**Laporan Audit Teknologi Informasi**

**PT ABC (PERSERO)**



2012

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**PT. IVIT Konsulindo**

**1/1/2012**

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***distribusi dokumen***

Dokumen ini disampaikan kepada:

|  |  |  |  |
| --- | --- | --- | --- |
| Tanggal | Nama | Jabatan | Tanda Tangan |
|  |  | Direktur Utama |  |
|  |  | Direktur Keuangan & Administrasi |  |
|  |  | Direktur Operasi |  |
|  |  | Direktur Pengembangan Usaha |  |
|  |  | Komisaris Utama |  |
|  |  | Anggota Komisaris |  |
|  |  | Anggota Komisaris |  |
|  |  | VP IT |  |
|  |  |  |  |
|  |  |  |  |

|  |  |
| --- | --- |
| Status Dokumen | *Final* |
| Klasifkasi informasi | *Confidential* |

# Pendahuluan

Bagian ini berisi latar belakang, tujuan, lingkup pekerjaan, serta metodologi audit teknologi informasi PT. ABC (Persero).

## Latar Belakang

Teknologi Informasi saat ini semakin diyakini manfaatnya bagi dunia bisnis. Perannya bukan lagi sebagai pelengkap pendukung tetapi seringkali menjadi *enabler* dan bahkan alat transformasi yang sangat strategis bagi perusahaan yang menerapkannya dengan tepat.

Menyadari hal-hal tersebut di atas, maka PT ABC (Persero) merasa perlu untuk melakukan audit IT dan khususnya audit yang terkait dengan tata kelola IT.

## Tujuan

Tujuan dari pekerjaan audit Teknologi Informasi ini adalah:

* Mengetahui Maturity Level Sumber Daya Teknologi lnformasi PT ABC (Aplikasi, lnfrastruktur, Sistem & SDM) dan apakah telah digunakan secara efisien & efektif serta memberikan kontribusi dengan mendorong pencapaian tujuan perusahaan.
* Mengetahui apakah sumber daya TI telah sesuai dengan *best practices* kaidah pengeloalaan asset TI
* Mengidentifikasi risiko terkait teknologi informasi yang diterapkan di PT ABC terutama terhadap bisnis perusahaan

## Lingkup Pekerjaan

Lingkup dari pekerjaan audit Teknologi Informasi ini adalah:

* Audit menggunakan framework COBIT (Control Objectives for information & Related Technology) dengan 34 proses TI yang mencakup semua proses TI mulai dari Perencanaan, Pengembangan, Operasional & Monitoring/pengendalian.
* Obyek audit meliputi:
  + Obyek perlindungan aset TI: meliputi security Hardware, Software, fasilitas, user knowledge, file data, dokumentasi sistem & persediaan.
  + Obyek integritas data: completeness, dapat dipercaya, bersih & benar.
  + Obyek efektifitas sistem: efektifitas sistem yang berjalan, apakah sistem terus dijalankan atau dilakukan proses modifikasi.
  + Obyek efisiensi sistem: penggunaan sumber daya minimum untuk operasional
* Berdasarkan hasil audit pada poin-poin di atas, dilakukan analisis resiko terhadap setiap area proses tersebut sehingga terlihat resiko-resiko yang akan berpotensi timbul jika proses tersebut tidak diperbaiki.
* Rekomendasi apa yang harus dilakukan ABC untuk meningkatkan kualitas/maturity level proses tata kelola IT nya.

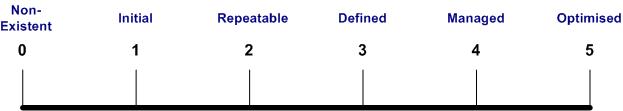
## Metodologi

Metodologi tersebut dapat dilihat pada gambar di bawah ini:

**Gambar 1‑1 Metodologi Audit IT PT ABC (Persero)**

Berdasarkan metodologi di atas, aktifitas yang telah dilakukan adalah sebagai berikut:

1. **”Proses TI – Pembobotan Tingkat Kepentingan”** – pemberian bobot proses TI berdasarkan justifikasi manajemen TI PT. ABC (Persero). Penentuan ini dilakukan dalam sesi-sesi wawancara dan diskusi, dengan memberikan skala 1 – 5 (angka 5 untuk tingkat kepentingan paling tinggi).
2. **“Penilaian Kontrol Kunci Proses TI”** – penilaian kontrol kunci untuk setiap proses TI, ditetapkan berdasarkan identifikasi kondisi kontrol kunci, dengan mempertimbangkan hasil assessment tingkat kematangan proses TI.



**Gambar 1-2 Tingkatan Kematangan Tata Kelola TI Organisasi**

Hasil penilaian kontrol kunci TI diklasifikasikan ke dalam kategori berikut:

* 1. *Not sure*
  2. *Partially, not documented*
  3. *Partially, documented*
  4. *Completely, not documented*
  5. *Completely, documented*

1. **“Proses TI – Pengukuran Risiko”** – merupakan pengukuran resiko proses TI dengan mengalikan bobot dan hasil penilaian atas kontrol kunci untuk tiap proses TI. Berdasarkan hasil pengalian ini, resiko proses TI dikategorikan menjadi 3 kelompok resiko misalnya: *Low*, *Medium*, dan *High*.
2. **“Analisis Hasil”** – merupakan tahapan untuk melakukan analisis terhadap hasil penilaian yang dilakukan.
3. **”Rekomendasi”** – merupakan langkah terakhir dalam metodologi ini untuk menyusun rekomendasi-rekomendasi yang perlu diperhatikan oleh PT ABC (Persero) dalam rangka untuk memperbaiki pengelolaan TI di PT ABC.

# Profil Kematangan dan Risiko

Bagian ini berisi paparan hasil penilaian Tingkat Kematangan dan Risiko dari proses-proses TI yang didefinisikan dalam *Control Objectives for Information and related Technology* (COBIT) versi 4.1.

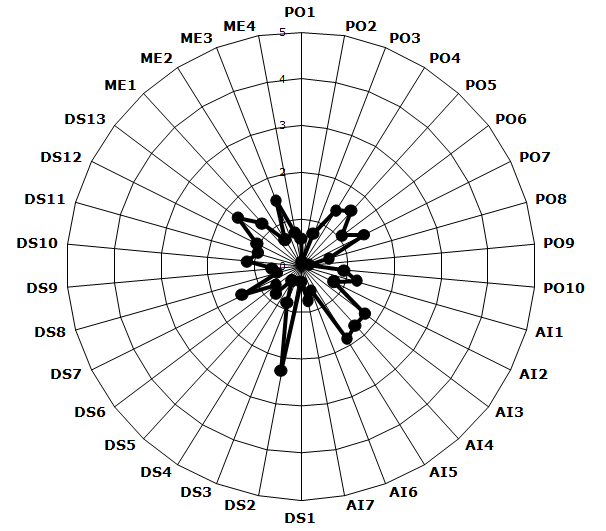
Terdapat 34 Proses IT yang dibagi dalam 4 (empat) domain sebagai berikut:

1. **PLAN AND ORGANIZE (PO):** Proses-proses IT dalam domain ini berkaitan dengan perencanaan dan pengorganisasian yang mencakup proses-proses: perencanaan IT, arsitektur informasi, penentuan arahan teknologi, pendefinisian proses IT, organisasi dan hubungannya, pengelolaan investasi IT, komunikasi arahan dan tujuan manajemen, pengelolaan SDM IT, Pengelolaan kualitas, penilaian dan pengelolaan risiko IT, pengelolaan proyek.
2. **ACQUIRE AND IMPLEMENT (AI):** proses-proses IT dalam domain ini berkaitan dengan pengadaan dan implementasi IT yang mencakup proses-proses: identifikasi solusi IT, pengadaan dan pemeliharaan aplikasi, pengadaan dan pemeliharaan infrastruktur, operasional dan penggunaan IT, pengadaan sumberdaya IT, pengeloaan perubahan, menerapkan perubahan dan solusi IT.
3. **DELIVER AND SUPPORT (DS):** proses-proses IT dalam domain ini berkaitan dengan penyelenggaraan dan pemberian dukungan layanan IT kepada penggunanya yang mencakup proses-proses: pengelolaan tingkat layanan IT, layanan pihak ketiga, kinerja dan kapasitas layanan IT, pemastin keberlangsungan layanan IT dan keamanan sistem, identifikasi dan alokasi biaya, pelatihan pengguna, pengeloaan service desk dan insiden, konfigurasi, masalah, data, lingkungan fisik dan operasional layanan IT.
4. **MONITOR AND EVALUATE (ME):** proses-proses IT dalam domain ini berkaitan dengan upaya pemantauan dan evaluasi atas implementasi TI dan tata kelolanya, agar dapat dilakukan proses perbaikan terus menerus dan mencakup proses-proses sebagai berikut: pemantauan dan evaluasi kinerja IT dan kendali internal, pemastian pemenuhan atas kebutuhan eksternal dan penyelenggaraan tata kelola IT.

## Profil Kematangan

Sebagaimana kutipan dari dokumen COBIT 4.1 penilaian kematangan proses-proses IT ditujukan untuk mengetahui isu-isu yang ada dan juga menentukan prioritas dalam upaya melakukan peningkatan tata kelola IT di sebuah organisasi.

Penilaian kematangan proses-proses IT tersebut dilakukan dengan menggunakan COBIT *Maturity Assessment Tool*. Gambar berikut memperlihatkan profil kematangan (maturity) dari proses-proses TI di ABC per Maret 2012.



Gambar 2‑1 Profil Kematangan Proses TI ABC (Maret 2012)

Adapun rincian hasil penilaian tingkat kematangan proses-proses TI ABC tersebut dapat dilihat pada tabel di bawah ini.

Tabel 2‑1 Profil Kematangan Proses TI ABC (Maret 2012)

| **COBIT IT Processes** | | **Assessment** | | **Target** | |
| --- | --- | --- | --- | --- | --- |
| **Assessed?** | **Current Maturity** | **Short Term** | **Longer Term** |
| PO1 | Define a strategic IT plan | Yes | 0,59 | 2,00 | 3,00 |
| PO2 | Define the information architecture | Yes | 0,11 | 2,00 | 3,00 |
| PO3 | Determine technological direction | Yes | 0,72 | 2,00 | 3,00 |
| PO4 | Define the IT processes, organisation and relationships | Yes | 1,41 | 2,00 | 3,00 |
| PO5 | Manage the IT investment | Yes | 1,59 | 2,00 | 3,00 |
| PO6 | Communicate management aims and direction | Yes | 1,09 | 2,00 | 3,00 |
| PO7 | Manage IT Human resources | Yes | 1,50 | 2,00 | 3,00 |
| PO8 | Manage quality | Yes | 0,61 | 2,00 | 3,00 |
| PO9 | Assess and manage IT risks | Yes | 0,17 | 2,00 | 3,00 |
| PO10 | Manage projects | Yes | 0,92 | 2,00 | 3,00 |
| AI1 | Identify automated solutions | Yes | 1,23 | 2,00 | 3,00 |
| AI2 | Acquire and maintain application software | Yes | 0,79 | 2,00 | 3,00 |
| AI3 | Acquire and maintain technology infrastructure | Yes | 1,71 | 2,00 | 3,00 |
| AI4 | Enable operation and use | Yes | 1,71 | 2,00 | 3,00 |
| AI5 | Procure IT resources | Yes | 1,84 | 2,00 | 3,00 |
| AI6 | Manage changes | Yes | 0,55 | 2,00 | 3,00 |
| AI7 | Install and accredit solutions and changes | Yes | 0,77 | 2,00 | 3,00 |
| DS1 | Define and manage service levels | Yes | 0,34 | 2,00 | 3,00 |
| DS2 | Manage third-party services | Yes | 2,30 | 2,50 | 3,00 |
| DS3 | Manage performance and capacity | Yes | 0,82 | 2,00 | 3,00 |
| DS4 | Ensure continuous service | Yes | 0,36 | 2,00 | 3,00 |
| DS5 | Ensure systems security | Yes | 0,80 | 2,00 | 3,00 |
| DS6 | Identify and allocate costs | Yes | 0,69 | 2,00 | 3,00 |
| DS7 | Educate and train users | Yes | 1,40 | 2,00 | 3,00 |
| DS8 | Manage service desk and incidents | Yes | 0,54 | 2,00 | 3,00 |
| DS9 | Manage the configuration | Yes | 0,62 | 2,00 | 3,00 |
| DS10 | Manage problems | Yes | 1,16 | 2,00 | 3,00 |
| DS11 | Manage data | Yes | 0,96 | 2,00 | 3,00 |
| DS12 | Manage the physical environment | Yes | 1,04 | 2,00 | 3,00 |
| DS13 | Manage operations | Yes | 1,69 | 2,00 | 3,00 |
| ME1 | Monitor and evaluate IT performance | Yes | 1,24 | 2,00 | 3,00 |
| ME2 | Monitor and evaluate internal control | Yes | 0,64 | 2,00 | 3,00 |
| ME3 | Ensure compliance with external requirements | Yes | 1,51 | 2,00 | 3,00 |
| ME4 | Provide IT governance | Yes | 0,71 | 2,00 | 3,00 |

Gambar 2‑2 Profil Kematangan Per Domain (Maret 2012)

Secara keseluruhan, rata-rata tingkat kematangan proses TI ABC adalah **1,00.** Jika dilihat per domain, rata-rata tingkat kematangannya adalah sebagai berikut:

Tabel 2‑2 Profil Kematangan Per Domain

|  |  |
| --- | --- |
| Domain | Rata-Rata Kematangan Proses |
| Plan and Organize (PO) | 0,87 |
| Acquire and Implement (AI) | 1,23 |
| Deliver and Support (DS) | 0,98 |
| Monitor and Evaluate (ME) | 1,02 |

Tabel di atas menunjukkan bahwa proses-proses IT yang termasuk dalam ………….

Target jangka pendek (*short term*) yang ditunjukkan ………..

## Profil Risiko

Profil risiko menunjukkan tingkat risiko dari masing-masing proses IT di ABC. Tingkat risiko ini dibagi dalam tiga tingkatan yaitu: rendah, sedang dan tinggi. Sebuah proses IT dengan tingkat risiko yang tinggi menunjukkan bahwa proses itu penting bagi ABC namun belum memiliki kendali yang memadai sebagaimana dibutuhkan.

Profil risiko diperoleh dari analisis kontrol kunci dan tingkat kepentingan proses (COBIT 4.1). Dari penilaian yang dilakukan per Maret 2012, teridentifikasi:

* 4 (empat) proses yang memiliki risiko Tinggi (High)
* 27 (dua puluh tujuh) proses yang memiliki risiko Sedang (Medium)
* 3 (tiga) proses dengan risiko Rendah (Low)

Gambar 2‑3 Profil Risiko Proses TI ABC (Maret 2012)

Profil risiko per proses TI ditunjukkan pada tabel di bawah ini. Adapun rincian analisis dan penilaian risiko disertakan dalam Lampiran.

Tabel 2‑3 Profil Risiko Per Proses TI ABC (Maret 2012)

|  | **Proses TI** | **Profil Risiko** |
| --- | --- | --- |
| PO1 | Define a strategic IT plan | Sedang |
| PO2 | Define the information architecture | Sedang |
| PO3 | Determine technological direction | Sedang |
| PO4 | Define the IT processes, organisation and relationships. | Sedang |
| PO5 | Manage the IT investment | Sedang |
| PO6 | Communicate management aims and direction | Sedang |
| PO7 | Manage IT human resources | Rendah |
| PO8 | Manage quality | Sedang |
| PO9 | Assess and manage IT risks | Sedang |
| PO10 | Manage projects | Sedang |
| AI1 | Identify automated solutions | Sedang |
| AI2 | Acquire and maintain application software | Sedang |
| AI3 | Acquire and maintain technology infrastructure | Sedang |
| AI4 | Enable operation and use | Sedang |
| AI5 | Procure IT resources | Rendah |
| AI6 | Manage changes | Sedang |
| AI7 | Install and accredit solutions and changes | Sedang |
| DS1 | Define and manage service levels | Sedang |
| DS2 | Manage third-party services | Rendah |
| DS3 | Manage performance and capacity | Sedang |
| DS4 | Ensure continuous service | Tinggi |
| DS5 | Ensure system security | Sedang |
| DS6 | Identify and allocate costs | Sedang |
| DS7 | Educate and train users | Sedang |
| DS8 | Manage service desk and incidents | Sedang |
| DS9 | Manage the configuration | Sedang |
| DS10 | Manage problems | Sedang |
| DS11 | Manage data | Tinggi |
| DS12 | Manage the physical environtment | Sedang |
| DS13 | Manage operations | Sedang |
| ME1 | Monitor and evaluate IT performance | Sedang |
| ME2 | Monitor and evaluate internal control | Tinggi |
| ME3 | Ensure compliance with external requirements | Tinggi |
| ME4 | Provide IT governance | Sedang |

Prioritas perbaikan tata kelola TI dapat dilakukan dengan mengacu pada profil risiko tersebut. Tingkat risiko masing-masing proses berbanding lurus dengan prioritas perbaikannya.

Bab-bab selanjutnya dari laporan ini berisi gambaran kondisi eksisting berdasarkan hasil audit TI yang telah dilakukan serta rekomendasi aktivitas/program yang sebaiknya dilakukan oleh ABC.

# Perencanaan & Pengorganisasian TI

Bagian ini berisi paparan tentang Temuan Utama, Analisis, Risiko, serta Rekomendasi yang terkait dengan aspek-aspek Perencanaan dan Pengorganisasian Teknologi Informasi.

## Perencanaan TI

### Temuan Utama

Perusahaan belum memiliki Rencana Strategis atau Master Plan TI (Periode 3-5 tahun). Perencanaan TI saat ini merupakan bagian dari RKAP dengan periode 1 tahun.

### Analisis, Risiko, dan Rekomendasi

Berikut hasil analisis terkait dengan perencanaan TI:

* Berdasarkan hasil wawancara dengan VP Divisi TI, fungsi TI di ABC berperan sebagai *support*. Untuk saat ini fungsi TI dianggap sudah memadai dalam mendukung operasional *core business* ABC.
* Divisi TI telah memiliki Action Plan Tahunan. Perencanaan TI menjadi bagian dari RKAP (tahunan) dengan cakupan utamanya adalah rencana kerja [Sumber: Dokumen Action Plan Divisi Teknologi Informasi Tahun 2012] dan budgeting [Sumber: Action Plan Investasi 2012 Gabungan Cost & Profit Center].
* Berdasarkan hasil wawancara [Sumber: VP Divisi TI], action plan sudah mencakup indikator kinerja namun belum dilakukan evaluasi dan penilaian secara periodik. Evaluasi dilakukan tiap triwulan, namun belum dilakukan secara formal. Secara informal, manajemen perusahaan melakukan weekly dan monthly review meeting.
* *Business case* belum terdokumentasi. Data historis program/proyek TI belum dianalisis sebagai acuan evaluasi dan peningkatan kinerja di masa mendatang. Identifikasi dan penetapan prioritas program atau proyek TI belum dilakukan secara terstruktur.
* Inisiatif dari internal Divisi TI menggunakan pertimbangan, antara lain:
  + Kebutuhan dan kesiapan user dan
  + Kapasitas sistem.

