IAM Performance Study Questionnaire (v1.3)

Please confirm you're not a robot

Introduction

Dear study participant,

You are invited to participate in a research study conducted by David Doret in collaboration with Arden University.

OBJECTIVE
The objective of this questionnaire is to deepen our understanding of how organizations measure the performance of their IAM (Identity and Access Management) processes.

DATA PRIVACY
Your participation to this questionnaire will be kept confidential. Only aggregate statistical results and redacted comments will be published.

PARTICIPATION
Participation in this survey is voluntary. You may refuse to take part in the research or exit the survey at any time without penalty. You may also skip any question that is not applicable to your situation or that you do not wish to answer for any reason.

BENEFITS & RISKS
Your responses will help us learn more about how organizations measure their IAM performance. A checkbox in the survey will let you opt-in to receive the survey results and related articles by email once our research project will be completed (which may take a few weeks). Apart from this, you will receive no direct benefit from participating in this research study. There are no foreseeable risks involved in participating in this study.

QUESTIONS & SUPPORT
For any question or need for assistance, please reach out to me at: david.doret@open-measure.org.

<div style="background:blue;color:white">Subscription to receive survey results</div>

Conditional: if you would like to receive our survey and research results, you may opt-in by leaving us your email address here.

<div style="background:blue;color:white">Key Terms & Definitions</div>

In the context of this survey, the following key definitions are used:

Performance: The degree to which an organization accomplishes its goals. The efficiency and effectiveness of past actions.

Measurement: A process through which the size or quantity of something is determined. The assignment of numbers to empirical phenomena.

Indicator: Information which makes it possible to determine whether a process meets its targets, driving decisions and actions.

IAM (Identity and Access Management): In this survey, IAM is used in the broad meaning of the overall people, processes and systems used by organizations to supervise and manage digital identities and their accesses to digital assets. This comprises **Workforce IAM**, **Federated IAM, Customer IAM, IoT IAM,** and **PAM** / **TAM**. Whenever the term "IAM" will be used in the survey, this whole set of processes is implied.

Workforce IAM: The people, processes and systems used by an organization to supervise and manage core digital identities and their accesses. This comprises employees and contractors but other populations may be considered part of **Workforce IAM**, such as external auditors or other regular business partners to whom accesses are granted that are similar to those of employees and contractors. Robot identities may also be considered part of **Workforce IAM** but this may vary between organizations.

3rd Party IAM: The people, processes and systems used by an organization to supervise and manage federated 3rd party identities and their accesses. Here, federation is used in its broad and not necessarily technical meaning, that is 3rd party identities may or may not be managed by identity federation technical protocols. In general, 3rd parties comprise re-sellers, suppliers, out-sourcing partners and other business partners.

Customer IAM: The people, processes and systems used by an organization to supervise and manage the digital identities and accesses of its customers. Here, Customer IAM (or CIAM) is used in its broad and not necessarily technical meaning of general management of customer identities that may or may not be managed by a dedicated CIAM technological platform.

IoT IAM: The people, processes and systems used by an organization to supervise and manage the digital identities and accesses of connected objects. IoT stands for Internet of Things.

PAM / **TAM** (Privileged Access Management / Technical Access Management): The people, processes and systems used by an organization to supervise and manage privileged and/or technical identities and their accesses, that in general comprises administration, native and/or generic (shared) accounts used to manage and supervise hypervisors, operating systems, middlewares, technical (network, security) equipment and business applications.

What is your main country of residence?

