
Reporting to Management

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Reporting to Management

- Why Management Reporting ?
- Critical questions for the Management Reporting Process
- Operational, Tactical & Strategic Reporting
- 'The Capacity Plan'
- Examples

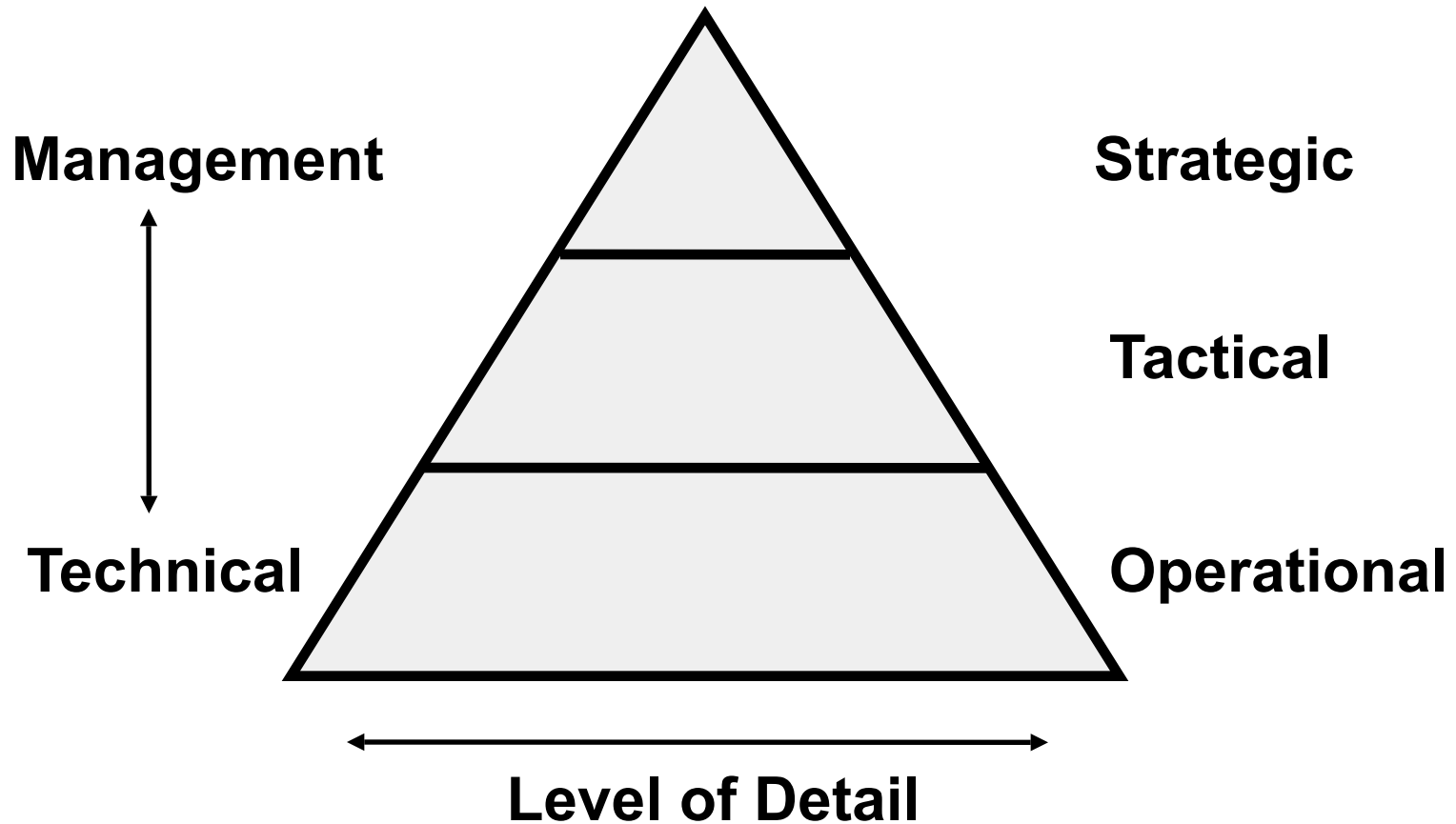
Why Management Reporting?

- Historically moved from Vendor supplied to in-house
- Management need to be forewarned, they hate surprises
- Formalised process of summarising the masses of information available
- Management need to understand how well their business plans are progressing, and any variances.
- Management need information to help in their own decision making - both operational and strategic.
- *“The effectiveness of a management report is inversely proportional to the weight and/or thickness”*

Critical Questions for the Management Reporting Process

- Who is the recipient ?
- Which need must be filled by the report ?
- What is the report about ?
- Which available data is relevant ?
- What are the main messages in the report ?
- Which report formats will work the best ?
- Should the report be standardised, and if so why ?
- Avoid the question “*What is this, and why do I need to know it?*”

Hierarchical Reporting



Operational Reporting

- These reports support the day-to-day decision making
- Must be comprehensive enough to identify and resolve immediate problems
- Mostly provided by vendor products, and include online monitors. eg. Omegamon, NETSPY, Measure, RMF etc...
- Of most benefit here are 'Exception' reports.

Tactical Reporting

- Used to support the short-term decision making process
- Typically contain summary statistics from the operational level
- Usually contain historical trending information
- You need a good 'Performance Data-base'
- Data normally summarised by hour, day, month etc...
- Tend to be graphical.....but remember your audience

Tactical Reporting (cont)

- These reports are usually utilised by:-
 - » IT Technical Staff
 - » First-line IT managers
 - » IT Functional managers
- Regular dissemination of this information is critical to an 'organisational' understanding of the installation resource utilisation, service levels, workloads and customer processing
- Should **not** be used to brief Executive management

Strategic (Executive) Management

- Here we have two major problems:-
 - » The Capacity Planner's inability to understand the information the Executive needs to make decisions
 - » The Executives inability to articulate their information needs in terms specific enough for the Capacity Planner
- Unfortunately the onus is on the Capacity Planner to resolve these problems

Questions that must be answered by Strategic Reports

- Are we optimising our key resources ? Are we using them efficiently ?
- What is the impact of growth, new business and known changes?
- When will we need an upgrade? Does this match the date in the business plan?
- Are we meeting our SLOs, and if not why?
- In gross level terms, how large is the operation? How much has it grown?
- What has changed since the last Executive level briefing?

Questions (cont)

- Besides these regular questions, there are two additional subjects that must be addressed by Strategic Reporting:-
 - » Significant improvements and/or problems in the operating environment, relative to the reporting period.
 - » Issues beyond the normal scope of reporting, that are specific interest to Executive Management

The Capacity Plan

- The following 'table of contents' is comprehensive & not necessarily applicable to every organisation.
 - » Executive Summary
 - » Introduction
 - » Capacity Planning methodology and data sources
 - » Current Status
 - Summary of service level achievements
 - Summary of installed systems
 - Current utilisations and spare capacity

The Capacity Plan (cont)

- » Workload Analysis and Forecasts:-
 - Workload description by subsystem
 - Major/Critical Business applications
 - New Business applications
 - Summary of workload growth forecasts
- » Equipment Plan
- » Capital Expenditure budget forecast
- » Cost Justification and Cost Recovery program
- » Related matters
- » Recommendations

Last Thoughts

- Make reporting a regular process
- Identify and explain all assumptions
- Know your audience (enemy !!!)
- Give your Senior Management options
- Concentrate on THEIR needs
- Don't get too technical (unless they request it):
remember their focus is business/finance oriented
- Remember their hourly rate is more than yours
- After any upgrade prepare a presentation of what the upgrade achieved. Show them how well they spent their money .