Sedangkan Inisiatif dari luar divisi TI cenderung tidak terkontrol.

Tabel 3‑1 Temuan, Risiko, dan Rekomendasi Aspek Perencanaan TI

| No | Temuan | Potensi Risiko | Rekomendasi |
| --- | --- | --- | --- |
| 1 | Perusahaan belum memiliki Rencana Strategis atau Master Plan TI (Periode 3-5 tahun). Perencanaan TI saat ini merupakan bagian dari RKAP dan menggunakan periode 1 tahun. | * Teknologi Informasi belum dapat selaras dengan bisnis * Proses pengambilan keputusan investasi belum dapat efektif. * Belum ada prioritas kerja yang jelas sehingga penggunaan sumber daya Perusahaan belum optimal. * Belum dapat memenuhi kepatuhan terhadap regulasi dari Kementerian BUMN | Aktivitas/program yang perlu dilaksanakan oleh ABC adalah:   * Menyusun dan mengimplementasikan Rencana Strategis atau Master Plan TI dengan periode 5 tahun sebagaimana diatur dalam regulasi. |

Keterangan Tambahan:

Berikut ini beberapa langkah yang terkait dengan penyusunan Rencana Strategis atau Master Plan TI:

* Menerapkan proses penerjemahan strategi dan ekspektasi bisnis, dan kapabilitas TI eksisting dan masa depan ke dalam sebuah Rencana Strategis atau Master Plan TI.
* Memastikan bahwa telah ada proses untuk mengidentifikasi, mendokumentasikan, dan memberikan perhatian yang memadai kemungkinan perubahan organisasi, evolusi teknologi, kebutuhan regulasi, business process re-engineering, staffing, peluang in/outsourcing, dll. dalam proses perencanaan.
* Menetapkan peran dan tanggung-jawab para pemangku kepentingan terkait dalam proses perencanaan strategis.
* Mengembangkan kapabilitas TI untuk mendukung kebutuhan bisnis dan berkontribusi pada manfaat yang yang diharapkan sebagaimana tertuang dalam Rencana Strategis Organisasi.
* Mengidentifikasi dan mendokumentasikan implikasi-implikasi pada strategi bisnis dalam hal risiko dan biaya dari kapabilitas TI yang dibutuhkan.
* Mendefinisikan dan mendokumentasikan Tujuan dan Sasaran TI untuk mencapai manfaat-manfaat dan mengelola risiko-risiko dari kemampuan yang dibutuhkan dari TI secara efisien, untuk memantapkan kinerja yang dibutuhkan oleh bisnis saat ini dan masa depan.
* Mengkomunikasikan secara jelas kemampuan-kemampuan yang diberikan oleh TI dan kontribusinya pada pencapaian objektif strategis bisnis.
* Menerjemahkan objektif TI yang diturunkan dari objektif bisnis ke dalam ukuran-ukuran dan target-target yang dapat dikaitkan dengan manfaat bagi bisnis.
* Rencana Strategis atau Master Plan TI harus disetujui dan dikomunikasikan dengan baik untuk memastikan Rencana Strategis atau Master Plan TI dapat dipahami oleh para pihak yang akan menerjemahkannya ke dalam anggaran, rencana taktis (RKAP, spesifikasi/TOR, dll), strategi akusisi dan sourcing, proses-proses, dan struktur organisasi.

### Proses TI Yang Terkait

Proses TI yang terkait dengan aspek ini ditunjukkan pada tabel berikut:

Tabel 3‑2 Proses TI Terkait Dengan Aspek Perencanaan TI

|  |  |  |
| --- | --- | --- |
| Proses TI | Profil Kematangan | Profil Risiko |
| PO1 – Define a Strategic IT Plan | 0,59 | Sedang |
| PO2 – Define the Information Architecture | 0,11 | Sedang |
| PO3 – Determine Technological Direction | 0,72 | Sedang |
| PO5 – Manage the IT Investment | 1,59 | Sedang |
| ME1 – Monitor and Evaluate IT Performance | 1,24 | Sedang |
| ME2 – Monitor and Evaluate Internal Control | 0,64 | Tinggi |
| ME3 – Ensure Compliance with External Requirements | 1,51 | Tinggi |
| ME4 – Provide IT governance | 0, 71 | Sedang |

## Organisasi dan Sumber Daya Manusia TI

### Temuan Utama

* Fungsi organisasi eksisting sudah mencakup fungsi Pengembangan dan fungsi Operasional. Sedangkan fungsi Strategi dan fungsi Pengendalian belum didefinisikan.

### Analisis, Risiko, dan Rekomendasi

Berikut hasil analisis terkait dengan organisasi dan sumber daya manusia:

…..

### Proses TI Yang Terkait

Proses TI yang terkait dengan aspek ini ditunjukkan pada tabel berikut:

Tabel 3‑4 Proses TI Terkait Dengan Aspek Organisasi dan SDM TI

## Kerangka Kerja Proses Tata Kelola TI

### Temuan Utama

### Analisis, Risiko, dan Rekomendasi

……..

Berikut prosedur-prosedur TI yang saat ini ada dan berlaku di ABC:

Tabel 3‑5 Prosedur TI Eksisting

Tabel 3‑6 Temuan, Risiko, dan Rekomendasi Aspek Kerangka Kerja Proses Tata Kelola TI

| No | Temuan | Risiko | Rekomendasi |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |

### Proses TI Yang Terkait

Proses TI yang terkait dengan aspek ini ditunjukkan pada tabel berikut:

Tabel 3‑7 Proses TI Terkait Dengan Aspek Kerangka Kerja Proses Tata Kelola TI

## Pengelolaan Risiko TI

### Temuan Utama

.

### Analisis, Risiko, dan Rekomendasi

Risiko TI adalah risiko bisnis yang secara spesifik terkait dengan penggunaan, pemilikan, pengoperasian, pengaruh, dan pemanfaatan TI

Tabel 3‑8 Temuan, Risiko, dan Rekomendasi Aspek Pengelolaan Risiko TI

| No | Temuan | Risiko | Rekomendasi |
| --- | --- | --- | --- |
|  |  |  |  |

### Proses TI Yang Terkait

Proses TI yang terkait dengan aspek ini ditunjukkan pada tabel berikut:

Tabel 3‑9 Proses TI Terkait Dengan Pengelolaan Risiko TI

# Pengembangan/Akuisisi TI

Bagian ini berisi paparan tentang Temuan Utama, Analisis, Risiko, serta Rekomendasi yang terkait dengan aspek-aspek Pengembangan/Akuisisi Teknologi Informasi.

## Proses Pengembangan/Akuisisi TI

### Temuan Utama

### Analisis, Risiko, dan Rekomendasi

System Development Life Cycle

……

Change Management

ISO 9001:2000 telah diterapkan dan efektif sejak Juni 2008 di ABC. Terdapat beberapa SOP untuk mengatur beberapa proses IT. Dari analisis dokumen SOP tersebut, beberapa hal yang terkait dengan *change management* adalah:

* SOP Permintaan Aplikasi Baru No. 01/SOP/BTI (17 Juni 2008)
* SOP Maintenance Hardware No. 02/SOP/BTI (17 Juni 2008)
* SOP Pengadaan Software Baru No.03/SOP/BTI (17 Juni 2008)
* SOP Pengadaan Hardware dan Jaringan Baru No.04/SOP/BTI (17 Juni 2008)
* SOP Perubahan Modul No.05/SOP/BTI (17 Juni 2008)

…….

Tabel 4‑1 Temuan, Risiko, dan Rekomendasi Aspek Pengembangan/Akuisisi TI

| No | Temuan | Risiko | Rekomendasi |
| --- | --- | --- | --- |
|  |  |  |  |

### Proses TI Yang Terkait

Proses TI yang terkait dengan aspek ini ditunjukkan pada tabel berikut:

Tabel 4‑2 Proses TI Terkait Dengan Pengembangan/Akuisisi TI

## Special Report: SARIS

### Temuan Utama

* SARIS bagian Front-End ( Operation) telah selesai dikembangkan dan operasional sejak 2005. Sedangkan SARIS bagian Back-End hingga saat ini belum operasional, karena masih perlu diperbaiki. Sehingga, saat ini ABC menggunakan 2 aplikasi yang berbeda yaitu SARIS untuk Front-End dan MARIS untuk Back-End.
* Divisi IT saat ini tidak memiliki …….
* …..
* ….

### Analisis, Risiko, dan Rekomendasi

Aplikasi SARIS dikembangkan untuk memenuhi kebutuhan ABC terhadap sistem IT yang mampu memberikan informasi aktivitas bisnis perusahaan secara tersentralisasi. Aplikasi ini ditujukan untuk menggantikan aplikasi MARIS yang tidak terintegrasi antara front-end dengan back-end serta tidak dilengkapi dengan *source code* yang memungkinkan untuk dikostumisasi sehingga dianggap tidak mampu dalam menjawab perubahan proses bisnis perusahaan.

……..

Beberapa hal dalam *project management framework* yang krusial dilakukan dalam kaitan pengembangan aplikasi SARIS adalah:

……..

Gambar 4‑1 SDLC dan Output Tiap Fase

*…………….*

Gambar 4‑2 Freezing Design Specification Dengan Stakeholder Signoff

Standar pengembangan software selengkapnya dapat dilihat di LAMPIRAN C – IEEE SOFTWARE ENGINEERING STANDARD LIST.

…..seharusnya sudah disusun pada fase Analisis dan Desain. Hasil observasi ini disajikan pada tabel berikut.

Tabel 4‑3 Hasil Observasi Terhadap SARIS

| **Software Development Phases** | **Deliverables (Dokumen yang dihasilkan tiap tahapan)** | **Keterangan** | **Ada** | **Tidak ada** | **Keterangan** |
| --- | --- | --- | --- | --- | --- |
| **Planning** | Kerangka Acuan Kerja (Terms of Reference) |  |  |  |  |
| Software Project Schedule |  |
| **Requirement Gathering** | Dokumen User Requirement Specification (URS) |  |  |  |  |
| **Analisys** | Dokumen Software Requirement Specification (SRS) |  |  |  |  |
| Dokumen Rencana Testing Software |
| **Design/Blueprint** | Software Design Document (SDD) |  |  |  |  |
| **Implementation (Programming)** | Source Code dan Dokumennya |  |  |  |  |
| Dokumen Manual dan Help |  |  |
| **Testing** | Dokumen Testing Software |  |  |  |  |
| **Deployment** | Dokumen Software Version Control. |  |  |  |  |
| **Training** | Modul dan dokumen laporan pelaksanaan Training |  |  |  |  |

Dari tabel di atas terlihat bahwa terdapat dokumen-dokumen penting yang

…..

**Rekomendasi untuk SARIS:**

Tabel 4‑4 Temuan, Risiko, dan Rekomendasi SARIS

| No | Temuan | Risiko | Rekomendasi |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

## Special Report: NETCOMPUTING

### Temuan Utama

### Analisis, Risiko, dan Rekomendasi

…………..

…….

Berikut tabel yang menjelaskan tentang temuan, risiko dan rekomendasi terkait Net Computing ini.

Tabel 4‑5 Temuan, Risiko, dan Rekomendasi NETCOMPUTING

| No | Temuan | Risiko | Rekomendasi |
| --- | --- | --- | --- |
|  |  |  |  |

# Operasional TI

Bagian ini berisi paparan tentang Temuan Utama, Analisis, Risiko, serta Rekomendasi yang terkait dengan aspek-aspek Operasional Teknologi Informasi.

## Pengelolaan Layanan TI

### Temuan Utama

* …..

### Analisis, Risiko, dan Rekomendasi

Service Catalogue dan Service Level Agreement

Teknologi Informasi sebagai sebuah investasi diharapkan menghasilkan

Fungsi Service Desk/Helpdesk

Gambar 5‑1 Deskripsi Single Point of Contact

Tabel 5‑1 Temuan, Risik, dan Rekomendasi Aspek Pengelolaan Layanan TI

| No | Temuan | Risiko | Rekomendasi |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

### Proses TI Yang Terkait

Proses TI yang terkait dengan aspek ini ditunjukkan pada tabel berikut:

Tabel 5‑2 Proses TI Terkait Dengan Aspek Pengelolaan Layanan TI

|  |  |  |
| --- | --- | --- |
| Proses TI | Profil Kematangan | Profil Risiko |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## Pengelolaan Keamanan TI

### Temuan Utama

* Sistem keamanan fisik untuk infrastruktur belum mencukupi untuk
* …..

### Analisis, Risiko, dan Rekomendasi

Keamanan logikal Infrastruktur

Gambar 5‑2 User Log Activity

Aspek *integrity* data dan informasi diuji secara terbatas pada aplikasi SARIS. …….

……..

Gambar 5‑3 Verifikasi & Validasi Data Transaksi

Data yang telah dicek statusnya diganti menjadi “CLOSED”.

Gambar 5‑4 Pergantian Status Data Penjualan

Keamanan fisikal Infrastruktur

Kontrol Akses

Hak akses aplikasi diberikan sesuai kebutuhan pengguna dalam melaksanakan pekerjaannya menurut jabatan. Hak akses terhadap modul-modul SARIS diberikan sesuai kebutuhan pengguna yang bersangkutan sesuai divisinya (keuangan atau ).

Gambar 5‑5 User Authorization

Backup data

Tabel 5‑3 Temuan, Risiko, dan Rekomendasi Aspek Pengelolaan Keamanan TI

| No | Temuan | Risiko | Rekomendasi |
| --- | --- | --- | --- |
| 1 |  |  |  |

### Proses TI Yang Terkait

Proses TI yang terkait dengan aspek ini ditunjukkan pada tabel berikut:

Tabel 5‑4 Proses TI Terkait Dengan Aspek Pengelolaan Kontinuitas Layanan TI

|  |  |  |
| --- | --- | --- |
| Proses TI | Profil Kematangan | Profil Risiko |
|  |  |  |

## Pengelolaan Kontinuitas Layanan TI

### Temuan Utama

Perusahaan belum memiliki Disaster Recovery Plan.

### Analisis, Risiko, dan Rekomendasi

Bencana adalah kejadian yang memberikan dampak negatif terhadap suatu

Gambar 5‑6 Korelasi antara BCP dan DRP

Dari gambar di atas terlihat bahwa DRP yang perlu disusun haruslah selaras dan mendukung BCP Perusahaan.

Berikut adalah bagan yang menunjukkan keterkaitan BCP dan DRP dalam suatu alur kronologis:

Gambar 5‑7 Alur Kronologis BCP/DRP

.

Tabel 5‑5 Temuan, Risiko, dan Rekomendasi Aspek Pengelolaan Kontinuitas Layanan TI

| No | Temuan | Risiko | Rekomendasi |
| --- | --- | --- | --- |
|  |  |  |  |

### Proses TI Yang Terkait

Proses TI yang terkait dengan aspek ini ditunjukkan pada tabel berikut:

Tabel 5‑6 Proses TI Terkait Dengan Aspek Pengelolaan Kontinuitas Layanan TI

|  |  |  |
| --- | --- | --- |
| Proses TI | Profil Kematangan | Profil Risiko |
|  |  |  |

## Pengelolaan Aset dan Insfrastruktur

### Temuan Utama

### Analisis, Risiko, dan Rekomendasi

Data Center

* ……
* ……

Hasil analisis untuk data center kantor pusat secara detail diuraikan pada subbab 5.4.4.

Pengadaan dan Disposal Aset

.

Gambar 5‑8 Ruang Arsip IT - Jakarta

Gambar 5‑9 Bekas CPU di Gudang Outlet Semarang

Gambar 5‑10 Ruang Server Sekaligus Gudang di Outlet Malang

Manajemen Dokumen

Dalam konteks ini, dokumen didefinisikan sebagai data dan mediumnya (kertas,

Konvensi Penamaan Workstation

Workstation terutama PC *user* di jaringan telah diberi penamaan dengan standar yang baik. Standar penamaan ini penting dalam memberikan kemudahan

.

Tabel 5‑7 Temuan, Risiko, dan Rekomendasi Aspek Pengelolaan Aset dan Infrastruktur TI

| No | Temuan | Risiko | Rekomendasi |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| 6 |  |  |  |

### Proses TI Yang Terkait

Proses TI yang terkait dengan aspek ini ditunjukkan pada tabel berikut:

Tabel 5‑8 Proses TI Terkait Dengan Aspek Pengelolaan Lingkungan Fisik

|  |  |  |
| --- | --- | --- |
| Proses TI | Profil Kematangan | Profil Risiko |

### Special Report: Infrastruktur Data Center

Laporan ini merupakan hasil observasi dan analisis terhadap infrastruktur data center ABC yang bersifat kritikal. Analisis dilakukan berdasarkan standard Telecommunication Industry Association (TIA) untuk Data Center dengan berbagai penyesuaian.

Data center ABC terdapat di lantai UG Gedung ABC pusat. Terdapat 4 lemari server sebagaimana diperlihatkan pada gambar-gambar di bawah ini.

Gambar 5‑11 Lemari server (1)

Gambar 5‑12 Lemari server (2)

Gambar 5‑13 Lemari server (2)

Front End

Gambar 5‑14 Lemari server (2)

Gambar 5‑15 Lemari server (4)

Blade Server

KVM 2 File Server

Blade server

Gambar 5‑16 Lemari server (4)



Linksys

Cisco

ISP

3com

Gambar 5‑17 Lemari switch (3)

#### **Ruangan**

1. **Room requirement**

Secara umum, desain ruangan data center telah memenuhi poin-poin umum standar data center yaitu:

1. Lokasi data center

Data center pusat berada di ruangan khusus bersekat gypsum dengan akses satu pintu dilengkapi otorisasi dan tidak memiliki jendela. Ruang data center masih memungkinkan untuk ekspansi dalam skala kecil. Dan dari potensi gangguan interferensi elektromagnetik, hasil wawancara dan observasi menunjukkan tidak ada sumber pemancar elektromagnetik saat ini yang cukup dekat dan mendesak untuk dipertimbangkan.