○ Afghanistan

○ Albania

○ Algeria

○ Andorra

○ Angola

○ Antigua and Barbuda

○ Argentina

○ Armenia

○ Australia

○ Austria

○ Azerbaijan

○ Bahrain

○ Bangladesh

○ Barbados

○ Belarus

○ Belgium

○ Belize

○ Benin

○ Bhutan

○ Bolivia

○ Bosnia and Herzegovina

○ Botswana

○ Brazil

○ Brunei

○ Bulgaria

○ Burkina Faso

- ○ Burundi
- ○ Cabo Verde
- ○ Cambodia
- ○ Cameroon
- ○ Canada
- ○ Central African Republic
- ○ Chad
- ○ Chile
- ○ China
- ○ Colombia
- ○ Comoros
- ○ Congo, Democratic Republic of the
- ○ Congo, Republic of the
- ○ Costa Rica
- ○ Croatia
- ○ Cuba
- ○ Cyprus
- ○ Czech Republic
- ○ Côte d'Ivoire
- ○ Denmark
- ○ Djibouti
- ○ Dominica
- ○ Dominican Republic
- ○ East Timor (Timor-Leste)
- ○ Ecuador
- ○ Egypt
- ○ El Salvador
- ○ Equatorial Guinea
- ○ Eritrea
- ○ Estonia

- Ethiopia
- Fiji
- Finland
- France
- Gabon
- Georgia
- Germany
- Ghana
- Greece
- Grenada
- Guatemala
- Guinea
- Guinea-Bissau
- Guyana
- Haiti
- Honduras
- Hungary
- Iceland
- India
- Indonesia
- Iran
- Iraq
- Ireland
- Israel
- Italy
- Jamaica
- Japan
- Jordan
- Kazakhstan
- Kenya

- ○ Kiribati
- ○ Korea, North
- ○ Korea, South
- ○ Kosovo
- ○ Kuwait
- ○ Kyrgyzstan
- ○ Laos
- ○ Latvia
- ○ Lebanon
- ○ Lesotho
- ○ Liberia
- ○ Libya
- ○ Liechtenstein
- ○ Lithuania
- ○ Luxembourg
- ○ Macedonia
- ○ Madagascar
- ○ Malawi
- ○ Malaysia
- ○ Maldives
- ○ Mali
- ○ Malta
- ○ Marshall Islands
- ○ Mauritania
- ○ Mauritius
- ○ Mexico
- ○ Micronesia, Federated States of
- ○ Moldova
- ○ Monaco
- ○ Mongolia

- ⚪ Montenegro
- ⚪ Morocco
- ⚪ Mozambique
- ⚪ Myanmar (Burma)
- ⚪ Namibia
- ⚪ Nauru
- ⚪ Nepal
- ⚪ Netherlands
- ⚪ New Zealand
- ⚪ Nicaragua
- ⚪ Niger
- ⚪ Nigeria
- ⚪ Norway
- ⚪ Oman
- ⚪ Pakistan
- ⚪ Palau
- ⚪ Panama
- ⚪ Papua New Guinea
- ⚪ Paraguay
- ⚪ Peru
- ⚪ Philippines
- ⚪ Poland
- ⚪ Portugal
- ⚪ Qatar
- ⚪ Romania
- ⚪ Russia
- ⚪ Rwanda
- ⚪ Saint Kitts and Nevis
- ⚪ Saint Lucia
- ⚪ Saint Vincent and the Grenadines

- ◯ Samoa
- ◯ San Marino
- ◯ Sao Tome and Principe
- ◯ Saudi Arabia
- ◯ Senegal
- ◯ Serbia
- ◯ Seychelles
- ◯ Sierra Leone
- ◯ Singapore
- ◯ Slovakia
- ◯ Slovenia
- ◯ Solomon Islands
- ◯ Somalia
- ◯ South Africa
- ◯ Spain
- ◯ Sri Lanka
- ◯ Sudan
- ◯ Sudan, South
- ◯ Suriname
- ◯ Swaziland
- ◯ Sweden
- ◯ Switzerland
- ◯ Syria
- ◯ Taiwan
- ◯ Tajikistan
- ◯ Tanzania
- ◯ Thailand
- ◯ The Bahamas
- ◯ The Gambia
- ◯ Togo

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○ Tonga

○ Trinidad and Tobago

○ Tunisia

○ Turkey

○ Turkmenistan

○ Tuvalu

○ Uganda

○ Ukraine

○ United Arab Emirates

○ United Kingdom

○ United States

○ Uruguay

○ Uzbekistan

○ Vanuatu

○ Vatican City

○ Venezuela

○ Vietnam

○ Yemen

○ Zambia

○ Zimbabwe

What is (or are) your current role(s) or position(s)?

