.  
• Follow [Enterprise Architecture](#) principles for reliable services.                                                                                                                                                                                                           |
| **Safely**                                   | Work safely as an individual, including physical safety as enabled by IT services (such as emergency notifications).  
• Help [mitigate risk](#).                                                                                                                                                                                                                                                                 |
| **Securely**                                 | Protect UW information from risk and misuse, and assure the privacy of individual information.  
• Help [mitigate risk](#) and follow [Enterprise Architecture](#) principles for secure services; ensure [confidentiality, integrity, and availability](#).                                                                                                                   |
| **In Compliance**                            | Information is created, managed, and destroyed in alignment with regulatory rules.  
• Help [mitigate risk](#) around compliance.                                                                                                                                                                                                                                                                 |
| **Resiliently**                              | Practices and underlying technologies operate sustainably, with appropriate business continuity practices in place and within the confines of institutional risk tolerances.  
• Help [mitigate risk](#) around business continuity.                                                                                                                                                                                                                                                                 |
| **Efficiently Across Administrative Processes** | Work without unnecessary delays, and with timely, accurate core information and analytics.  
• Enable the UW to gain efficiencies from economies of scale where possible  
• [Administrators](#) have visibility to available tools and technologies                                                                                                                                                                                                 |
Capability Definitions
Capability: **Alignment**

**Definition:** Align enterprise processes, practices, and services in order to identify, manage, and deliver business capabilities based on shared criteria.

**Business Outcomes:**
- Agreement on criteria for business capabilities that enable essential administrative efficiency and mission-driven differentiation
- Agreement on a portfolio of services that enable business capabilities
- Shared understanding of business processes and practices enabled by business capabilities

**Business Owners:**
- TBD

**Underlying Business Processes or Activities:**
- Governance, including IT governance
- Service portfolio management, including IT service portfolio management
- Enterprise architecture practices
- Enterprise analysis practices, such as business capability mapping, business process modeling, and Lean process improvement
- Risk management practices
- Compliance practices

**Relevant level 1+ decision-making frameworks or references:**
- [UW Transforming Administration Program](#) (TAP) - Including TAP’s [2015 Campus Survey](#).
- [UW-IT Portfolio Prioritization Criteria](#) (2014) (PDF).
- [UW Enterprise Architecture Guiding Principles](#) and general enterprise architecture practices
- [IT Service Management](#) practices
Capability: Individual Technology Access

**Definition:** Be individually ready to work, using the information technology devices, software, connectivity, skills, and support needed for each role.

**Business Outcomes:**
- Each individual is ready to work, using the computer devices and software needed for their role
- Each individual is connected to the systems and information needed for their role
- Each individual has the basic skills and support needed to use information technology in their work

**Business Owners:**
- TBD

**Underlying Business Processes or Activities:**
- Discover technology services
- Use desktop, laptop, or mobile devices
- Use printers and scanners
- Install and update software
- Access the Internet
- Log in to UW systems
- Access UW systems remotely
- Receive technical support and training
- Use technology resources regardless of disabilities
Capability: Communication and Collaboration

Definition: Work together interactively and dynamically, without being constrained by location or other unnecessary boundaries

Business Outcomes:
- Groups communicate effectively using information technology
- Groups create and share information collaboratively
- Groups use each member’s time effectively

Business Owners:
- TBD

Underlying Business Processes or Activities:
- Find people (e.g., in a directory)
- Send and receive messages (e.g., via email, texts)
- Talk to people (e.g., by phone, online chat)
- Work in a group (e.g., in physical collaboration space or online)
- Work collaboratively on information (e.g., collaborative editing)
- Schedule and share appointments (e.g., via calendaring)
- Share project information (e.g., goals, tasks, timelines)
Capability: Information Access and Creation

Definition: Fully utilize the best information available, and effectively share and re-use new information.

Business Outcomes:
- Individuals and groups work with the best information available
- Information is analyzed effectively to make the best use of available information
- New information is shared and categorized effectively for re-use

Business Owners:
- TBD

Underlying Business Processes or Activities:
- Discover and use information (including documents, data, and multiple media)
- Create and store information
- Share or restrict access to information
- Analyze and apply data
- Understand data standards (e.g., data dictionaries, master data)
Capability: **Student Information Access**

**Definition:** As a student, access and manage all the information needed to maximize the UW experience.

**Business Outcomes:**
- Students can focus on their learning experience because access to enrollment and administrative information is streamlined
- Students can fully participate in discovering and creating learning information together with their peers and instructors
- Students can plan their UW experience to maximize it for themselves

**Business Owners:**
- TBD

**Underlying Business Processes or Activities:**
- Access student records
- Create and act on an academic plan
Capability: **Instructor Information Access**

**Definition:** As an instructor, create and manage information related to students, courses, and the curriculum.

**Business Outcomes:**
- Instructors can focus on their teaching work because management of administrative information is streamlined
- Instructors can fully participate in creating and sharing learning information together with their students and peers
- Instructors can access and act on information about their students

**Business Owners:**
- TBD

**Underlying Business Processes or Activities:**
- Create and share course content
- Communicate with students
Capability: **Researcher Information Access**

**Definition:** As a researcher, administer research awards and create and manage research data with collaborators around the world.

**Business Outcomes:**
- Researchers can focus on their research work because management of administrative information is streamlined
- Researchers can create and share research information together with their collaborators at the UW and around the world

**Business Owners:**
- TBD

**Underlying Business Processes or Activities:**
- Manage proposals and awards
- Manage research data
- Manage research facilities & equipment
Capability: **Employee and Supervisor Information Access**

**Definition:** As an employee or supervisor, manage HR, payroll, and benefits information and recruit and retain team members.

**Business Outcomes:**
- Employees can focus on their work because management of time, leave, payroll, and benefits information is streamlined
- Supervisors can effectively recruit, onboard, manage, and retain great teams

**Business Owners:**
- TBD

**Underlying Business Processes or Activities:**
- Access HR and payroll records
- Access and update individual benefits
- Track and approve time and leave
- Recruit and hire employees
- Onboard new employees (e.g., orientation and context setting)
Capability: Financial Information Access

**Definition:** As a steward of UW resources, manage financial information and complete financial transactions.

**Business Outcomes:**
- Employees can focus on making the best use of UW financial resources because management of financial information is streamlined
- Purchases, contracts, and payments are managed effectively
- The UW maintains excellent vendor relations

**Business Owners:**
- TBD

**Underlying Business Processes or Activities:**
- Manage budgets
- Procure to pay
- Manage contracts
- Manage grants, gifts, foundations
Capability: Development Information Access

Definition: As a representative of the UW, manage information about relationships with prospects and donors.

Business Outcomes:
- Relationships with prospects and donors are managed effectively
- The UW maintains excellent donor relations

Business Owners:
- TBD

Underlying Business Processes or Activities:
- Relationship cultivation and management
- Manage prospect and donor stewardship