Tabel 5‑9 Lokasi data center

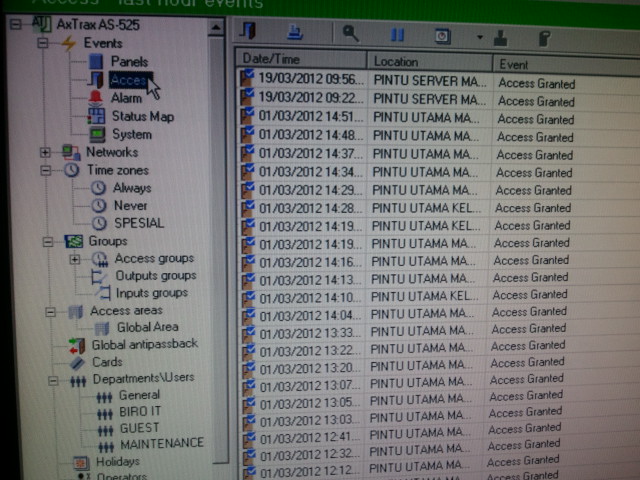
|  |  |
| --- | --- |
| **Standard** | **Analisis** |
| Memungkinkan untuk ekspansi, in/out peralatan berukuran besar | Ekspansi memungkinkan dalam skala kecil. Terdapat beberapa ruang yang masih dapat digunakan jika memang kebutuhannya mendesak untuk ekspansi. |
| Terhindar dari interferensi elektromagnetik (generator, x-ray, radio, radar) | Tidak ada sumber pemancar elektromagnetik saat ini yang cukup dekat dan mendesak untuk dipertimbangkan. |
| Tidak memiliki jendela | Akses satu pintu dilengkapi otorisasi dan tidak memiliki jendela. |

1. Access control

Hak akses diberikan secara terbatas jenjang dan fungsi di divisi IT, yaitu

Tabel 5‑10 Access control data center

| **Standard** | **Analisis** |
| --- | --- |
|  |  |
|  |  |



Gambar 5‑18 Log Akses Ruang Data Center (*Axtrax*)

Gambar 5‑19 Pintu Ruang Data Center

Gambar 5‑20 Tampak Samping Ruang Server lt.2

1. Desain arsitektur/layout

Tabel 5‑11 Desain arsitektur

|  |  |
| --- | --- |
| **Standard** | **Keterangan** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Jarak 18cm

Gambar 5‑21 Jarak lemari dengan plafon

1. Desain lingkungan

Desain lingkungan mencakup HVAC dan faktor lain yang dipertimbangkan dipengaruhi oleh lingkungan eksternal. Hasil analisis desain lingkungan data center disajikan sesuai tabel 4.

Gambar 5‑22 Sensor Suhu Ruangan Server

Gambar 5‑23 Alarm Suhu dan Kebakaran

Tabel 5‑12 Desain Lingkungan

| **Standard** | **Keterangan** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |



Gambar 24 Observasi parameter lingkungan data center

1. Desain elektrikal

Gambar 5‑25 Foto Panel Listrik Data Center

Gambar 5‑26 Foto UPS

1. Proteksi dari api

Tabel 5‑13 Proteksi dari api

| **Standard** | **Analisis** |
| --- | --- |
|  |  |
|  |  |

Gambar 5‑27 Pemadam Api

Gambar 5‑28 Penyemprot kebakaran

Gambar 5‑29 Penyemprot Pemadam Kebakaran

Gambar 5‑30 Alarm Suhu dan Kebakaran

1. Proteksi dari air

Ruang data center secara langsung tidak dilalui oleh pipa/jalur air yang



Gambar 5‑31 Potensi Kelapukan Plafon

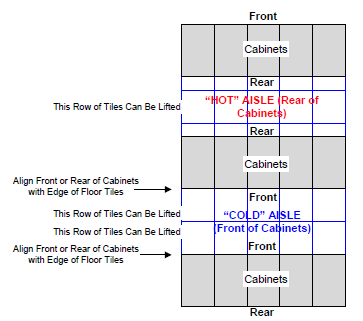
Tabel 5‑14 Proteksi dari air

|  |  |
| --- | --- |
| **Standard** | **Keterangan** |
|  |  |

1. Lemari dan rak

Penempatan lemari dan rak harus mengadaptasi prinsip *hot & cold aisle*. ……..

.



Gambar 5‑32 Contoh penempatan gang ruang server

…..

Adapun jarak *clearance* di depan dan di belakang rak telah dijaga sesuai kondisi ruangan.

1. **Pengkabelan**

Sistem pengkabelan yang menjadi lingkup observasi ini adalah kontrol terhadap konfigurasi dan labeling. Dari observasi yang dilakukan, labeling untuk kabel telah ada meskipun kurang tertata.

Rekomendasi:

…..

Gambar 5‑33 Konfigurasi Kabel Ruang Server lt.2

1. **Redundancy dan Tiering**

Beberapa komponen dasar data center telah redundant (sehingga….

#### **Infrastruktur Server Lt.4, Lt.10 (Kantor Pusat), dan Pejaten**

1. **Infrastruktur Server Lt. 4 Kantor Pusat**
2. Server Room

Ruang server di lantai 4 kantor pusat Jakarta berada di ruang

Gambar 5‑34 Akses Ruang Server Lt. 4 - Kantor Pusat

1. Cabling

Konfigurasi cabling pada infrastruktur ini dikelola oleh kantor pusat.

Gambar 5‑35 Cabling Server/Switch Lt. 4 - Jakarta

Kabel dan Switch Lt 4.

1. **Infrastruktur Switch Lt. 10 Kantor Pusat**
2. Cabling

Switch terdiri dari 2 box yaitu sebelah kiri ke SARIS dan ……

Gambar 5‑36 Cabling Lt. 10 - Jakarta

1. **Infrastruktur Server Pejaten**
2. Server Room

……..

Gambar 5‑37 Ruang Server Pejaten

Gambar 5‑38 Server & Switch - Pejaten

1. Cabling

Konfigurasi kabel untuk power dan jaringan di Pejaten beberapa ada yang kurang aman dan rapi.

Gambar 5‑39 Cabling tidak aman & rapi – Pejaten

## Special Report: Infrastruktur Daerah

### Struktur Organisasi TI DC Jateng&Yogyakarta

Bagan 1 Struktur Organisasi TI DC Jateng&Yogya

Gambaran Umum:

| **No** | **DC dan Outlet** | **Deskripsi** |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |

Bagan 2 Posisi Staf IT di Daerah

### Fungsi Bisnis

Kedua outlet ABC di Yogyakarta dan Semarang menjalankan bisnis penjualan sebagaimana outlet di Jakarta. Barang yang dijual juga terdiri atas Barang Sendiri (BS) dan Barang KerjaSama (BKS) dengan proporsi yang berbeda antara masing-masing outlet.

Fungsi Bisnis Utama:  *Operation*

1. Alur barang (by SARIS)

Gambar 5‑40 Sent/Receive Data Gudang

Gambar 5‑41 Form Transfer Stock

1. Alur data keuangan (by SARIS)

Gambar 5‑42 Report Penjualan

Gambar 5‑43 Sales Report

Untuk laporan akuntansi di outlet dan DC, staf keuangan melakukan dengan manual sesuai data yang ada di SARIS. Laporan disusun manual dengan menggunakan aplikasi Office.

Perspektif manajemen (Kepala DC Jateng&Yogya), peran IT sangat membantu karena efisien dan akuntabel dalam memberikan data valid terutama *report* penjualan barang sebagai bahan utama analisis tren (termasuk BKS) dan perencanaan bisnis penjualan untuk bulan-bulan atau tahun-tahun ke depan.

### SDM TI

Temuan:

Analisis:

Staf IT di daerah memberikan testimoni terkait pelatihan atau *transfer of knowledge* yang tidak mencukupi.

Rekomendasi:

### Infrastruktur

1. **Ikhtisar Temuan dan Rekomendasi Infrastruktur Daerah**

Audit terhadap infrastruktur daerah dilakukan berdasarkan aspek minimal kebutuhan akan infrastruktur IT dengan hasil audit sebagai berikut:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Lokasi** | **Standar, Temuan, Rekomendasi** | | | |
| **Room Requirement** | **Power & Electrical** | **HVAC & Protection** | **Cabling & Configuration** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

Secara rinci, hasil observasi dan analisis disajikan sebagaimana uraian berikut:

1. **Infrastruktur Semarang**
2. Server Room

Gambar 5‑44 Pintu ruang server

Gambar 5‑45 Rak server

1. Power:

…..

Gambar 5‑46 Panel listrik & Labelingnya

Gambar 5‑47 Inside Panel Listrik

………………..

Gambar 5‑48 UPS untuk Server

Gambar 5‑49 Genset Semarang

Antisipasi petir untuk site Semarang telah dibangun dengan baik atas kerja sama dengan pihak ketiga seperti pada gambar berikut:

Gambar 5‑50 Grounding petir Semarang

Gambar 5‑51 Grounding Petir Semarang

HVAC

Gambar 5‑52 AC Ruang Server

Cabling

.

Gambar 5‑53 Kabel Switch di Rak Server

Gambar 5‑54 Label Cabling

Access control

Gambar 5‑55 Pintu ruang server Semarang

1. **Infrastruktur Yogyakarta**
2. Server Room:

…….

Gambar 5‑56 Ruang Server Yogya

Gambar 5‑57 Switch server Yogya

Gambar 5‑58 Rak Atas

Gambar 5‑59 Rak Bawah

Gambar 5‑60 Pencahayaan tidak ada di Server Yogya

Gambar 5‑61 Alternatif Pencahayaan Server Yogya

1. Power:

* Kantor Yogyakarta tidak ….
* Kantor Yogyakarta pernah mengalami….
* Server telah dilengkapi ……

Gambar 5‑62 Panel Jaringan Server Yogya

Gambar 5‑63 UPS Server Yogya

Gambar 5‑64 Panel Listrik Yogya

Berikut kabel yang rawan terhadap risiko petir.

Gambar 5‑65 Kabel rawan terhadap petir

Gambar 5‑66 Kabel rawan server Yogya

Sebagai antisipasi, terdapat beberapa sekering di kantor dan di ....

Gambar 5‑67 Sekering Kantor Yogya

Gambar 5‑68 Sekering ... Yogya

1. HVAC:

Gambar 5‑69 AC Ruang Server

1. Cabling:

.

Gambar 5‑70 Switch server Yogya

1. Access control:

Ruang server berada di dalam ruang petugas non-IT. Seperti

Gambar 5‑71 Ruang Server Yogya

1. **Infrastruktur Malang**
2. Ruang Server Malang:

Ruang server di Malang berfungsi sekaligus sebagai ruang workshop dan gudang IT.

Gambar 5‑72 Foto Ruang Server Malang

Gambar 5‑73 Server Malang & Infrastrukturnya

1. Cabling:

Konfigurasi cabling dan konfigurasi jaringan di Malang ……….

Gambar 5‑74 Instalasi kabel server Malang

Gambar 5‑75 Kerapian kabel switch Malang

# Lampiran A: Analisis Risiko dan Kritikalitas

Tabel 6‑1 Analisis Risiko dan Kritikalitas Proses TI

| Proses TI | | Nilai Proses | Kontrol Kunci | Analisis Kontrol Kunci | | | | | Risiko | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Tidak Yakin | Sebagian, Tidak Didokumentasikan | Sebagian, Didokumentasikan | Seluruhnya, Sebagian Tidak Didokumentasikan | Seluruhnya, Didokumentasikan | Per Aktivitas | Per Proses | Status | Profil |
|  |  |  |  | 1,00 | 0,75 | 0,50 | 0,25 | 0,00 |  |  |  |  |
| PO1 | Define a strategic IT plan | 3 | Engaging with business and senior management in aligning IT strategic planning with current and future business needs |  | x |  |  |  | 0,75 | 0,92 | 2,750 | Sedang |
| Understanding current IT capabilities | x |  |  |  |  | 1,00 |  |  |  |
| Providing for a prioritisation scheme for the business objectives that quantifies the business requirements | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| PO2 | Define the information architecture | 3 | Assuring the accuracy of the information architecture and data model | x |  |  |  |  | 1,00 | 1,00 | 3 | Sedang |
| Assigning data ownership | x |  |  |  |  | 1,00 |  |  |  |
| Classifying information using an agreed-upon classification scheme | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| PO3 | Determine technological direction | 3 | Establishing a forum to guide architecture and verify compliance |  | x |  |  |  | 0,75 | 0,83 | 2,5 | Sedang |
| Establishing the technology infrastructure plan balanced against cost, risk and requirements |  | x |  |  |  | 0,75 |  |  |  |
| Defining the technology infrastructure standards based on information architecture requirements | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| PO4 | Define the IT processes, organisation and relationships. | 3 | Defining an IT process framework |  | x |  |  |  | 0,75 | 0,67 | 2 | Sedang |
| Establishing appropriate organisational bodies and structure |  |  | x |  |  | 0,50 |  |  |  |
| Defining roles and responsibilities |  | x |  |  |  | 0,75 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| PO5 | Manage the IT investment | 3 | Forecasting and allocating budgets |  | x |  |  |  | 0,75 | 0,75 | 2,25 | Sedang |
| Defining formal investment criteria (ROI, payback period, net present value [NPV]) |  | x |  |  |  | 0,75 |  |  |  |
| Measuring and assessing business value against forecast |  | x |  |  |  | 0,75 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| PO6 | Communicate management aims and direction | 3 | Defining an IT control framework |  | x |  |  |  | 0,75 | 0,67 | 2 | Sedang |
| Developing and rolling out IT policies |  |  | x |  |  | 0,50 |  |  |  |
| Enforcing IT policies |  | x |  |  |  | 0,75 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| PO7 | Manage IT human resources | 2 | Reviewing staff performance |  |  | x |  |  | 0,50 | 0,75 | 1,5 | Rendah |
| Hiring and training IT personnel to support IT tactical plans |  | x |  |  |  | 0,75 |  |  |  |
| Mitigating the risk of overdependence on key resources | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| PO8 | Manage quality | 3 | Defining quality standards and practices | x |  |  |  |  | 1,00 | 1,00 | 3 | Sedang |
| Monitoring and reviewing internal and external performance against the defined quality standards and practices | x |  |  |  |  | 1,00 |  |  |  |
| Improving the QMS in a continuous manner | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| PO9 | Assess and manage IT risks | 3 | Ensuring that risk management is fully embedded in management processes, internally and externally, and consistently applied | x |  |  |  |  | 1,00 | 1,00 | 3 | Sedang |
| Performing risk assessments | x |  |  |  |  | 1,00 |  |  |  |
| Recommending and communicating risk remediation action plans | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| PO10 | Manage projects | 3 | Defining and enforcing programme and project frameworks and approach |  | x |  |  |  | 0,75 | 0,83 | 2,5 | Sedang |
| Issuing project management guidelines |  | x |  |  |  | 0,75 |  |  |  |
| Performing project planning for each project detailed in the project portfolio | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| AI1 | Identify automated solutions | 3 | Defining business and technical requirements |  |  | x |  |  | 0,50 | 0,83 | 2,5 | Sedang |
| Undertaking feasibility studies as defined in the development standards | x |  |  |  |  | 1,00 |  |  |  |
| Approving (or rejecting) requirements and feasibility study results | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| AI2 | Acquire and maintain application software | 3 | Translating business requirements into design specifications |  | x |  |  |  | 0,75 | 0,92 | 2,75 | Sedang |
| Adhering to development standards for all modifications | x |  |  |  |  | 1,00 |  |  |  |
| Separating development, testing and operational activities | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| AI3 | Acquire and maintain technology infrastructure | 3 | Producing a technology acquisition plan that aligns to the technology infrastructure plan |  | x |  |  |  | 0,75 | 0,75 | 2,25 | Sedang |
| Planning infrastructure maintenance |  | x |  |  |  | 0,75 |  |  |  |
| Implementing internal control, security and auditability measures |  | x |  |  |  | 0,75 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| AI4 | Enable operation and use | 3 | Developing and making available knowledge transfer documentation |  |  | x |  |  | 0,50 | 0,75 | 2,25 | Sedang |
| Communicating and training users, business management, support staff and operational staff |  | x |  |  |  | 0,75 |  |  |  |
| Producing training materials | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| AI5 | Procure IT resources | 2 | Obtaining professional legal and contractual advice |  |  | x |  |  | 0,50 | 0,50 | 1 | Rendah |
| Defining procurement procedures and standards |  |  | x |  |  | 0,50 |  |  |  |
| Procuring requested hardware, software and services in line with defined procedures |  |  | x |  |  | 0,50 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| AI6 | Manage changes | 3 | Defining and communicating change procedures, including emergency changes |  | x |  |  |  | 0,75 | 0,92 | 2,75 | Sedang |
| Assessing, prioritising and authorising changes | x |  |  |  |  | 1,00 |  |  |  |
| Tracking status and reporting on changes | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| AI7 | Install and accredit solutions and changes | 3 | Establishing test methodology |  | x |  |  |  | 0,75 | 0,94 | 2,813 | Sedang |
| Undertaking release planning | x |  |  |  |  | 1,00 |  |  |  |
| Evaluating and approving test results by business management | x |  |  |  |  | 1,00 |  |  |  |
| Performing post-implementation reviews | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS1 | Define and manage service levels | 3 | Formalising internal and external agreements in line with requirements and delivery capabilities | x |  |  |  |  | 1,00 | 1,00 | 3 | Sedang |
| Reporting on service level achievements (reports and meetings) | x |  |  |  |  | 1,00 |  |  |  |
| Identifying and communicating new and updated service requirements to strategic planning | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS2 | Manage third-party services | 3 | Identifying and categorising supplier services |  |  | x |  |  | 0,50 | 0,50 | 1,5 | Rendah |
| Identifying and mitigating supplier risk |  |  | x |  |  | 0,50 |  |  |  |
| Monitoring and measuring supplier performance |  |  | x |  |  | 0,50 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS3 | Manage performance and capacity | 3 | Planning and providing system capacity and availability |  | x |  |  |  | 0,75 | 0,92 | 2,75 | Sedang |
| Monitoring and reporting system performance | x |  |  |  |  | 1,00 |  |  |  |
| Modelling and forecasting system performance | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS4 | Ensure continuous service | 4 | Developing and maintaining (improving) IT contingency | x |  |  |  |  | 1,00 | 1,00 | 4 | Tinggi |
| Training on and testing IT contingency plans | x |  |  |  |  | 1,00 |  |  |  |
| Storing copies of contingency plans and data at offsite locations | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS5 | Ensure system security | 4 | Understanding security requirements, vulnerabilities and threats |  | x |  |  |  | 0,75 | 0,75 | 3 | Sedang |
| Managing user identities and authorisations in a standardised manner |  | x |  |  |  | 0,75 |  |  |  |
| Testing security regularly |  | x |  |  |  | 0,75 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS6 | Identify and allocate costs | 3 | Aligning charges to the quality and quantity of services provided | x |  |  |  |  | 1,00 | 1,00 | 3 | Sedang |
| Building and agreeing on a complete cost model | x |  |  |  |  | 1,00 |  |  |  |
| Implementing charges as per the agreed-upon policy | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS7 | Educate and train users | 3 | Establishing training curricula | x |  |  |  |  | 1,00 | 0,88 | 2,625 | Sedang |
| Organising training |  | x |  |  |  | 0,75 |  |  |  |
| Delivering training |  | x |  |  |  | 0,75 |  |  |  |
| Monitoring and reporting on training effectiveness | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS8 | Manage service desk and incidents | 3 | Installing and operating a service desk | x |  |  |  |  | 1,00 | 1,00 | 3 | Sedang |
| Monitoring and reporting trends | x |  |  |  |  | 1,00 |  |  |  |
| Defining clear escalation criteria and procedures | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS9 | Manage the configuration | 3 | Establishing a central repository of all configuration items | x |  |  |  |  | 1,00 | 1,00 | 3 | Sedang |
| Identifying configuration items and maintaining them | x |  |  |  |  | 1,00 |  |  |  |
| Reviewing integrity of configuration data | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS10 | Manage problems | 3 | Performing root cause analysis of reported problems |  | x |  |  |  | 0,75 | 0,83 | 2,5 | Sedang |
| Analysing trends |  | x |  |  |  | 0,75 |  |  |  |
| Taking ownership of problems and progressing problem resolution | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS11 | Manage data | 4 | Backing up data and testing restoration |  | x |  |  |  | 0,75 | 0,83 | 3,333 | Tinggi |
| Managing onsite and offsite storage of data |  | x |  |  |  | 0,75 |  |  |  |
| Securely disposing of data and equipment | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS12 | Manage the physical environtment | 4 | Implementing physical security measures |  | x |  |  |  | 0,75 | 0,75 | 3 | Sedang |
| Selecting and managing facilities |  | x |  |  |  | 0,75 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| DS13 | Manage operations | 3 | Operating the IT environment in line with agreed-upon service levels and defined instructions |  | x |  |  |  | 0,75 | 0,63 | 1,875 | Sedang |
| Maintaining the IT infrastructure |  |  | x |  |  | 0,50 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| ME1 | Monitor and evaluate IT performance | 3 | Collating and translating process performance reports into management reports | x |  |  |  |  | 1,00 | 1,00 | 3 | Sedang |
| Reviewing performance against agreed-upon targets and initiating necessary remedial action | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| ME2 | Monitor and evaluate internal control | 4 | Defining a system of internal controls embedded in the IT process framework |  | x |  |  |  | 0,75 | 0,92 | 3,667 | Tinggi |
| Monitoring and reporting on the effectiveness of the internal controls over IT | x |  |  |  |  | 1,00 |  |  |  |
| Reporting control exceptions to management for action | x |  |  |  |  | 1,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| ME3 | Ensure compliance with external requirements | 5 | Identifying legal, regulatory and contractual requirements related to IT |  | x |  |  |  | 0,75 | 0,75 | 3,75 | Tinggi |
| Assessing the impact of compliance requirements |  | x |  |  |  | 0,75 |  |  |  |
| Monitoring and reporting on compliance with these requirements |  | x |  |  |  | 0,75 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| ME4 | Provide IT governance | 3 | Establishing an IT governance framework integrated into corporate governance | x |  |  |  |  | 1,00 | 1,00 | 3 | Sedang |
| Obtaining independent assurance over the IT governance status | x |  |  |  |  | 1,00 |  |  |  |