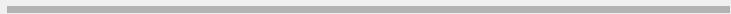☐ Auditor / Controller

☐ CEO

☐ CFO

☐ CIO

☐ CISO

☐ COO

☐ IAM Architect

☐ IAM Consultant / Expert

☐ IAM Manager

☐ IAM Software Developer

☐ IAM Technical Specialist

☐ IAM Training Instructor

☐ IT Specialist / Engineer

☐ Retired

☐ Risk Manager

☐ Security Specialist / Engineer

☐ Unemployed

☐ Other

☐ I don't know

How many years of professional experience do you have in the following domains? ⑦
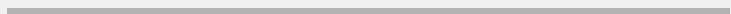
	0 (no experience)	10+ (veterans)
3rd Party IAM		
IoT IAM		
IT		
Management		
Advisory / Consultancy Services		
Customer IAM		
PAM / TAM		

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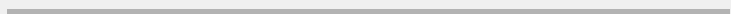
Risk Management		
Audit		
Cybersecurity		
Workforce IAM		

Organization Demographics

In relation to the IAM field, what is the role of your current organization?

- ☐ Auditor
- ☐ Final organization
- ☐ IAM advisory services provider
- ☐ IAM cloud service provider
- ☐ IAM product reseller
- ☐ IAM software development
- ☐ IAM solution vendor
- ☐ IAM training service provider
- ☐ Other
- ☐ I don't know

This survey is primarily interested in how organizations measure the performance of *their own* IAM processes.

Please choose a single organization on behalf of which you will answer the remaining survey questions. We recommend you choose the organization you have the deepest knowledge of.

For instance, if your organization is providing IAM services to client organizations, you may

choose to answer on behalf of your own (service provider) organization or of a client to whom you are providing services.

If you are unemployed or retired, you may choose to answer on behalf of an organization you worked for previously.

○ The organization I am currently working for

○ A client organization to whom I am providing services

○ An organization I previously worked for

○ Other

When did you last work for that organization?

2020 ▾

In the remaining questions of this survey, please only consider the organization you chose above whenever the expression **your organization** is used.

What is / are the main sector(s) where your organization is active?

☐ Advisory / Consultancy Services

☐ Agriculture, Forestry, Fishing and Hunting

☐ Arts, Entertainment, and Recreation

☐ Audit

☐ Cloud Services

☐ Computer and Electronics Manufacturing

☐ Education

☐ Financial Services

☐ Government and Public Administration

☐ Health Care and Social Assistance

☐ Hotel and Food Services

☐ IT Services

☐ Insurance

☐ International Organization

- [ ] Legal Services

- [ ] Marketing & Social Media

- [ ] Media & Digital Media

- [ ] Military

- [ ] Not-for-Profit / NGO

- [ ] Software

- [ ] Telecommunications

- [ ] Transportation and Warehousing

- [ ] Utilities (e.g. Energy, Transport, ...)

- [ ] Other

- [ ] I don't know

What is the size of your organization?

- ( ) Large (Headcount: > 250 or annual turnover: > 50M EUR/USD)

- ( ) Medium (Headcount: < 250 or annual turnover: < 50M EUR/USD)

- ( ) Small (Headcount: < 50 or annual turnover: < 10M EUR/USD)

- ( ) Micro (Headcount: < 10 or annual turnover: < 2M EUR/USD)

- ( ) I don't know

IAM organizational setup

In your organization, are IAM processes managed by dedicated and specialized teams? Please choose among the following models the one that best fits your organization.

Predominantly dedicated: Most IAM process tasks are managed by specialized teams that are dedicated to IAM.

Balanced: Some IAM process tasks are managed by specialized teams that are dedicated to IAM while others are managed by shared teams for whom IAM is one subject among others.

Predominantly shared: Most IAM process tasks are managed by shared teams for whom

IAM is one subject among others, e.g.: IT, Security or Service Desk teams.

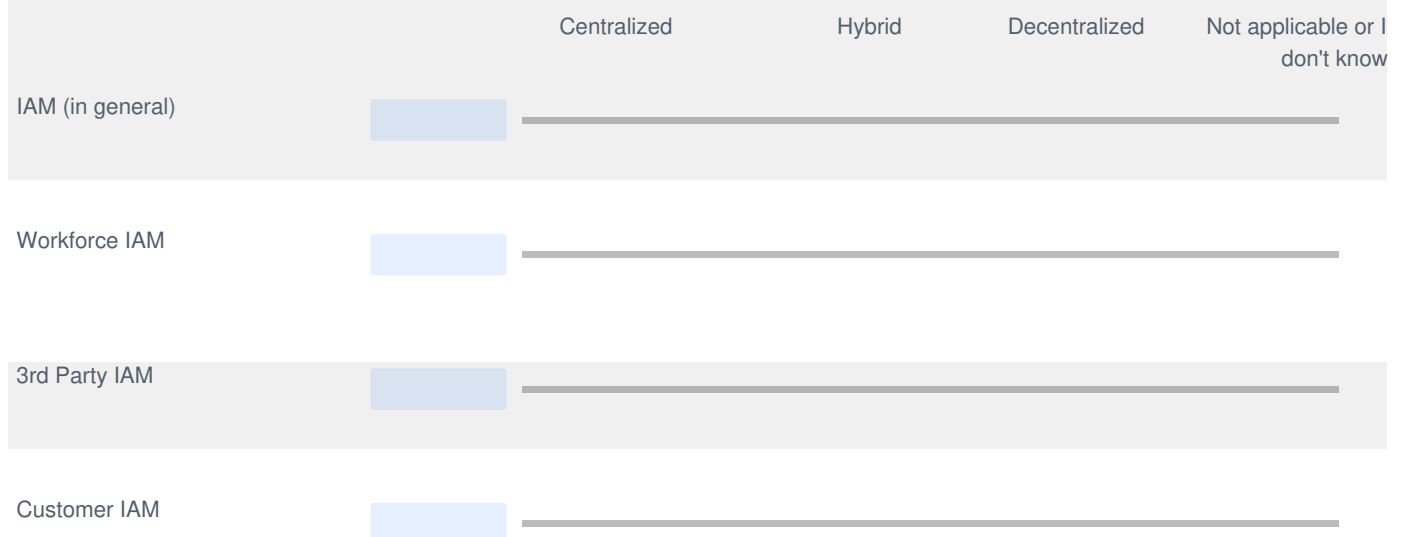|		Predominantly shared	Balanced	Predominantly dedicated	Not applicable or I don't know
IAM (in general)					
Workforce IAM					
3rd Party IAM					
Customer IAM					
IoT IAM					
PAM / TAM					

If your organization has multiple business units or operates in multiple locations, what organizational model best matches its IAM organizational setup?

Centralized: There is a centralized and dedicated team defining the IAM strategy, issuing IAM policies and managing the overall IAM processes.

Hybrid: There is a mix of semi-autonomous business units or regional IAM teams supervised by a centralized IAM team that defines the overall IAM strategy and policies.

Decentralized: There are autonomous business unit / regional IAM teams managing and defining their own IAM strategies and policies.

		Centralized	Hybrid	Decentralized	Not applicable or I don't know
IAM (in general)					
Workforce IAM					
3rd Party IAM					
Customer IAM					

IoT IAM		
PAM/TAM		

To whom reports the IAM manager in your organization?