# Lampiran B: COBIT 4.1 Maturity Assessment

**PO1 Define a Strategic IT Plan**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **PO1** | **Define a Strategic IT Plan** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Define a strategic IT plan* that satisfies the business requirement for IT of sustaining or extending the business strategy and governance requirements while being transparent about benefits, costs and risks is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | IT strategic planning is not performed. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | There is no management awareness that IT strategic planning is needed to support business goals. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need for IT strategic planning is known by IT management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | IT planning is performed on an as-needed basis in response to a specific business requirement. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | IT strategic planning is occasionally discussed at IT management meetings. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | The alignment of business requirements, applications and technology takes place reactively rather than by an organisationwide strategy. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The strategic risk position is identified informally on a project-by-project basis. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | IT strategic planning is shared with business management on an as-needed basis. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Updating of the IT plans occurs in response to requests by management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Strategic decisions are driven on a project-by-project basis without consistency with an overall organisation strategy. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The risks and user benefits of major strategic decisions are recognised in an intuitive way. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A policy defines when and how to perform IT strategic planning. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | IT strategic planning follows a structured approach that is documented and known to all staff. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | The IT planning process is reasonably sound and ensures that appropriate planning is likely to be performed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | However, discretion is given to individual managers with respect to implementation of the process, and there are no procedures to examine the process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The overall IT strategy includes a consistent definition of risks that the organisation is willing to take as an innovator or follower. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | The IT financial, technical and human resources strategies increasingly influence the acquisition of new products and technologies. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | IT strategic planning is discussed at business management meetings. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | IT strategic planning is standard practice and exceptions would be noticed by management. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | IT strategic planning is a defined management function with senior-level responsibilities. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Management is able to monitor the IT strategic planning process, make informed decisions based on it and measure its effectiveness. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Both short-range and long-range IT planning occurs and is cascaded down into the organisation, with updates done as needed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The IT strategy and organisationwide strategy are increasingly becoming more co-ordinated by addressing business processes and value-added capabilities and leveraging the use of applications and technologies through business process re-engineering. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | There is a well-defined process for determining the usage of internal and external resources required in system development and operations. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | IT strategic planning is a documented, living process; is continuously considered in business goal setting; and results in discernible business value through investments in IT. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Risk and value-added considerations are continuously updated in the IT strategic planning process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Realistic long-range IT plans are developed and constantly updated to reflect changing technology and business-related developments. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Benchmarking against well-understood and reliable industry norms takes place and is integrated with the strategy formulation process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | The strategic plan includes how new technology developments can drive the creation of new business capabilities and improve the competitive advantage of the organisation. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **PO1** | **Define a Strategic IT Plan** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,17 | 0,00 | 0,00 |
| 1 | 0,20 | 1,00 | 0,20 |
| 2 | 0,25 | 1,00 | 0,25 |
| 3 | 0,14 | 1,00 | 0,14 |
| 4 | 0,17 | 1,00 | 0,17 |
| 5 | 0,00 | 1,00 | 0,00 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,75** |

**PO2 Define the Information Architecture**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **PO2** | **Define the Information Architecture** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Define the information architecture* that satisfies the business requirement for IT of being agile in responding to requirements, to provide reliable and consistent information, and to seamlessly integrate applications into business processes is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no awareness of the importance of the information architecture for the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The knowledge, expertise and responsibilities necessary to develop this architecture do not exist in the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management recognises the need for an information architecture. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Development of some components of an information architecture is occurring on an *ad hoc* basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The definitions address data, rather than information, and are driven by application software vendor offerings. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | There is inconsistent and sporadic communication of the need for an information architecture. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | An information architecture process emerges and similar, though informal and intuitive, procedures are followed by different individuals within the organisation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Staff obtain their skills in building the information architecture through hands-on experience and repeated application of techniques. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Tactical requirements drive the development of information architecture components by individual staff members. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The importance of the information architecture is understood and accepted, and responsibility for its delivery is assigned and clearly communicated. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Related procedures, tools and techniques, although not sophisticated, have been standardised and documented and are part of informal training activities. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Basic information architecture policies have been developed, including some strategic requirements, but compliance with policies, standards and tools is not consistently enforced. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | A formally defined data administration function is in place, setting organisationwide standards, and is beginning to report on the delivery and use of the information architecture. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Automated tools are beginning to be employed, but the processes and rules used are defined by database software vendor offerings. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | A formal training plan has been developed, but formalised training is still based on individual initiatives. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The development and enforcement of the information architecture are fully supported by formal methods and techniques. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Accountability for the performance of the architecture development process is enforced and success of the information architecture is being measured. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Supporting automated tools are widespread, but are not yet integrated. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Basic metrics have been identified and a measurement system is in place. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | The information architecture definition process is proactive and focused on addressing future business needs. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | The data administration organisation is actively involved in all application development efforts, to ensure consistency. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | An automated repository is fully implemented. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | More complex data models are being implemented to leverage the information content of the databases. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | Executive information systems and decision support systems are leveraging the available information. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 45 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The information architecture is consistently enforced at all levels. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The value of the information architecture to the business is continually stressed. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | IT personnel have the expertise and skills necessary to develop and maintain a robust and responsive information architecture that reflects all the business requirements. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | The information provided by the information architecture is consistently and extensively applied. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Extensive use is made of industry good practices in the development and maintenance of the information architecture, including a continuous improvement process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | The strategy for leveraging information through data warehousing and data mining technologies is defined. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | The information architecture is continuously improving and takes into consideration non-traditional information on processes, organisations and systems. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **PO2** | **Define the Information Architecture** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,00 | 1,00 | 0,00 |
| 3 | 0,00 | 1,00 | 0,00 |
| 4 | 0,00 | 1,00 | 0,00 |
| 5 | 0,00 | 1,00 | 0,00 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,33** |

**PO3 Determine Technological Direction**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **PO3** | **Determine Technological Direction** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Determine technological direction* that satisfies the business requirement for IT of having stable, cost-effective, integrated and standard application systems, resources and capabilities that meet current and future business requirements is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no awareness of the importance of technology infrastructure planning for the entity. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The knowledge and expertise necessary to develop such a technology infrastructure plan do not exist. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is a lack of understanding that planning for technological change is critical to effectively allocate resources. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management recognises the need for technology infrastructure planning. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Technology component developments and emerging technology implementations are *ad hoc* and isolated. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is a reactive and operationally focused approach to infrastructure planning. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Technology directions are driven by the often contradictory product evolution plans of hardware, systems software and applications software vendors. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Communication of the potential impact of changes in technology is inconsistent. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need for and importance of technology planning are communicated. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Planning is tactical and focused on generating solutions to technical problems, rather than on the use of technology to meet business needs. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Evaluation of technological changes is left to different individuals who follow intuitive, but similar, processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | People obtain their skills in technology planning through hands-on learning and repeated application of techniques. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Common techniques and standards are emerging for the development of infrastructure components. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management is aware of the importance of the technology infrastructure plan. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The technology infrastructure plan development process is reasonably sound and aligned with the IT strategic plan. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | There is a defined, documented and well-communicated technology infrastructure plan, but it is inconsistently applied. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | The technology infrastructure direction includes an understanding of where the organisation wants to lead or lag in the use of technology, based on risks and alignment with the organisation’s strategy. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Key vendors are selected based on the understanding of their long-term technology and product development plans, consistent with the organisation’s direction. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Formal training and communication of roles and responsibilities exist. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management ensures the development and maintenance of the technology infrastructure plan. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | IT staff members have the expertise and skills necessary to develop a technology infrastructure plan. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The potential impact of changing and emerging technologies is taken into account. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Management can identify deviations from the plan and anticipate problems. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Responsibility for the development and maintenance of a technology infrastructure plan has been assigned. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | The process of developing the technology infrastructure plan is sophisticated and responsive to change. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Internal good practices have been introduced into the process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | The human resources strategy is aligned with the technology direction, to ensure that IT staff members can manage technology changes. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | Migration plans for introducing new technologies are defined. | | | 5 |  | x |  |  |  |  | 0,00 |
| 10 | Outsourcing and partnering are being leveraged to access necessary expertise and skills. | | | 5 |  |  | x |  |  |  | 1,65 |
| 11 | Management has analysed the acceptance of risk regarding the lead or lag use of technology in developing new business opportunities or operational efficiencies. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 55 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A research function exists to review emerging and evolving technologies and benchmark the organisation against industry norms. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The direction of the technology infrastructure plan is guided by industry and international standards and developments, rather than driven by technology vendors. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | The potential business impact of technological change is reviewed at senior management levels. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | There is formal executive approval of new and changed technological directions. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The entity has a robust technology infrastructure plan that reflects the business requirements, is responsive and can be modified to reflect changes in the business environment. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | There is a continuous and enforced process in place to improve the technology infrastructure plan. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Industry good practices are extensively used in determining the technological direction. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **PO3** | **Determine Technological Direction** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,11 | 1,00 | 0,11 |
| 4 | 0,15 | 1,00 | 0,15 |
| 5 | 0,05 | 1,00 | 0,05 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,97** |

**PO4 Define the IT Processes, Organisation and Relationships**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **PO4** | **Define the IT Processes, Organisation and Relationships** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Define the IT processes, organisation and relationships* that satisfies the business requirement for IT of being agile in responding to the business strategy whilst complying with governance requirements and providing defined and competent points of contact is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The IT organisation is not effectively established to focus on the achievement of business objectives. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 5 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | IT activities and functions are reactive and inconsistently implemented. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | IT is involved in business projects only in later stages. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The IT function is considered a support function, without an overall organisation perspective. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | There is an implicit understanding of the need for an IT organisation; however, roles and responsibilities are neither formalised nor enforced. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The IT function is organised to respond tactically, but inconsistently, to customer needs and vendor relationships. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The need for a structured organisation and vendor management is communicated, but decisions are still dependent on the knowledge and skills of key individuals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is an emergence of common techniques to manage the IT organisation and vendor relationships. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Defined roles and responsibilities for the IT organisation and third parties exist. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | The IT organisation is developed, documented, communicated and aligned with the IT strategy. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The internal control environment is defined. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | There is formalisation of relationships with other parties, including steering committees, internal audit and vendor management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The IT organisation is functionally complete. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | There are definitions of the functions to be performed by IT personnel and those to be performed by users. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Essential IT staffing requirements and expertise are defined and satisfied. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | There is a formal definition of relationships with users and third parties. | | | 5 |  |  | x |  |  |  | 1,65 |
| 9 | The division of roles and responsibilities is defined and implemented. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 45 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The IT organisation proactively responds to change and includes all roles necessary to meet business requirements. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | IT management, process ownership, accountability and responsibility are defined and balanced. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Internal good practices have been applied in the organisation of the IT functions. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | IT management has the appropriate expertise and skills to define, implement and monitor the preferred organisation and relationships. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Measurable metrics to support business objectives and user-defined critical success factors (CSFs) are standardised. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Skill inventories are available to support project staffing and professional development. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | The balance between the skills and resources available internally and those needed from external organisations is defined and enforced. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | The IT organisational structure appropriately reflects the business needs by providing services aligned with strategic business processes, rather than with isolated technologies. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The IT organisational structure is flexible and adaptive. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Industry good practices are deployed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is extensive use of technology to assist in monitoring the performance of the IT organisation and processes. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Technology is leveraged in line to support the complexity and geographic distribution of the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | There is a continuous improvement process in place. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **PO4** | **Define the IT Processes, Organisation and Relationships** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,37 | 1,00 | 0,37 |
| 4 | 0,21 | 1,00 | 0,21 |
| 5 | 0,26 | 1,00 | 0,26 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,50** |

**PO5 Manage the IT Investment**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **PO5** | **Manage the IT Investment** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage the IT investment* that satisfies the business requirement for IT of continuously and demonstrably improving IT’s cost-efficiency and its contribution to business profitability with integrated and standardised services that satisfy end-user expectations is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no awareness of the importance of IT investment selection and budgeting. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There is no tracking or monitoring of IT investments and expenditures. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation recognises the need for managing the IT investment, but this need is communicated inconsistently. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Allocation of responsibility for IT investment selection and budget development is done on an ad hoc basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Isolated implementations of IT investment selection and budgeting occur, with informal documentation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | IT investments are justified on an *ad hoc* basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Reactive and operationally focused budgeting decisions occur. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is an implicit understanding of the need for IT investment selection and budgeting. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | The need for a selection and budgeting process is communicated. | | | 5 |  |  |  | x |  |  | 3,30 |
| 3 | Compliance is dependent on the initiative of individuals in the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | There is an emergence of common techniques to develop components of the IT budget. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Reactive and tactical budgeting decisions occur. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Policies and processes for investment and budgeting are defined, documented and communicated, and cover key business and technology issues. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The IT budget is aligned with the strategic IT and business plans. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The budgeting and IT investment selection processes are formalised, documented and communicated. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Formal training is emerging but is still based primarily on individual initiatives. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Formal approval of IT investment selections and budgets is taking place. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | IT staff members have the expertise and skills necessary to develop the IT budget and recommend appropriate IT investments. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Responsibility and accountability for investment selection and budgeting are assigned to a specific individual. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Budget variances are identified and resolved. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Formal costing analysis is performed, covering direct and indirect costs of existing operations, as well as proposed investments, considering all costs over a total life cycle. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | A proactive and standardised process for budgeting is used. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The impact of shifting in development and operating costs from hardware and software to systems integration and IT human resources is recognised in the investment plans. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Benefits and returns are calculated in financial and non-financial terms. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Industry good practices are used to benchmark costs and identify approaches to increase the effectiveness of investments. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Analysis of technological developments is used in the investment selection and budgeting process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The investment management process is continuously improved based on lessons learned from the analysis of actual investment performance. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Investment decisions incorporate price/performance improvement trends. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Funding alternatives are formally investigated and evaluated within the context of the organisation’s existing capital structure, using formal evaluation methods. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | There is proactive identification of variances. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | An analysis of the long-term cost and benefits of the total life cycle is incorporated in the investment decisions. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **PO5** | **Manage the IT Investment** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,46 | 1,00 | 0,46 |
| 3 | 0,33 | 1,00 | 0,33 |
| 4 | 0,28 | 1,00 | 0,28 |
| 5 | 0,28 | 1,00 | 0,28 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,68** |

**PO6 Communicate Management Aims and Direction**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **PO6** | **Communicate Management Aims and Direction** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Communicate management aims and direction* that satisfies the business requirement for IT of supplying accurate and timely information on current and future IT services and associated risks and responsibilities is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
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|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management has not established a positive IT control environment. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There is no recognition of the need to establish a set of policies, plans and procedures, and compliance processes. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management is reactive in addressing the requirements of the information control environment. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Policies, procedures and standards are developed and communicated on an *ad hoc* basis as driven by issues. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The development, communication and compliance processes are informal and inconsistent. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
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| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The needs and requirements of an effective information control environment are implicitly understood by management, but practices are largely informal. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The need for control policies, plans and procedures is communicated by management, but development is left to the discretion of individual managers and business areas. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Quality is recognised as a desirable philosophy to be followed, but practices are left to the discretion of individual managers. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Training is carried out on an individual, as-required basis. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
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| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A complete information control and quality management environment is developed, documented and communicated by management and includes a framework for policies, plans and procedures. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The policy development process is structured, maintained and known to staff, and the existing policies, plans and procedures are reasonably sound and cover key issues. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Management addresses the importance of IT security awareness and initiates awareness programmes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Formal training is available to support the information control environment but is not rigorously applied. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Whilst there is an overall development framework for control policies and procedures, there is inconsistent monitoring of compliance with these policies and procedures. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | There is an overall development framework. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Techniques for promoting security awareness have been standardised and formalised. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management accepts responsibility for communicating internal control policies and delegates responsibility and allocates sufficient resources to maintain the environment in line with significant changes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | A positive, proactive information control environment, including a commitment to quality and IT security awareness, is established. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | A complete set of policies, plans and procedures is developed, maintained and communicated and is a composite of internal good practices. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | A framework for rollout and subsequent compliance checks is established. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
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| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The information control environment is aligned with the strategic management framework and vision and is frequently reviewed, updated and continuously improved. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Internal and external experts are assigned to ensure that industry good practices are being adopted with respect to control guidance and communication techniques. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Monitoring, self-assessment and compliance checking are pervasive within the organisation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Technology is used to maintain policy and awareness knowledge bases and to optimise communication, using office automation and computer-based training tools. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |

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| --- | --- | --- | --- |
| **PO6** | **Communicate Management Aims and Direction** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,05 | 1,00 | 0,05 |
| 4 | 0,33 | 1,00 | 0,33 |
| 5 | 0,17 | 1,00 | 0,17 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,20** |

**PO7 Manage IT Human Resources**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **PO7** | **Manage IT Human Resources** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage IT human resources* that satisfies the business requirement for IT of acquiring competent and motivated people to create and deliver IT services is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
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| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no awareness about the importance of aligning IT human resources management with the technology planning process for the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There is no person or group formally responsible for IT human resources management. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management recognises the need for IT human resources management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The IT human resources management process is informal and reactive. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The IT human resources process is operationally focused on the hiring and managing of IT personnel. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Awareness is developing concerning the impact that rapid business and technology changes and increasingly complex solutions have on the need for new skills and competence levels. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
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| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a tactical approach to hiring and managing IT personnel, driven by project-specific needs, rather than by an understood balance of internal and external availability of skilled staff. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Informal training takes place for new personnel, who then receive training on an as-required basis. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a defined and documented process for managing IT human resources. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | An IT human resources management plan exists. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is a strategic approach to hiring and managing IT personnel. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | A formal training plan is designed to meet the needs of IT human resources. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | A rotational programme, designed to expand technical and business management skills, is established. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Responsibility for the development and maintenance of an IT human resources management plan is assigned to a specific individual or group with the requisite expertise and skills necessary to develop and maintain the plan. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The process of developing and managing the IT human resources management plan is responsive to change. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Standardised measures exist in the organisation to allow it to identify deviations from the IT human resources management plan, with specific emphasis on managing IT personnel growth and turnover. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Compensation and performance reviews are being established and compared to other IT organisations and industry good practice. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | IT human resources management is proactive, taking into account career path development. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
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| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The IT human resources management plan is continuously being updated to meet changing business requirements. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | IT human resources management is integrated with technology planning, ensuring optimum development and use of available IT skills. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | IT human resources management is integrated with and responsive to the entity’s strategic direction. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Components of IT human resources management are consistent with industry good practices, such as compensation, performance reviews, participation in industry forums, transfer of knowledge, training and mentoring. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Training programmes are developed for all new technology standards and products prior to their deployment in the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |

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| --- | --- | --- | --- |
| **PO7** | **Manage IT Human Resources** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,17 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,26 | 1,00 | 0,26 |
| 4 | 0,26 | 1,00 | 0,26 |
| 5 | 0,33 | 1,00 | 0,33 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,52** |

**PO8 Manage Quality**

|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Process** | | **PO8** | **Manage Quality** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage quality* that satisfies the business requirement for IT of ensuring continuous and measurable improvement of the quality of IT services delivered is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
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|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation lacks a QMS planning process and a system development life cycle (SDLC) methodology. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Senior management and IT staff members do not recognise that a quality programme is necessary. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Projects and operations are never reviewed for quality. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a management awareness of the need for a QMS. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The QMS is driven by individuals where it takes place. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Management makes informal judgements on quality. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A programme is being established to define and monitor QMS activities within IT. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | QMS activities that do occur are focused on IT project- and process-oriented initiatives, not on organisationwide processes. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A defined QMS process is communicated throughout the enterprise by management and involves IT and end-user management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | An education and training programme is emerging to teach all levels of the organisation about quality. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Basic quality expectations are defined and are shared amongst projects and within the IT organisation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Common tools and practices for quality management are emerging. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Quality satisfaction surveys are planned and occasionally conducted. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The QMS is addressed in all processes, including processes with reliance on third parties. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | A standardised knowledge base is being established for quality metrics. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Cost-benefit analysis methods are used to justify QMS initiatives. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Benchmarking against the industry and competitors is emerging. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | An education and training programme is instituted to teach all levels of the organisation about quality. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Tools and practices are being standardised, and root cause analysis is periodically applied. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Quality satisfaction surveys are consistently conducted. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | A standardised programme for measuring quality is in place and well structured. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | IT management is building a knowledge base for quality metrics. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 45 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
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| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The QMS is integrated and enforced in all IT activities. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | QMS processes are flexible and adaptable to changes in the IT environment. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | The knowledge base for quality metrics is enhanced with external good practices. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Benchmarking against external standards is routinely performed. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Quality satisfaction surveying is an ongoing process and leads to root cause analysis and improvement actions. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | There is formal assurance on the level of the quality management process. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **PO8** | **Manage Quality** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,22 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,13 | 1,00 | 0,13 |
| 4 | 0,11 | 1,00 | 0,11 |
| 5 | 0,00 | 1,00 | 0,00 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,90** |

**PO9 Assess and Manage IT Risks**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **PO9** | **Assess and Manage IT Risks** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Assess and manage IT risks* that satisfies the business requirement for IT of analysing and communicating IT risks and their potential impact on business processes and goals is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Risk assessment for processes and business decisions does not occur. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The organisation does not consider the business impacts associated with security vulnerabilities and development project uncertainties. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Risk management is not identified as relevant to acquiring IT solutions and delivering IT services. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | IT risks are considered in an *ad hoc* manner. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Informal assessments of project risk take place as determined by each project. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Risk assessments are sometimes identified in a project plan but are rarely assigned to specific managers. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Specific IT-related risks, such as security, availability and integrity, are occasionally considered on a project-by-project basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | IT-related risks affecting day-to-day operations are seldom discussed at management meetings. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Where risks have been considered, mitigation is inconsistent. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | There is an emerging understanding that IT risks are important and need to be considered. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A developing risk assessment approach exists and is implemented at the discretion of the project managers. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The risk management is usually at a high level and is typically applied only to major projects or in response to problems. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Risk mitigation processes are starting to be implemented where risks are identified. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | An organisationwide risk management policy defines when and how to conduct risk assessments. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Risk management follows a defined process that is documented. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Risk management training is available to all staff members. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Decisions to follow the risk management process and receive training are left to the individual’s discretion. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The methodology for the assessment of risk is convincing and sound and ensures that key risks to the business are identified. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | A process to mitigate key risks is usually instituted once the risks are identified. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Job descriptions consider risk management responsibilities. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The assessment and management of risk are standard procedures. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Exceptions to the risk management process are reported to IT management. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | IT risk management is a senior management-level responsibility. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Risk is assessed and mitigated at the individual project level and also regularly with regard to the overall IT operation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Management is advised on changes in the business and IT environment that could significantly affect the IT-related risk scenarios. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Management is able to monitor the risk position and make informed decisions regarding the exposure it is willing to accept. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | All identified risks have a nominated owner, and senior management and IT management determine the levels of risk that the organisation will tolerate. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | IT management develops standard measures for assessing risk and defining risk/return ratios. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | Management budgets for an operational risk management project to reassess risks on a regular basis. | | | 5 |  | x |  |  |  |  | 0,00 |
| 10 | A risk management database is established, and part of the risk management processes is beginning to be automated. | | | 5 |  | x |  |  |  |  | 0,00 |
| 11 | IT management considers risk mitigation strategies. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 55 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Risk management develops to the stage where a structured, organisationwide process is enforced and well managed. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Good practices are applied across the entire organisation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | The capture, analysis and reporting of risk management data are highly automated. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Guidance is drawn from leaders in the field, and the IT organisation takes part in peer groups to exchange experiences. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Risk management is truly integrated into all business and IT operations, is well accepted and extensively involves the users of IT services. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Management detects and acts when major IT operational and investment decisions are made without consideration of the risk management plan. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Management continually assesses risk mitigation strategies. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **PO9** | **Assess and Manage IT Risks** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,14 | 1,00 | 0,14 |
| 2 | 0,11 | 1,00 | 0,11 |
| 3 | 0,05 | 1,00 | 0,05 |
| 4 | 0,00 | 1,00 | 0,00 |
| 5 | 0,00 | 1,00 | 0,00 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,30** |

**PO10 Manage Projects**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **PO10** | **Manage Projects** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage projects* that satisfies the business requirement for IT of ensuring the delivery of project results within agreed-upon time frames, budget and quality is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Project management techniques are not used and the organisation does not consider business impacts associated with project mismanagement and development project failures. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 5 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/A*d Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The use of project management techniques and approaches within IT is a decision left to individual IT managers. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There is a lack of management commitment to project ownership and project management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Critical decisions on project management are made without user management or customer input. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | There is little or no customer and user involvement in defining IT projects. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | There is no clear organisation within IT for the management of projects. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Roles and responsibilities for the management of projects are not defined. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Projects, schedules and milestones are poorly defined, if at all. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | Project staff time and expenses are not tracked and compared to budgets. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Senior management gains and communicates an awareness of the need for IT project management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The organisation is in the process of developing and utilising some techniques and methods from project to project. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | IT projects have informally defined business and technical objectives. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | There is limited stakeholder involvement in IT project management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Initial guidelines are developed for many aspects of project management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Application of project management guidelines is left to the discretion of the individual project manager. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The IT project management process and methodology are established and communicated. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | IT projects are defined with appropriate business and technical objectives. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Senior IT and business management are beginning to be committed and involved in the management of IT projects. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | A project management office is established within IT, with initial roles and responsibilities defined. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | IT projects are monitored, with defined and updated milestones, schedules, budget and performance measurements. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Project management training is available and is primarily a result of individual staff initiatives. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | QA procedures and post-system implementation activities are defined, but are not broadly applied by IT managers. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | Projects are beginning to be managed as portfolios. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management requires formal and standardised project metrics and lessons learned to be reviewed following project completion. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Project management is measured and evaluated throughout the organisation and not just within IT. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Enhancements to the project management process are formalised and communicated with project team members trained on enhancements. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | IT management implements a project organisation structure with documented roles, responsibilities and staff performance criteria. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Criteria for evaluating success at each milestone are established. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Value and risk are measured and managed prior to, during and after the completion of projects. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Projects increasingly address organisation goals, rather than only IT-specific ones. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | There is strong and active project support from senior management sponsors as well as stakeholders. | | | 5 |  |  | x |  |  |  | 1,65 |
| 9 | Relevant project management training is planned for staff in the project management office and across the IT function. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 45 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A proven, full life cycle project and programme methodology is implemented, enforced and integrated into the culture of the entire organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | An ongoing initiative to identify and institutionalise best project management practices is implemented. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | An IT strategy for sourcing development and operational projects is defined and implemented. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | An integrated project management office is responsible for projects and programmes from inception to post-implementation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Organisationwide planning of programmes and projects ensures that user and IT resources are best utilised to support strategic initiatives. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |

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| --- | --- | --- | --- |
| **PO10** | **Manage Projects** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,17 | 1,00 | 0,17 |
| 4 | 0,07 | 1,00 | 0,07 |
| 5 | 0,20 | 1,00 | 0,20 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,10** |

**AI1 Identify Automated Solutions**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **AI1** | **Identify Automated Solutions** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Identify automated solutions* that satisfies the business requirement for IT of translating business functional and control requirements into an effective and efficient design of automated solutions is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation does not require the identification of functional and operational requirements for development, implementation or modification of solutions, such as system, service, infrastructure, software and data. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The organisation does not maintain an awareness of available technology solutions potentially relevant to its business. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is an awareness of the need to define requirements and identify technology solutions. Individual groups meet to discuss needs informally, and requirements are sometimes documented. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Solutions are identified by individuals based on limited market awareness or in response to vendor offerings. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is minimal structured research or analysis of available technology. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Some intuitive approaches to identify IT solutions exist and vary across the business. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Solutions are identified informally based on the internal experience and knowledge of the IT function. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The success of each project depends on the expertise of a few key individuals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The quality of documentation and decision making varies considerably. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Unstructured approaches are used to define requirements and identify technology solutions. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Clear and structured approaches in determining IT solutions exist. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The approach to the determination of IT solutions requires the consideration of alternatives evaluated against business or user requirements, technological opportunities, economic feasibility, risk assessments, and other factors. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The process for determining IT solutions is applied for some projects based on factors such as the decisions made by the individual staff members involved, the amount of management time committed, and the size and priority of the original business requirement. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Structured approaches are used to define requirements and identify IT solutions. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | An established methodology for identification and assessment of IT solutions exists and is used for most projects. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Project documentation is of good quality, and each stage is properly approved. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Requirements are well articulated and in accordance with predefined structures. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Solution alternatives are considered, including the analysis of costs and benefits. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | The methodology is clear, defined, generally understood and measurable. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | There is a clearly defined interface between IT management and business in the identification and assessment of IT solutions. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The methodology for identification and assessment of IT solutions is subjected to continuous improvement. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The acquisition and implementation methodology has the flexibility for large- and small-scale projects. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | The methodology is supported by internal and external knowledge databases containing reference materials on technology solutions. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | The methodology itself produces documentation in a predefined structure that makes production and maintenance efficient. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | New opportunities are often identified to utilise technology to gain competitive advantage, influence business process re-engineering and improve overall efficiency. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Management detects and acts if IT solutions are approved without consideration of alternative technologies or business functional requirements. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **AI1** | **Identify Automated Solutions** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,33 | 1,00 | 0,33 |
| 4 | 0,22 | 1,00 | 0,22 |
| 5 | 0,17 | 1,00 | 0,17 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,38** |

**AI2 Acquire and Maintain Application Software**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **AI2** | **Acquire and Maintain Application Software** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Acquire and maintain application software* that satisfies the business requirement for IT of aligning available applications with business requirements, and doing so in a timely manner and at a reasonable cost is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
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|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no process for designing and specifying applications. | | | 5 |  |  |  |  |  |  | 0,00 |
| 2 | Typically, applications are obtained based on vendor-driven offerings, brand recognition or IT staff familiarity with specific products, with little or no consideration of actual requirements. | | | 5 |  |  |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is an awareness that a process for acquiring and maintaining applications is required. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Approaches to acquiring and maintaining application software vary from project to project. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Some individual solutions to particular business requirements are likely to have been acquired independently, resulting in inefficiencies with maintenance and support. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There are different, but similar, processes for acquiring and maintaining applications based on the expertise within the IT function. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The success rate with applications depends greatly on the in-house skills and experience levels within IT. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Maintenance is usually problematic and suffers when internal knowledge is lost from the organisation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | There is little consideration of application security and availability in the design or acquisition of application software. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A clear, defined and generally understood process exists for the acquisition and maintenance of application software. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | This process is aligned with IT and business strategy. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | An attempt is made to apply the documented processes consistently across different applications and projects. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The methodologies are generally inflexible and difficult to apply in all cases, so steps are likely to be bypassed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Maintenance activities are planned, scheduled and co-ordinated. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a formal and well-understood methodology that includes a design and specification process, criteria for acquisition, a process for testing and requirements for documentation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Documented and agreed-upon approval mechanisms exist to ensure that all steps are followed and exceptions are authorised. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Practices and procedures evolve and are well suited to the organisation, used by all staff and applicable to most application requirements. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Application software acquisition and maintenance practices are aligned with the defined process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The approach is component-based, with predefined, standardised applications matched to business needs. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | The approach is enterprisewide. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | The acquisition and maintenance methodology is well advanced and enables rapid deployment, allowing for high responsiveness and flexibility in responding to changing business requirements. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | The application software acquisition and implementation methodology is subjected to continuous improvement and is supported by internal and external knowledge databases containing reference materials and good practices. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | The methodology creates documentation in a predefined structure that makes production and maintenance efficient. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **AI2** | **Acquire and Maintain Application Software** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,00 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,17 | 1,00 | 0,17 |
| 3 | 0,33 | 1,00 | 0,33 |
| 4 | 0,11 | 1,00 | 0,11 |
| 5 | 0,06 | 1,00 | 0,06 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,99** |

**AI3 Acquire and Maintain Technology Infrastructure**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **AI3** | **Acquire and Maintain Technology Infrastructure** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Acquire and maintain technology infrastructure* that satisfies the business requirement for IT of acquiring and maintaining an integrated and standardised IT infrastructure is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Managing the technology infrastructure is not recognised as a sufficiently important topic to be addressed. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 5 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There are changes made to infrastructure for every new application, without any overall plan. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Although there is an awareness that the IT infrastructure is important, there is no consistent overall approach. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Maintenance activity reacts to short-term needs. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The production environment is the test environment. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a consistency amongst tactical approaches when acquiring and maintaining the IT infrastructure. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Acquisition and maintenance of IT infrastructure are not based on any defined strategy and do not consider the needs of the business applications that must be supported. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is an understanding that the IT infrastructure is important, supported by some formal practices. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Some maintenance is scheduled, but it is not fully scheduled and co-ordinated. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | For some environments, a separate test environment exists. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A clear, defined and generally understood process exists for acquiring and maintaining IT infrastructure. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | The process supports the needs of critical business applications and is aligned to IT and business strategy, but it is not consistently applied. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Maintenance is planned, scheduled and co-ordinated. | | | 5 |  |  |  | x |  |  | 3,30 |
| 4 | There are separate environments for test and production. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The acquisition and maintenance process for technology infrastructure has developed to the point where it works well for most situations, is followed consistently and is focused on reusability. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The IT infrastructure adequately supports the business applications. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The process is well organised and proactive. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The cost and lead time to achieve the expected level of scalability, flexibility and integration are partially optimised. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The acquisition and maintenance process for technology infrastructure is proactive and closely aligned with critical business applications and the technology architecture. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Good practices regarding technology solutions are followed, and the organisation is aware of the latest platform developments and management tools. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Costs are reduced by rationalising and standardising infrastructure components and by using automation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | A high level of technical awareness can identify optimum ways to proactively improve performance, including consideration of outsourcing options. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The IT infrastructure is seen as the key enabler to leveraging the use of IT. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **AI3** | **Acquire and Maintain Technology Infrastructure** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,25 | 1,00 | 0,25 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,41 | 1,00 | 0,41 |
| 4 | 0,33 | 1,00 | 0,33 |
| 5 | 0,33 | 1,00 | 0,33 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,65** |