- [ ] CFO
- [ ] CFO
- [ ] CIO
- [ ] CISO
- [ ] COO
- [ ] Other
- [ ] I don't know

What are the key strategic goals set for IAM by top management in your organization? ⑦

	Not a Goal	Nice to have	Secondary Goal	Primary Goal	Not applicable or I don't know
Improve workforce experience					
Strengthen trust with third parties					
Assure compliance					
Improve customer experience					
Enable the workforce to become global					
Accelerate the digital transformation					

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	Not a Goal	Nice to have	Secondary Goal	Primary Goal	Not applicable or I don't know
Enhance business agility					
Reduce costs					
Enable new business opportunities					
Improve productivity					
Protect from cyber threats					

How would you rate the capability / maturity level of IAM in your organization?

Level 1 - Initial: processes are ad hoc and inconsistent.
Level 2 - Repeatable: basic and consistent processes are established.
Level 3 - Defined: all processes are well defined, documented and standardized.
Level 4 - Managed: strategic analysis is performed through data collected on processes.
Level 5 - Optimized: the organization is focused on continuous improvement through quantitative and qualitative feedback, fostering innovation for the organization.

	Level 1: Initial	Level 2: Repeatable	Level 3: Defined	Level 4: Managed	Level 5: Optimized	Not applicable or I don't know
IAM (general answer)						
Workforce IAM						
3rd Party IAM						
Customer IAM						
IoT IAM						

PAM / TAM

What role(s) do you play in relation to IAM performance indicators in your organization?

- [ ] I analyse or use indicators
- [ ] I design indicators
- [ ] I collect, clean and compute data
- [ ] I report indicators
- [ ] I decide what indicators the organization uses
- [ ] Other
- [ ] Not applicable or I don't know

Assess the following statements regarding the **design of IAM performance indicators** in your organization.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not applicable or I don't know
They genuinely reflect performance						
They are clearly defined						
They are objective						
They are actionable						
They are focused on long-term improvement						
They are aligned with the organization strategic goals						

They provide valuable insights that help top management lead the IAM strategy

They provide valuable insights that help IAM management supervise the IAM operational processes

They provide valuable insights that help IAM process workers manage their daily work

Assess the following statements regarding the **IAM performance framework** in your organization. If you don't know the answer for an item, leave it unanswered.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not applicable or I don't know
Every indicator has an owner						
The data collection procedure is documented						
The computation methods or formula are documented						
Guidelines are provided to help stakeholders interpret indicators						
Indicator limitations or imprecision are transparently disclosed						
Every reported number may be traced back to its data source						

Assess the following statements regarding the **communication of IAM performance** in your organization.

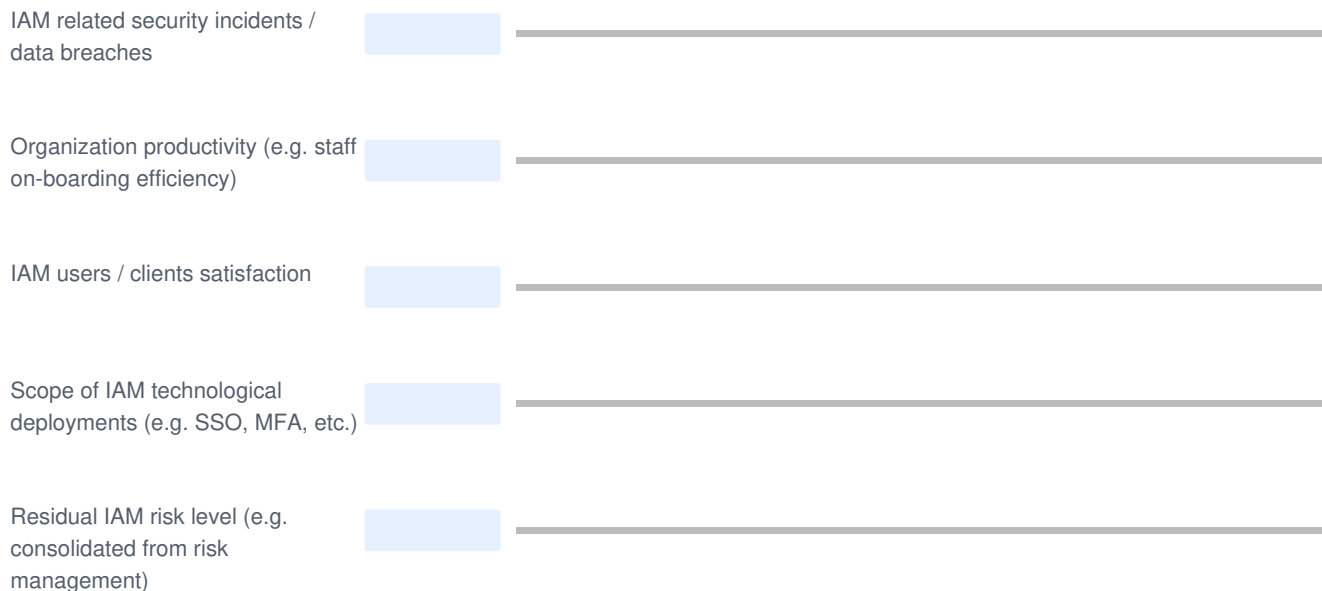|	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not applicable or I don't know
Guidelines are provided to help stakeholders understand and interpret indicators						