**AI4 Enable Operation and Use**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **AI4** | **Enable Operation and Use** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Enable operation and use* that satisfies the business requirement for IT of ensuring satisfaction of end users with service offerings and service levels and seamlessly integrating applications and technology solutions into business processes is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no process in place with regard to the production of user documentation, operations manuals and training material. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | The only materials that exist are those supplied with purchased products. | | | 5 |  |  |  | x |  |  | 3,30 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is awareness that process documentation is needed. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Documentation is occasionally produced and is inconsistently distributed to limited groups. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Much of the documentation and many of the procedures are out of date. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Training materials tend to be one-off schemes with variable quality. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | There is virtually no integration of procedures across different systems and business units. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | There is no input from business units in the design of training programmes. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Similar approaches are used to produce procedures and documentation, but they are not based on a structured approach or framework. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | There is no uniform approach to the development of user and operating procedures. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Training materials are produced by individuals or project teams, and quality depends on the individuals involved. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Procedures and quality of user support vary from poor to very good, with very little consistency and integration across the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Training programmes for the business and users are provided or facilitated, but there is no overall plan for training rollout or delivery. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a clearly defined, accepted and understood framework for user documentation, operations manuals and training materials. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Procedures are d and maintained in a formal library and can be accessed by anyone who needs to know them. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Corrections to documentation and procedures are made on a reactive basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Procedures are available offline and can be accessed and maintained in case of disaster. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | A process exists that specifies procedure updates and training materials to be an explicit deliverable of a change project. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Despite the existence of defined approaches, the actual content varies because there is no control to enforce compliance with standards. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Users are informally involved in the process. | | | 5 |  |  |  | x |  |  | 3,30 |
| 8 | Automated tools are increasingly used in the generation and distribution of procedures. Business and user training is planned and scheduled. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a defined framework for maintaining procedures and training materials that has IT management support. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The approach taken for maintaining procedures and training manuals covers all systems and business units, so that processes can be viewed from a business perspective. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Procedures and training materials are integrated to include interdependencies and interfaces. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Controls exist to ensure adherence to standards, and procedures are developed and maintained for all processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Business and user feedback on documentation and training is collected and assessed as part of a continuous improvement process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Documentation and training materials are usually at a predictable and good level of reliability and availability. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | An emerging process for using automated procedure documentation and management is implemented. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | Automated procedure development is increasingly integrated with application system development facilitating consistency and user access. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | Business and user training is responsive to the needs of the business. | | | 5 |  |  | x |  |  |  | 1,65 |
| 10 | IT management is developing metrics for the development and delivery of documentation, training materials and training programmes. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  | 5 |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 50 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
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| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The process for user and operational documentation is constantly improved through the adoption of new tools or methods. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The procedure materials and training materials are treated as a constantly evolving knowledge base that is maintained electronically using up-to-date knowledge management, workflow and distribution technologies, making it accessible and easy to maintain. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Documentation and training material is updated to reflect organisational, operational and software changes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The development of documentation and training materials and the delivery of training programmes are fully integrated with the business and business process definitions, thus supporting organisation-wide requirements, rather than only IT-oriented procedures. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 5 |  |  |  |  |  |  |  |

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| --- | --- | --- | --- |
| **AI4** | **Enable Operation and Use** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,66 | 0,00 | 0,00 |
| 1 | 0,39 | 1,00 | 0,39 |
| 2 | 0,40 | 1,00 | 0,40 |
| 3 | 0,37 | 1,00 | 0,37 |
| 4 | 0,30 | 1,00 | 0,30 |
| 5 | 0,33 | 1,00 | 0,33 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,78** |

**AI5 Procure IT Resources**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **AI5** | **Procure IT Resources** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Procure IT resources* that satisfies the business requirement for IT of improving IT’s cost-efficiency and its contribution to business profitability is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
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|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no defined IT resource procurement process in place. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | The organisation does not recognise the need for clear procurement polices and procedures to ensure that all IT resources are available in a timely and cost-efficient manner. | | | 5 |  |  |  | x |  |  | 3,30 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation recognises the need to have documented policies and procedures that link IT acquisition to the business organisation’s overall procurement process. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Contracts for the acquisition of IT resources are developed and managed by project managers and other individuals exercising their professional judgement rather than as a result of formal procedures and policies. | | | 5 |  |  |  | x |  |  | 3,30 |
| 3 | There is only an *ad hoc* relationship between corporate acquisition and contract management processes and IT. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Contracts for acquisition are managed at the conclusion of projects rather than on a continuous basis. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is organisational awareness of the need to have basic policies and procedures for IT acquisition. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Policies and procedures are partially integrated with the business organisation’s overall procurement process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Procurement processes are mostly utilised for large and highly visible projects. | | | 5 |  |  |  | x |  |  | 3,30 |
| 4 | Responsibilities and accountabilities for IT procurement and contract management are determined by the individual contract manager’s experience. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The importance of supplier management and relationship management is recognised; however, it is addressed based on individual initiative. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Contract processes are mostly utilised by large or highly visible projects. | | | 5 |  |  |  | x |  |  | 3,30 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
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| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management institutes policies and procedures for IT acquisition. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Policies and procedures are guided by the business organisation’s overall procurement process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | IT acquisition is largely integrated with overall business procurement systems. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | IT standards for the acquisition of IT resources exist. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Suppliers of IT resources are integrated into the organisation’s project management mechanisms from a contract management perspective. | | | 5 |  |  |  | x |  |  | 3,30 |
| 6 | IT management communicates the need for appropriate acquisitions and contract management throughout the IT function. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | IT acquisition is fully integrated with overall business procurement systems. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | IT standards for the acquisition of IT resources are used for all procurements. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Measurements on contract and procurement management are taken relevant to the business cases for IT acquisition. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Reporting on IT acquisition activity that supports business objectives is available. | | | 5 |  |  |  | x |  |  | 3,30 |
| 5 | Management is usually aware of exceptions to the policies and procedures for IT acquisition. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Strategic management of relationships is developing. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | IT management enforces the use of the acquisition and contract management process for all acquisitions by reviewing performance measurement. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management institutes resources’ procurement thorough processes for IT acquisition. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Management enforces compliance with policies and procedures for IT acquisition. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Measurements on contract and procurement management are taken that are relevant to the business cases for IT acquisitions. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Good relationships are established over time with most suppliers and partners, and the quality of relationships is measured and monitored. | | | 5 |  |  |  | x |  |  | 3,30 |
| 5 | Relationships are managed strategically. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | IT standards, policies and procedures for the acquisition of IT resources are managed strategically and respond to measurement of the process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | IT management communicates the strategic importance of appropriate acquisition and contract management throughout the IT function. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |

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| --- | --- | --- | --- |
| **AI5** | **Procure IT Resources** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,66 | 0,00 | 0,00 |
| 1 | 0,50 | 1,00 | 0,50 |
| 2 | 0,44 | 1,00 | 0,44 |
| 3 | 0,33 | 1,00 | 0,33 |
| 4 | 0,38 | 1,00 | 0,38 |
| 5 | 0,33 | 1,00 | 0,33 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,97** |

**AI6 Manage Changes**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **AI6** | **Manage Changes** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage changes* that satisfies the business requirement for IT of responding to business requirements in alignment with the business strategy, whilst reducing solution and service delivery defects and rework is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
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|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no defined change management process, and changes can be made with virtually no control. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There is no awareness that change can be disruptive for IT and business operations, and no awareness of the benefits of good change management. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | It is recognised that changes should be managed and controlled. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Practices vary, and it is likely that unauthorised changes take place. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is poor or non-existent documentation of change, and configuration documentation is incomplete and unreliable. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Errors are likely to occur together with interruptions to the production environment caused by poor change management. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is an informal change management process in place and most changes follow this approach; however, it is unstructured, rudimentary and prone to error. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Configuration documentation accuracy is inconsistent, and only limited planning and impact assessment take place prior to a change. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
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| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a defined formal change management process in place, including categorisation, prioritisation, emergency procedures, change authorisation and release management, and compliance is emerging. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Workarounds take place, and processes are often bypassed. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Errors may occur and unauthorised changes occasionally occur. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The analysis of the impact of IT changes on business operations is becoming formalised, to support planned rollouts of new applications and technologies. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The change management process is well developed and consistently followed for all changes, and management is confident that there are minimal exceptions. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The process is efficient and effective, but relies on considerable manual procedures and controls to ensure that quality is achieved. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | All changes are subject to thorough planning and impact assessment to minimise the likelihood of post-production problems. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | An approval process for changes is in place. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Change management documentation is current and correct, with changes formally tracked. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Configuration documentation is generally accurate. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | IT change management planning and implementation are becoming more integrated with changes in the business processes, to ensure that training, organisational changes and business continuity issues are addressed. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | There is increased co-ordination between IT change management and business process redesign. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | There is a consistent process for monitoring the quality and performance of the change management process. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 45 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The change management process is regularly reviewed and updated to stay in line with good practices. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The review process reflects the outcome of monitoring. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Configuration information is computer-based and provides version control. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Tracking of changes is sophisticated and includes tools to detect unauthorised and unlicensed software. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | IT change management is integrated with business change management to ensure that IT is an enabler in increasing productivity and creating new business opportunities for the organisation. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **AI6** | **Manage Changes** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,17 | 1,00 | 0,17 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,08 | 1,00 | 0,08 |
| 4 | 0,15 | 1,00 | 0,15 |
| 5 | 0,00 | 1,00 | 0,00 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,72** |

**AI7 Install and Accredit Solutions and Changes**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **AI7** | **Install and Accredit Solutions and Changes** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Install and accredit solutions and changes* that satisfies the business requirement for IT of implementing new or changed systems that work without major problems after installation is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  | No |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a complete lack of formal installation or accreditation processes, and neither senior management nor IT staff members recognise the need to verify that solutions are fit for the intended purpose. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 5 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is an awareness of the need to verify and confirm that implemented solutions serve the intended purpose. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Testing is performed for some projects, but the initiative for testing is left to the individual project teams, and the approaches taken vary. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Formal accreditation and sign-off are rare or non-existent. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is some consistency amongst the testing and accreditation approaches, but typically they are not based on any methodology. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The individual development teams normally decide the testing approach, and there is usually an absence of integration testing. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is an informal approval process. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A formal methodology relating to installation, migration, conversion and acceptance is in place. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | IT installation and accreditation processes are integrated into the system life cycle and automated to some extent. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Training, testing and transition to production status and accreditation are likely to vary from the defined process, based on individual decisions. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The quality of systems entering production is inconsistent, with new systems often generating a significant level of post-implementation problems. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The procedures are formalised and developed to be well organised and practical with defined test environments and accreditation procedures. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | In practice, all major changes to systems follow this formalised approach. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Evaluation of meeting user requirements is standardised and measurable, producing metrics that can be effectively reviewed and analysed by management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The quality of systems entering production is satisfactory to management even with reasonable levels of post-implementation problems. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Automation of the process is ad hoc and project-dependent. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Management may be satisfied with the current level of efficiency despite the lack of post-implementaiton evaluation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | The test system adequately reflects the live environment. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | Stress testing for new systems and regression testing for existing systems are applied for major projects. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The installation and accreditation processes have been refined to a level of good practice, based on the results of continuous improvement and refinement. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | IT installation and accreditation processes are fully integrated into the system life cycle and automated when appropriate, facilitating the most efficient training, testing and transition to production status of new systems. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Well-developed test environments, problem registers and fault resolution processes ensure efficient and effective transition to the production environment. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Accreditation usually takes place with no rework, and post-implementation problems are normally limited to minor corrections. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Post-implementation reviews are standardised, with lessons learned channelled back into the process to ensure continuous quality improvement. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Stress testing for new systems and regression testing for modified systems are consistently applied. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **AI7** | **Install and Accredit Solutions and Changes** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,17 | 1,00 | 0,17 |
| 4 | 0,21 | 1,00 | 0,21 |
| 5 | 0,00 | 1,00 | 0,00 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,03** |

**DS1 Define and Manage Service Levels**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS1** | **Define and Manage Service Levels** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Define and manage service levels* that satisfies the business requirement for IT of ensuring the alignment of key IT services with the business strategy is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management has not recognised the need for a process for defining service levels. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Accountabilities and responsibilities for monitoring them are not assigned. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is awareness of the need to manage service levels, but the process is informal and reactive. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The responsibility and accountability for defining and managing services are not defined. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | If performance measurements exist, they are qualitative only with imprecisely defined goals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Reporting is informal, infrequent and inconsistent. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There are agreed-upon service levels, but they are informal and not reviewed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Service level reporting is incomplete and may be irrelevant or misleading for customers. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Service level reporting is dependent on the skills and initiative of individual managers. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | A service level co-ordinator is appointed with defined responsibilities, but limited authority. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | If a process for compliance to SLAs exists, it is voluntary and not enforced. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Responsibilities are well defined, but with discretionary authority. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The SLA development process is in place with checkpoints for reassessing service levels and customer satisfaction. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Services and service levels are defined, documented and agreed-upon using a standard process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Service level shortfalls are identified, but procedures on how to resolve shortfalls are informal. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | There is a clear linkage between expected service level achievement and the funding provided. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Service levels are agreed to, but they may not address business needs. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Service levels are increasingly defined in the system requirements definition phase and incorporated into the design of the application and operational environments. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Customer satisfaction is routinely measured and assessed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Performance measures reflect customer needs, rather than IT goals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The measures for assessing service levels are becoming standardised and reflect industry norms. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | The criteria for defining service levels are based on business criticality and include availability, reliability, performance, growth capacity, user support, continuity planning and security considerations. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Root cause analysis is routinely performed when service levels are not met. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | The reporting process for monitoring service levels is becoming increasingly automated. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | Operational and financial risks associated with not meeting agreed-upon service levels are defined and clearly understood. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | A formal system of measurement is instituted and maintained. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 45 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Service levels are continuously re-evaluated to ensure alignment of IT and business objectives, whilst taking advantage of technology, including the cost-benefit ratio. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | All service level management processes are subject to continuous improvement. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Customer satisfaction levels are continuously monitored and managed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Expected service levels reflect strategic goals of business units and are evaluated against industry norms. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | IT management has the resources and accountability needed to meet service level targets, and compensation is structured to provide incentives for meeting these targets. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Senior management monitors performance metrics as part of a continuous improvement process. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **DS1** | **Define and Manage Service Levels** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,17 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,07 | 1,00 | 0,07 |
| 3 | 0,00 | 1,00 | 0,00 |
| 4 | 0,07 | 1,00 | 0,07 |
| 5 | 0,06 | 1,00 | 0,06 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,52** |

**DS2 Manage Third-party Services**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS2** | **Manage Third-party Services** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage third-party services* that satisfies the business requirement for IT of providing satisfactory third-party services whilst being transparent about benefits, costs and risks is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Responsibilities and accountabilities are not defined. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There are no formal policies and procedures regarding contracting with third parties. | | | 5 |  |  |  | **x** |  |  | 3,30 |
| 3 | Third-party services are neither approved nor reviewed by management. | | | 5 |  |  |  | **x** |  |  | 3,30 |
| 4 | There are no measurement activities and no reporting by third parties. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | In the absence of a contractual obligation for reporting, senior management is not aware of the quality of the service delivered. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management is aware of the need to have documented policies and procedures for third-party management, including signed contracts. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | There are no standard terms of agreement with service providers. | | | 5 |  |  |  | x |  |  | 3,30 |
| 3 | Measurement of the services provided is informal and reactive. | | | 5 |  |  |  | x |  |  | 3,30 |
| 4 | Practices are dependent on the experience (e.g., on demand) of the individual and the supplier. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The process for overseeing third-party service providers, associated risks and the delivery of services is informal. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | A signed, pro forma contract is used with standard vendor terms and conditions (e.g., the description of services to be provided). | | | 5 |  |  |  | x |  |  | 3,30 |
| 3 | Reports on the services provided are available, but do not support business objectives. | | | 5 |  |  |  | x |  |  | 3,30 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Well-documented procedures are in place to govern third-party services, with clear processes for vetting and negotiating with vendors. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | When an agreement for the provision of services is made, the relationship with the third party is purely a contractual one. | | | 5 |  |  |  | x |  |  | 3,30 |
| 3 | The nature of the services to be provided is detailed in the contract and includes legal, operational and control requirements. | | | 5 |  |  |  | x |  |  | 3,30 |
| 4 | The responsibility for oversight of third-party services is assigned. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Contractual terms are based on standardised templates. | | | 5 |  |  |  | x |  |  | 3,30 |
| 6 | The business risk associated with the third-party services is assessed and reported. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Formal and standardised criteria are established for defining the terms of engagement, including scope of work, services/deliverables to be provided, assumptions, schedule, costs, billing arrangements and responsibilities. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Responsibilities for contract and vendor management are assigned. | | | 5 |  |  |  | x |  |  | 3,30 |
| 3 | Vendor qualifications, risks and capabilities are verified on a continual basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Service requirements are defined and linked to business objectives. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | A process exists to review service performance against contractual terms, providing input to assess current and future third-party services. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Transfer pricing models are used in the procurement process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | All parties involved are aware of service, cost and milestone expectations. | | | 5 |  |  |  | x |  |  | 3,30 |
| 8 | Agreed-upon goals and metrics for the oversight of service providers exist. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Contracts signed with third parties are reviewed periodically at predefined intervals. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | The responsibility for managing suppliers and the quality of the services provided is assigned. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Evidence of contract compliance to operational, legal and control provisions is monitored, and corrective action is enforced. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The third party is subject to independent periodic review, and feedback on performance is provided and used to improve service delivery. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Measurements vary in response to changing business conditions. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Measures support early detection of potential problems with third-party services. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Comprehensive, defined reporting of service level achievement is linked to the third-party compensation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | Management adjusts the process of third-party service acquisition and monitoring based on the measurers. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |

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| --- | --- | --- | --- |
| **DS2** | **Manage Third-party Services** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,46 | 0,00 | 0,00 |
| 1 | 0,58 | 1,00 | 0,58 |
| 2 | 0,66 | 1,00 | 0,66 |
| 3 | 0,50 | 1,00 | 0,50 |
| 4 | 0,41 | 1,00 | 0,41 |
| 5 | 0,37 | 1,00 | 0,37 |
|  |  |  |  |
|  | **Maturity Level =** | | **2,52** |

**DS3 Manage Performance and Capacity**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS3** | **Manage Performance and Capacity** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage performance and capacity* that satisfies the business requirement for IT of optimising the performance of IT infrastructure, resources and capabilities in response to business needs is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
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|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management does not recognise that key business processes may require high levels of performance from IT or that the overall business need for IT services may exceed capacity. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There is no capacity planning process in place. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Users devise workarounds for performance and capacity constraints. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There is very little appreciation of the need for capacity and performance planning by the owners of the business processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Action taken toward managing performance and capacity is typically reactive. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The process for planning capacity and performance is informal. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The understanding of current and future capacity and performance of IT resources is limited. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Business and IT management are aware of the impact of not managing performance and capacity. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Performance needs are generally met based on assessments of individual systems and the knowledge of support and project teams. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Some individual tools may be used to diagnose performance and capacity problems, but the consistency of results is dependent on the expertise of key individuals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | There is no overall assessment of the IT performance capability or consideration of peak and worst-case loading situations. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Availability problems are likely to occur in an unexpected and random fashion and take considerable time to diagnose and correct. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Any performance measurement is based primarily on IT needs and not on customer needs. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Performance and capacity requirements are defined throughout the system life cycle. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There are defined service level requirements and metrics that can be used to measure operational performance. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Future performance and capacity requirements are modelled following a defined process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Reports are produced giving performance statistics. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Performance- and capacity-related problems are still likely to occur and be time-consuming to correct. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Despite published service levels, users and customers may feel sceptical about the service capability. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Processes and tools are available to measure system usage, performance and capacity, and results are compared to defined goals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Up-to-date information is available, giving standardised performance statistics and alerting incidents caused by insufficient performance and capacity. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Insufficient performance and capacity issues are dealt with according to defined and standardised procedures. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Automated tools are used to monitor specific resources, such as disk space, networks, servers and network gateways. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Performance and capacity statistics are reported in business process terms, so users and customers understand IT service levels. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Users feel generally satisfied with the current service capability and may demand new and improved availability levels. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Metrics for measuring IT performance and capacity are agreed upon but may be only sporadically and inconsistently applied. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The performance and capacity plans are fully synchronised with the business demand forecasts. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The IT infrastructure and business demand are subject to regular reviews to ensure that optimum capacity is achieved at the lowest possible cost. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Tools for monitoring critical IT resources are standardised and used across platforms and linked to an organisation-wide incident management system. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Monitoring tools detect and can automatically correct performance- and capacity-related issues. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Trend analysis is performed and shows imminent performance problems caused by increased business volumes, enabling planning and avoidance of unexpected issues. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Metrics for measuring IT performance and capacity have been fine-tuned into outcome measures and performance indicators for all critical business processes and are consistently measured. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Management adjusts the planning for performance and capacity following analysis of these measures. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |

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| --- | --- | --- | --- |
| **DS3** | **Manage Performance and Capacity** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,17 | 1,00 | 0,17 |
| 4 | 0,19 | 1,00 | 0,19 |
| 5 | 0,05 | 1,00 | 0,05 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,06** |

**DS4 Ensure Continuous Service**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS4** | **Ensure Continuous Service** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Ensure continuous service* that satisfies the business requirement for IT of ensuring minimal business impact in the event of an IT service interruption is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no understanding of the risks, vulnerabilities and threats to IT operations or the impact of loss of IT services to the business. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Service continuity is not considered to need management attention. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Responsibilities for continuous service are informal, and the authority to execute responsibilities is limited. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Management is becoming aware of the risks related to and the need for continuous service. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The focus of management attention on continuous service is on infrastructure resources, rather than on the IT services. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Users implement workarounds in response to disruptions of services. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The response of IT to major disruptions is reactive and unprepared. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Planned outages are scheduled to meet IT needs but do not consider business requirements. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Responsibility for ensuring continuous service is assigned. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The approaches to ensuring continuous service are fragmented. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Reporting on system availability is sporadic, may be incomplete and does not take business impact into account. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | There is no documented IT continuity plan, although there is commitment to continuous service availability and its major principles are known. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | An inventory of critical systems and components exists, but it may not be reliable. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Continuous service practices are emerging, but success relies on individuals. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Accountability for the management of continuous service is unambiguous. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Responsibilities for continuous service planning and testing are clearly defined and assigned. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | The IT continuity plan is documented and based on system criticality and business impact. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | There is periodic reporting of continuous service testing. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Individuals take the initiative for following standards and receiving training to deal with major incidents or a disaster. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Management communicates consistently the need to plan for ensuring continuous service. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | High-availability components and system redundancy are being applied. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | An inventory of critical systems and components is maintained. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Responsibilities and standards for continuous service are enforced. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The responsibility to maintain the continuous service plan is assigned. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Maintenance activities are based on the results of continuous service testing, internal good practices, and the changing IT and business environment. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Structured data about continuous service are being gathered, analysed, reported and acted upon. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Formal and mandatory training is provided on continuous service processes. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | System availability good practices are being consistently deployed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Availability practices and continuous service planning influence each other. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | Discontinuity incidents are classified, and the increasing escalation path for each is well known to all involved. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | Goals and metrics for continuous service have been developed and agreed upon but may be inconsistently measured. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 45 |  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Integrated continuous service processes take into account benchmarking and best external practices. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The IT continuity plan is integrated with the business continuity plans and is routinely maintained. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | The requirement for ensuring continuous service is secured from vendors and major suppliers. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Global testing of the IT continuity plan occurs, and test results are input for updating the plan. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | The gathering and analysis of data are used for continuous improvement of the process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Availability practices and continuous service planning are fully aligned. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Management ensures that a disaster or major incident will not occur as a result of a single point of failure. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | Escalation practices are understood and thoroughly enforced. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | Goals and metrics on continuous service achievement are measured in a systematic fashion. | | | 5 |  | x |  |  |  |  | 0,00 |
| 10 | Management adjusts the planning for continuous service in response to the measures. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 50 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **DS4** | **Ensure Continuous Service** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,22 | 1,00 | 0,22 |
| 2 | 0,17 | 1,00 | 0,17 |
| 3 | 0,08 | 1,00 | 0,08 |
| 4 | 0,07 | 1,00 | 0,07 |
| 5 | 0,00 | 1,00 | 0,00 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,54** |

DS5

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS5** | **Ensure Systems Security** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Ensure systems security* that satisfies the business requirements for IT of maintaining the integrity of information and processing infrastructure and minimising the impact of security vulnerabilities and incidents is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation does not recognise the need for IT security. | | | 5 |  |  |  | **x** |  |  | 3,30 |
| 2 | Responsibilities and accountabilities are not assigned for ensuring security. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Measures supporting the management of IT security are not implemented. | | | 5 |  | **x** |  |  |  |  | 0,00 |
| 4 | There is no IT security reporting and no response process for IT security breaches. | | | 5 |  | **x** |  |  |  |  | 0,00 |
| 5 | There is a complete lack of a recognisable system security administration process. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation recognises the need for IT security. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Awareness of the need for security depends primarily on the individual. | | | 5 |  |  |  | x |  |  | 3,30 |
| 3 | IT security is addressed on a reactive basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | IT security is not measured. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Detected IT security breaches invoke finger-pointing responses, because responsibilities are unclear. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Responses to IT security breaches are unpredictable. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Responsibilities and accountabilities for IT security are assigned to an IT security co-ordinator, although the management authority of the co-ordinator is limited. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Awareness of the need for security is fragmented and limited. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Although security-relevant information is produced by systems, it is not analysed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Services from third parties may not address the specific security needs of the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Security policies are being developed, but skills and tools are inadequate. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | IT security reporting is incomplete, misleading or not pertinent. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Security training is available but is undertaken primarily at the initiative of the individual. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | IT security is seen primarily as the responsibility and domain of IT and the business does not see IT security as within its domain. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Security awareness exists and is promoted by management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | IT security procedures are defined and aligned with IT security policy. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Responsibilities for IT security are assigned and understood, but not consistently enforced. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | An IT security plan and security solutions exist as driven by risk analysis. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Reporting on security does not contain a clear business focus. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | *Ad hoc* security testing (e.g., intrusion testing) is performed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Security training is available for IT and the business, but is only informally scheduled and managed. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Responsibilities for IT security are clearly assigned, managed and enforced. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | IT security risk and impact analysis is consistently performed. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Security policies and procedures are completed with specific security baselines. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Exposure to methods for promoting security awareness is mandatory. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | User identification, authentication and authorisation are standardised. | | | 5 |  |  |  | x |  |  | 3,30 |
| 6 | Security certification is pursued for staff members who are responsible for the audit and management of security. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Security testing is completed using standard and formalised processes, leading to improvements of security levels. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | IT security processes are co-ordinated with an overall organisation security function. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | IT security reporting is linked to business objectives. | | | 5 |  | x |  |  |  |  | 0,00 |
| 10 | IT security training is conducted in both the business and IT. | | | 5 |  | x |  |  |  |  | 0,00 |
| 11 | IT security training is planned and managed in a manner that responds to business needs and defined security risk profiles. | | | 5 |  |  | x |  |  |  | 1,65 |
| 12 | Goals and metrics for security management have been defined but are not yet measured. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  | 5 |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 60 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | IT security is a joint responsibility of business and IT management and is integrated with corporate security business objectives. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | IT security requirements are clearly defined, optimised and included in an approved security plan. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Users and customers are increasingly accountable for defining security requirements, and security functions are integrated with applications at the design stage. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Security incidents are promptly addressed with formalised incident response procedures supported by automated tools. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Periodic security assessments are conducted to evaluate the effectiveness of the implementation of the security plan. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Information on threats and vulnerabilities is systematically collected and analysed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Adequate controls to mitigate risks are promptly communicated and implemented. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | Security testing, root cause analysis of security incidents and proactive identification of risk are used for continuous process improvements. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | Security processes and technologies are integrated organisation-wide. | | | 5 |  | x |  |  |  |  | 0,00 |
| 10 | Metrics for security management are measured, collected and communicated. | | | 5 |  | x |  |  |  |  | 0,00 |
| 11 | Management uses these measures to adjust the security plan in a continuous improvement process. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  | 5 |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 5 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **DS5** | **Ensure Systems Security** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,26 | 0,00 | 0,00 |
| 1 | 0,39 | 1,00 | 0,39 |
| 2 | 0,21 | 1,00 | 0,21 |
| 3 | 0,19 | 1,00 | 0,19 |
| 4 | 0,11 | 1,00 | 0,11 |
| 5 | 0,12 | 1,00 | 0,12 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,01** |

**DS6 Identify and Allocate Costs**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS6** | **Identify and Allocate Costs** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Identify and allocate costs* that satisfies the business requirement for IT of ensuring transparency and understanding of IT costs and improving cost-efficiency through well-informed use of IT services is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a complete lack of any recognisable process for identifying and allocating costs with respect to information services provided. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The organisation does not even recognise that there is an issue to be addressed with respect to cost accounting, and there is no communication about the issue. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a general understanding of the overall costs for information services, but there is no breakdown of costs per user, customer, department, groups of users, service functions, projects or deliverables. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There is virtually no cost monitoring, with only aggregate cost reporting to management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | IT costs are allocated as an operational overhead. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Business is provided with no information on the cost or benefits of service provision. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is overall awareness of the need to identify and allocate costs. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Cost allocation is based on informal or rudimentary cost assumptions, e.g., hardware costs, and there is virtually no linking to value drivers. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Cost allocation processes are repeatable. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | There is no formal training or communication on standard cost identification and allocation procedures. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Responsibility for the collection or allocation of costs is not assigned. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a defined and documented information services cost model. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | A process for relating IT costs to the services provided to users is defined. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | An appropriate level of awareness exists regarding the costs attributable to information services. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The business is provided with rudimentary information on costs. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Information services cost management responsibilities and accountabilities are defined and fully understood at all levels and are supported by formal training. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Direct and indirect costs are identified and reported in a timely and automated manner to management, business process owners and users. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Generally, there is cost monitoring and evaluation, and actions are taken if cost deviations are detected. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Information services cost reporting is linked to business objectives and SLAs and is monitored by business process owners. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | A finance function reviews the reasonableness of the cost allocation process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | An automated cost accounting system exists, but is focused on the information services function rather than on business processes. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Goals and metrics are agreed to for cost measurement but are inconsistently measured. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Costs of services provided are identified, captured, summarised and reported to management, business process owners and users. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Costs are identified as chargeable items and could support a chargeback system that appropriately bills users for services provided, based on utilisation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Cost details support SLAs. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | The monitoring and evaluation of costs of services are used to optimise the cost of IT resources. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Cost figures obtained are used to verify benefit realisation in the organisation’s budgeting process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Information services cost reporting provides early warning of changing business requirements through intelligent reporting systems. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | A variable cost model is utilised, derived from volumes processed for each service provided. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | Cost management is refined to a level of industry practice, based on the result of continuous improvement and benchmarking with other organisations. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | Cost optimisation is an ongoing process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 10 | Management reviews goals and metrics as part of a continuous improvement process in redesigning cost measurement systems. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 50 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **DS6** | **Identify and Allocate Costs** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,26 | 1,00 | 0,26 |
| 3 | 0,17 | 1,00 | 0,17 |
| 4 | 0,09 | 1,00 | 0,09 |
| 5 | 0,07 | 1,00 | 0,07 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,92** |

**DS7 Educate and Train Users**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS7** | **Educate and Train Users** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Educate and train users* that satisfies the business requirement for IT of effectively and efficiently using applications and technology solutions and ensuring user compliance with policies and procedures is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a complete lack of a training and education programme. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The organisation does not even recognise that there is an issue to be addressed with respect to training, and there is no communication on the issue. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is evidence that the organisation has recognised the need for a training and education programme, but there are no standardised processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | In the absence of an organised programme, employees identify and attend training courses on their own. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Some of these training courses address the issues of ethical conduct, system security awareness and security practices. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The overall management approach lacks any cohesion, and there is only sporadic and inconsistent communication on issues and approaches to address training and education. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is awareness of the need for a training and education programme and for associated processes throughout the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Training is beginning to be identified in the individual performance plans of employees. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Processes are developed to the stage where informal training and education classes are taught by different instructors, whilst covering the same subject matter with different approaches. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Some of the classes address the issues of ethical conduct and system security awareness and practices. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | There is high reliance on the knowledge of individuals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | However, there is consistent communication on the overall issues and the need to address them. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A training and education programme is instituted and communicated, and employees and managers identify and document training needs. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Training and education processes are standardised and documented. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Budgets, resources, facilities and trainers are being established to support the training and education programme. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Formal classes are given to employees on ethical conduct and system security awareness and practices. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Most training and education processes are monitored, but not all deviations are likely to be detected by management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Analysis of training and education problems is only occasionally applied. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a comprehensive training and education programme that yields measurable results. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Responsibilities are clear, and process ownership is established. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Training and education are components of employee career paths. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Management supports and attends training and educational sessions. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | All employees receive ethical conduct and system security awareness training. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | All employees receive the appropriate level of system security practices training in protecting against harm from failures affecting availability, confidentiality and integrity. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Management monitors compliance by constantly reviewing and updating the training and education programme and processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | Processes are under improvement and enforce best internal practices. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Training and education result in an improvement of individual performance. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Training and education are critical components of the employee career paths. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Sufficient budgets, resources, facilities and instructors are provided for the training and education programmes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Processes are refined and are under continuous improvement, taking advantage of best external practices and maturity modelling with benchmarking against other organisations. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | All problems and deviations are analysed for root causes, and efficient action is expediently identified and taken. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | There is a positive attitude with respect to ethical conduct and system security principles. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | IT is used in an extensive, integrated and optimised manner to automate and provide tools for the training and education programme. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | External training experts are leveraged, and benchmarks are used for guidance. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |

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| --- | --- | --- | --- |
| **DS7** | **Educate and Train Users** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,22 | 1,00 | 0,22 |
| 4 | 0,33 | 1,00 | 0,33 |
| 5 | 0,25 | 1,00 | 0,25 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,46** |

**DS8 Manage Service Desk and Incidents**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS8** | **Manage Service Desk and Incidents** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage service desk and incidents* that satisfies the business requirement for IT of enabling effective use of IT systems by ensuring resolution and analysis of end-user queries, questions and incidents is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
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|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no support to resolve user questions and issues. | | | 5 |  |  |  | **x** |  |  | 3,30 |
| 2 | There is a complete lack of an incident management process. | | | 5 |  |  |  | **x** |  |  | 3,30 |
| 3 | The organisation does not recognise that there is an issue to be addressed. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management recognises that a process supported by tools and personnel is required to respond to user queries and manage incident resolution. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There is, however, no standardised process, and only reactive support is provided. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Management does not monitor user queries, incidents or trends. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | There is no escalation process to ensure that problems are resolved. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is organisational awareness of the need for a service desk function and an incident management process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Assistance is available on an informal basis through a network of knowledgeable individuals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | These individuals have some common tools available to assist in incident resolution. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | There is no formal training and communication on standard procedures, and responsibility is left to the individual. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need for a service desk function and incident management process is recognised and accepted. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Procedures have been standardised and documented, and informal training is occurring. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | It is, however, left to the individual to get training and follow the standards. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Frequently asked questions (FAQs) and user guidelines are developed, but individuals must find them and may not follow them. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Queries and incidents are tracked on a manual basis and individually monitored, but a formal reporting system does not exist. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | The timely response to queries and incidents is not measured and incidents may go unresolved. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Users have received clear communications on where and how to report on problems and incidents. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a full understanding of the benefits of an incident management process at all levels of the organisation, and the service desk function is established in appropriate organisational units. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The tools and techniques are automated with a centralised knowledge base. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | The service desk staff members closely interact with the problem management staff members. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | The responsibilities are clear, and effectiveness is monitored. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Procedures for communicating, escalating and resolving incidents are established and communicated. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Service desk personnel are trained, and processes are improved through the use of task-specific software. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Management develops metrics for the performance of the service desk. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The incident management process and service desk function are established and well organised and take on a customer service orientation by being knowledgeable, customer-focused and helpful. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Metrics are systematically measured and reported. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Extensive, comprehensive FAQs are an integral part of the knowledge base. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Tools are in place to enable a user to self-diagnose and resolve incidents. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Advice is consistent, and incidents are resolved quickly within a structured escalation process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Management utilises an integrated tool for performance statistics of the incident management process and the service desk function. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Processes have been refined to the level of best industry practices, based on the results of analysing performance indicators, continuous improvement and benchmarking with other organisations. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **DS8** | **Manage Service Desk and Incidents** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,55 | 0,00 | 0,00 |
| 1 | 0,25 | 1,00 | 0,25 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,09 | 1,00 | 0,09 |
| 4 | 0,05 | 1,00 | 0,05 |
| 5 | 0,05 | 1,00 | 0,05 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,77** |

**DS9 Manage the Configuration**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS9** | **Manage the Configuration** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage the configuration* that satisfies the business requirement for IT of optimising the IT infrastructure, resources and capabilities, and accounting for IT assets is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management does not have an appreciation of the benefits of having a process in place that is capable of reporting on and managing the IT infrastructure, for either hardware or software configurations. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 5 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need for configuration management is recognised. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Basic configuration management tasks, such as maintaining inventories of hardware and software, are performed on an individual basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | No standard practices are defined. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management is aware of the need for controlling the IT configuration and understands the benefits of accurate and complete configuration information, but there is implicit reliance on technical personnel knowledge and expertise. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Configuration management tools are being employed to a certain degree, but differ amongst platforms. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Moreover, no standard working practices are defined. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Configuration data content is limited and not used by interrelated processes, such as change management and problem management. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The procedures and working practices are documented, standardised and communicated, but training and application of the standards is up to the individual. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | In addition, similar configuration management tools are being implemented across platforms. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Deviations from procedures are unlikely to be detected, and physical verifications are performed inconsistently. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Some automation occurs to assist in tracking equipment and software changes. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Configuration data are being used by interrelated processes. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need to manage the configuration is recognised at all levels of the organisation, and good practices continue to evolve. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Procedures and standards are communicated and incorporated into training, and deviations are monitored, tracked and reported. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Automated tools, such as push technology, are utilised to enforce standards and improve stability. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Configuration management systems do cover most of the IT assets and allow for proper release management and distribution control. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Exception analyses, as well as physical verifications, are consistently applied and their root causes are investigated. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | All IT assets are managed within a central configuration management system that contains all necessary information about components, their interrelationships and events. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | The configuration data are aligned with vendor catalogues. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is full integration of interrelated processes, and they use and update configuration data in an automated fashion. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Baseline audit reports provide essential hardware and software data for repair, service, warranty, upgrade and technical assessments of each individual unit. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Rules for limiting installation of unauthorised software are enforced. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Management forecasts repairs and upgrades from analysis reports, providing scheduled upgrades and technology refreshment capabilities. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Asset tracking and monitoring of individual IT assets protect them and prevent theft, misuse and abuse. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **DS9** | **Manage the Configuration** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,22 | 1,00 | 0,22 |
| 2 | 0,17 | 1,00 | 0,17 |
| 3 | 0,20 | 1,00 | 0,20 |
| 4 | 0,00 | 1,00 | 0,00 |
| 5 | 0,14 | 1,00 | 0,14 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,72** |