Indicators are made largely available to all stakeholders within the organization

Indicators are well known and understood by top management

Indicators are well known and understood by IAM management

Indicators are well known and understood by IAM process workers

What is the **degree of automation of data collection, computation and reporting of IAM performance indicators** in your organization?

◯ Fully or mostly automated with manual interventions only when automation is not feasible

◯ Partially automated with a balanced mix of manual tasks and automated tasks

◯ Mostly manual starting from data extraction, computation and reporting with only a few automation mechanisms

◯ Not applicable or I don't know

How well do your IAM performance indicators measure the following dimensions in your organization?

	Not covered	Partially covered	Satisfactorily covered	Not applicable or I don't know
IAM processes throughput (e.g. volumes of items processed per period of time)				
IAM processes speed or compliance with SLA requirements				
IAM direct costs				
IAM total costs (e.g. TCO)				
Compliance with IAM policy requirements				

IAM related security incidents / data breaches		
Organization productivity (e.g. staff on-boarding efficiency)		
IAM users / clients satisfaction		
Scope of IAM technological deployments (e.g. SSO, MFA, etc.)		
Residual IAM risk level (e.g. consolidated from risk management)		

In your organization, how are your IAM performance indicators balanced between leading and lagging indicators?

Leading indicators are predictive, e.g. % of applications with multi-factor authentication

Lagging indicators measure performance after the fact, e.g. # of security incidents

○ The vast majority of our indicators are lagging indicators

○ The majority of our indicators are lagging indicators

○ We have a balanced portfolio that mixes lagging and leading indicators

○ The majority of our indicators are leading indicators

○ The vast majority of our indicators are leading indicators

○ Not applicable or I don't know

Please describe the top 3 most valuable IAM performance indicators you have encountered in your career.

Indicator 1

Indicator 2

Indicator 3

Have you observed counter-productive or **negative effects** related to the usage of **IAM performance indicators** in your organization? Please provide a high-level description of your observations.

How many IAM performance indicators does your organization actively uses? You may provide an estimate.

What **barriers or difficulties** have you encountered when designing, deploying, reporting and managing IAM performance indicators in your organization? Please provide a high-level description of the main difficulties you observed.

What would be your key advises to someone who would initiate an IAM performance measurement program?

Did your organization benchmarked its IAM performance with peer organizations?

○ Yes

○ No

○ Not applicable or I don't know

Do you believe your organization would benefit from using standardized IAM performance indicators?

○ Yes

○ No

○ Not applicable or I don't know

Do you believe your organization would benefit from benchmarking its IAM performance with peer organizations?

○ Yes

○ No

○ Not applicable or I don't know

Would you like to share with us anything else you feel that is of importance in relation to IAM performance measurement that we did not cover above?