**DS10 Manage Problems**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS10** | **Manage Problems** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage problems* that satisfies the business requirement for IT of ensuring end users’ satisfaction with service offerings and service levels, and reducing solution and service delivery defects and rework is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no awareness of the need for managing problems, as there is no differentiation of problems and incidents. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Therefore, there is no attempt made to identify the root cause of incidents. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Personnel recognise the need to manage problems and resolve underlying causes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Key knowledgeable personnel provide some assistance with problems relating to their area of expertise, but the responsibility for problem management is not assigned. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Information is not shared, resulting in additional problem creation and loss of productive time while searching for answers. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a wide awareness of the need for and benefits of managing IT-related problems within both the business units and information services function. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The resolution process is evolved to a point where a few key individuals are responsible for identifying and resolving problems. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Information is shared amongst staff in an informal and reactive way. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The service level to the user community varies and is hampered by insufficient, structured knowledge available to the problem manager. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need for an effective integrated problem management system is accepted and evidenced by management support, and budgets for the staffing and training are available. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Problem resolution and escalation processes have been standardised. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The recording and tracking of problems and their resolutions are fragmented within the response team, using the available tools without centralisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Deviations from established norms or standards are likely to be undetected. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Information is shared among staff in a proactive and formal manner. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Management review of incidents and analysis of problem identification and resolution are limited and informal. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The problem management process is understood at all levels within the organisation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Responsibilities and ownership are clear and established. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Methods and procedures are documented, communicated and measured for effectiveness. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The majority of problems are identified, recorded and reported, and resolution is initiated. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Knowledge and expertise are cultivated, maintained and developed to higher levels, as the function is viewed as an asset and major contributor to the achievement of IT objectives and improvement of IT services. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Problem management is well integrated with interrelated processes, such as incident, change, availability and configuration management, and assists customers in managing data, facilities and operations. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Goals and metrics have been agreed upon for the problem management process. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The problem management process is evolved into a forward-looking and proactive one, contributing to the IT objectives. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Problems are anticipated and prevented. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Knowledge regarding patterns of past and future problems is maintained through regular contacts with vendors and experts. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | The recording, reporting and analysis of problems and resolutions are automated and fully integrated with configuration data management. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Goals are measured consistently. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Most systems have been equipped with automatic detection and warning mechanisms, which are continuously tracked and evaluated. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | The problem management process is analysed for continuous improvement based on analysis of measures and is reported to stakeholders. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **DS10** | **Manage Problems** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,33 | 1,00 | 0,33 |
| 3 | 0,33 | 1,00 | 0,33 |
| 4 | 0,14 | 1,00 | 0,14 |
| 5 | 0,19 | 1,00 | 0,19 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,32** |

**DS11 Manage Data**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS11** | **Manage Data** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage data* that satisfies the business requirement for IT of optimising the use of information and ensuring that information is available as required is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Data are not recognised as corporate resources and assets. | | | 5 |  |  |  |  |  |  | 0,00 |
| 2 | There is no assigned data ownership or individual accountability for data management. | | | 5 |  |  |  |  |  |  | 0,00 |
| 3 | Data quality and security are poor or non-existent. | | | 5 |  |  |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 15 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation recognises a need for effective data management. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | There is an *ad hoc* approach for specifying security requirements for data management, but no formal communications procedures are in place. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | No specific training on data management takes place. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Responsibility for data management is not clear. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Backup/restoration procedures and disposal arrangements are in place. | | | 5 |  |  |  | x |  |  | 3,30 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The awareness of the need for effective data management exists throughout the organisation. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Data ownership at a high level begins to occur. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Security requirements for data management are documented by key individuals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Some monitoring within IT is performed on data management key activities (e.g., backup, restoration, disposal). | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Responsibilities for data management are informally assigned for key IT staff members. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need for data management within IT and across the organisation is understood and accepted. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Responsibility for data management is established. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Data ownership is assigned to the responsible party who controls integrity and security. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Data management procedures are formalised within IT, and some tools for backup/restoration and disposal of equipment are used. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Some monitoring over data management is in place. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Basic performance metrics are defined. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Training for data management staff members is emerging. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need for data management is understood, and required actions are accepted within the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Responsibility for data ownership and management are clearly defined, assigned and communicated within the organisation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Procedures are formalised and widely known, and knowledge is shared. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Usage of current tools is emerging. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Goal and performance indicators are agreed to with customers and monitored through a well-defined process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Formal training for data management staff members is in place. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need for data management and the understanding of all required actions is understood and accepted within the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Future needs and requirements are explored in a proactive manner. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The responsibilities for data ownership and data management are clearly established, widely known across the organisation and updated on a timely basis. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Procedures are formalised and widely known, and knowledge sharing is standard practice. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Sophisticated tools are used with maximum automation of data management. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Goal and performance indicators are agreed to with customers, linked to business objectives and consistently monitored using a well-defined process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Opportunities for improvement are constantly explored. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | Training for data management staff members is instituted. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **DS11** | **Manage Data** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,00 | 0,00 | 0,00 |
| 1 | 0,46 | 1,00 | 0,46 |
| 2 | 0,40 | 1,00 | 0,40 |
| 3 | 0,19 | 1,00 | 0,19 |
| 4 | 0,11 | 1,00 | 0,11 |
| 5 | 0,12 | 1,00 | 0,12 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,28** |

**DS12 Manage the Physical Environment**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS12** | **Manage the Physical Environment** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage the physical environment* that satisfies the business requirement for IT of protecting computer assets and business data and minimising the risk of business disruption is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is no awareness of the need to protect the facilities or the investment in computing resources. | | | 5 |  |  |  | **x** |  |  | 3,30 |
| 2 | Environmental factors, including fire protection, dust, power, and excessive heat and humidity, are neither monitored nor controlled. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation recognises a business requirement to provide a suitable physical environment that protects the resources and personnel against man-made and natural hazards. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The management of facilities and equipment is dependent upon the skills and abilities of key individuals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Personnel can move within the facilities without restriction. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Management does not monitor the facility environmental controls or the movement of personnel. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Environmental controls are implemented and monitored by the operations personnel. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Physical security is an informal process, driven by a small group of employees possessing a high level of concern about securing the physical facilities. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The facilities maintenance procedures are not well documented and rely upon good practices of a few individuals. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | The physical security goals are not based on any formal standards, and management does not ensure that security objectives are achieved. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need to maintain a controlled computing environment is understood and accepted within the organisation. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Environmental controls, preventive maintenance and physical security are budget items approved and tracked by management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Access restrictions are applied, with only approved personnel allowed access to the computing facilities. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Visitors are logged and escorted, depending on the individual. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The physical facilities are low-profile and not readily identifiable. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Civil authorities monitor compliance with health and safety regulations. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | The risks are insured with minimal effort to optimise the insurance costs. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need to maintain a controlled computing environment is fully understood, as evident in the organisational structure and budget allocations. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Environmental and physical security requirements are documented, and access is strictly controlled and monitored. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Responsibility and ownership are established and communicated. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The facilities staff members are fully trained in emergency situations, as well as in health and safety practices. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Standardised control mechanisms are in place for restricting access to facilities and addressing environmental and safety factors. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Management monitors the effectiveness of controls and compliance with established standards. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Management has established goals and metrics for measuring management of the computing environment. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | The recoverability of computing resources is incorporated into an organisational risk management process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | The integrated information is used to optimise insurance coverage and related costs. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 45 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is an agreed-upon, long-term plan for the facilities required to support the organisation’s computing environment. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Standards are defined for all facilities, covering site selection, construction, guarding, personnel safety, mechanical and electrical systems, and protection against environmental factors (e.g., fire, lighting, flooding). | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | All facilities are inventoried and classified according to the organisation’s ongoing risk management process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Access is strictly controlled on a job-need basis and monitored continuously, and all visitors are escorted at all times. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The environment is monitored and controlled through specialised equipment, and equipment rooms have become ‘unmanned’. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Goals are consistently measured and evaluated. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Preventive maintenance programmes enforce a strict adherence to schedules, and regular tests are applied to sensitive equipment. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | The facilities strategy and standards are aligned with IT services availability targets and integrated with business continuity planning and crisis management. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | Management reviews and optimises the facilities using goals and metrics on a continual basis, capitalising on opportunities to improve the business contribution. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 45 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **DS12** | **Manage the Physical Environment** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,50 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,25 | 1,00 | 0,25 |
| 3 | 0,33 | 1,00 | 0,33 |
| 4 | 0,15 | 1,00 | 0,15 |
| 5 | 0,15 | 1,00 | 0,15 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,20** |

**DS13 Manage Operations**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **DS13** | **Manage Operations** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Manage operations* that satisfies the business requirement for IT of maintaining data integrity and ensuring that IT infrastructure can resist and recover from errors and failures is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation does not devote time and resources to the establishment of basic IT support and operations activities. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 5 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation recognises the need for structuring the IT support functions. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Few standard procedures are established, and the operations activities are reactive in nature. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The majority of operational processes are informally scheduled, and processing requests are accepted without prior validation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Computers, systems and applications supporting the business processes are frequently interrupted, delayed and unavailable. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Time is lost while employees wait for resources. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Output media sometimes show up in unexpected places or not at all. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation is aware of the key role that IT operations activities play in providing IT support functions. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Budgets for tools are being allocated on a case-by-case basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | IT support operations are informal and intuitive. | | | 5 |  |  |  | x |  |  | 3,30 |
| 4 | There is a high dependence on the skills and abilities of individuals. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | The instructions covering what to do, when and in what order are not documented. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Some operator training exists, and there are some formal operating standards. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The need for computer operations management is understood and accepted within the organisation. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Resources are allocated and some on-the-job training occurs. | | | 5 |  |  |  | x |  |  | 3,30 |
| 3 | Repeatable functions are formally defined, standardised, documented and communicated. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The events and completed task results are recorded, with limited reporting to management. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The use of automated scheduling and other tools is introduced to limit operator intervention. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Controls are introduced for the placement of new jobs in operations. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | A formal policy is developed to reduce the number of unscheduled events. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | Maintenance and service agreements with vendors are still informal in nature. | | | 5 |  |  |  | x |  |  | 3,30 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The computer operations and support responsibilities are clearly defined and ownership is assigned. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Operations are supported through resource budgets for capital expenditures and human resources. | | | 5 |  |  |  | x |  |  | 3,30 |
| 3 | Training is formalised and ongoing. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Schedules and tasks are documented and communicated, both internally to the IT function and to the business customers. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | It is possible to measure and monitor the daily activities with standardised performance agreements and established service levels. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Any deviations from established norms are quickly addressed and corrected. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Management monitors the use of computing resources and completion of work or assigned tasks. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | An ongoing effort exists to increase the level of process automation as a means of continuous improvement. | | | 5 |  |  | x |  |  |  | 1,65 |
| 9 | Formal maintenance and service agreements are established with vendors. | | | 5 |  |  | x |  |  |  | 1,65 |
| 10 | There is full alignment with problem, capacity and availability management processes, supported by an analysis of the causes of errors and failures. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 50 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | IT support operations are effective, efficient and sufficiently flexible to meet service level needs with minimal lost productivity. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Operational IT management processes are standardised and documented in a knowledge base and are subject to continuous improvement. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Automated processes that support systems operate seamlessly and contribute to a stable environment. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | All problems and failures are analysed to identify the root cause. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Regular meetings with change management ensure timely inclusion of changes in production schedules. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | In co-operation with vendors, equipment is analysed for age and malfunction symptoms, and maintenance is mainly preventive in nature. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **DS13** | **Manage Operations** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,39 | 1,00 | 0,39 |
| 2 | 0,39 | 1,00 | 0,39 |
| 3 | 0,41 | 1,00 | 0,41 |
| 4 | 0,40 | 1,00 | 0,40 |
| 5 | 0,22 | 1,00 | 0,22 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,80** |

**ME1 Monitor and Evaluate IT Performance**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **ME1** | **Monitor and Evaluate IT Performance** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Monitor and evaluate IT performance* that satisfies the business requirement for IT of transparency and understanding of IT cost, benefits, strategy, policies and service levels in accordance with governance requirements is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation has no monitoring process implemented. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | IT does not independently perform monitoring of projects or processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Useful, timely and accurate reports are not available. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The need for clearly understood process objectives is not recognised. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management recognises a need to collect and assess information about monitoring processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Standard collection and assessment processes have not been identified. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Monitoring is implemented and metrics are chosen on a case-by-case basis, according to the needs of specific IT projects and processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Monitoring is generally implemented reactively to an incident that has caused some loss or embarrassment to the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | The accounting function monitors basic financial measures for IT. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Basic measurements to be monitored are identified. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Collection and assessment methods and techniques exist, but the processes are not adopted across the entire organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Interpretation of monitoring results is based on the expertise of key individuals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Limited tools are chosen and implemented for gathering information, but the gathering is not based on a planned approach. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management communicates and institutes standard monitoring processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Educational and training programmes for monitoring are implemented. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | A formalised knowledge base of historical performance information is developed. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Assessment is still performed at the individual IT process and project level and is not integrated amongst all processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Tools for monitoring IT processes and service levels are defined. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Measurements of the contribution of the information services function to the performance of the organisation are defined, using traditional financial and operational criteria. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | IT-specific performance measurements, non-financial measurements, strategic measurements, customer satisfaction measurements and service levels are defined. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | A framework is defined for measuring performance. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management defines the tolerances under which processes must operate. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Reporting of monitoring results is being standardised and normalised. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is integration of metrics across all IT projects and processes. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | The IT organisation’s management reporting systems are formalised. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Automated tools are integrated and leveraged organisationwide to collect and monitor operational information on applications, systems and processes. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Management is able to evaluate performance based on agreed-upon criteria approved by stakeholders. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Measurements of the IT function align with organisationwide goals. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A continuous quality improvement process is developed for updating organisationwide monitoring standards and policies and incorporating industry good practices. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | All monitoring processes are optimised and support organisationwide objectives. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Business-driven metrics are routinely used to measure performance and are integrated into strategic assessment frameworks, such as the IT balanced scorecard. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Process monitoring and ongoing redesign are consistent with organisationwide business process improvement plans. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Benchmarking against industry and key competitors becomes formalised, with well-understood comparison criteria. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **ME1** |  | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,25 | 1,00 | 0,25 |
| 3 | 0,21 | 1,00 | 0,21 |
| 4 | 0,24 | 1,00 | 0,24 |
| 5 | 0,26 | 1,00 | 0,26 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,28** |

**ME2 Monitor and Evaluate Internal Control**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **ME2** | **Monitor and Evaluate Internal Control** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Monitor and evaluate internal control* that satisfies the business requirement for IT of protecting the achievement of IT objectives and complying with IT-related laws, regulations and contracts is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
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|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation lacks procedures to monitor the effectiveness of internal controls. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Management internal control reporting methods are absent. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | There is a general unawareness of IT operational security and internal control assurance. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Management and employees have an overall lack of awareness of internal controls. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management recognises the need for regular IT management and control assurance. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Individual expertise in assessing internal control adequacy is applied on an ad hoc basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | IT management has not formally assigned responsibility for monitoring the effectiveness of internal controls. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | IT internal control assessments are conducted as part of traditional financial audits, with methodologies and skill sets that do not reflect the needs of the information services function. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The organisation uses informal control reports to initiate corrective action initiatives. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Internal control assessment is dependent on the skill sets of key individuals. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | The organisation has an increased awareness of internal control monitoring. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Information service management performs monitoring over the effectiveness of what it believes are critical internal controls on a regular basis. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Methodologies and tools for monitoring internal controls are starting to be used, but not based on a plan. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Risk factors specific to the IT environment are identified based on the skills of individuals. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 30 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management supports and institutes internal control monitoring. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Policies and procedures are developed for assessing and reporting on internal control monitoring activities. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | An education and training programme for internal control monitoring is defined. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | A process is defined for self-assessments and internal control assurance reviews, with roles for responsible business and IT managers. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Tools are being utilised but are not necessarily integrated into all processes. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | IT process risk assessment policies are being used within control frameworks developed specifically for the IT organisation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Process-specific risks and mitigation policies are defined. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management implements a framework for IT internal control monitoring. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The organisation establishes tolerance levels for the internal control monitoring process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Tools are implemented to standardise assessments and automatically detect control exceptions. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | A formal IT internal control function is established, with specialised and certified professionals utilising a formal control framework endorsed by senior management. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Skilled IT staff members are routinely participating in internal control assessments. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | A metrics knowledge base for historical information on internal control monitoring is established. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | Peer reviews for internal control monitoring are established. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
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| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Management establishes an organisationwide continuous improvement programme that takes into account lessons learned and industry good practices for internal control monitoring. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The organisation uses integrated and updated tools, where appropriate, that allow effective assessment of critical IT controls and rapid detection of IT control monitoring incidents. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Knowledge sharing specific to the information services function is formally implemented. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Benchmarking against industry standards and good practices is formalised. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |

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| --- | --- | --- | --- |
| **ME2** | **Monitor and Evaluate Internal Control** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,17 | 0,00 | 0,00 |
| 1 | 0,25 | 1,00 | 0,25 |
| 2 | 0,17 | 1,00 | 0,17 |
| 3 | 0,05 | 1,00 | 0,05 |
| 4 | 0,09 | 1,00 | 0,09 |
| 5 | 0,17 | 1,00 | 0,17 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,72** |

**ME3 Ensure Compliance With External Requirements**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **ME3** | **Ensure Compliance With External Requirements** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Ensure compliance with external requirements* that satisfies the business requirement for IT of ensuring compliance with laws, regulations and contractual requirements is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
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|  |  |  |  |
|  |  |  |  |  |  |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is little awareness of external requirements that affect IT, with no process regarding compliance with regulatory, legal and contractual requirements. | | | 5 |  |  |  | x |  |  | 3,30 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 5 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is awareness of regulatory, contractual and legal compliance requirements impacting the organisation. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Informal processes are followed to maintain compliance, but only as the need arises in new projects or in response to audits or reviews. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is an understanding of the need to comply with external requirements, and the need is communicated. | | | 5 |  |  |  | x |  |  | 3,30 |
| 2 | Where compliance is a recurring requirement, as in financial regulations or privacy legislation, individual compliance procedures have been developed and are followed on a year-to-year basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | There is, however, no standard approach. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | There is high reliance on the knowledge and responsibility of individuals, and errors are likely. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | There is informal training regarding external requirements and compliance issues. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Policies, plans and procedures are developed, documented and communicated to ensure compliance with regulations and contractual and legal obligations, but some may not always be followed, and some may be out of date or impractical to implement. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There is little monitoring performed and there are compliance requirements that have not been addressed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Training is provided in external legal and regulatory requirements affecting the organisation and the defined compliance processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Standard *pro forma* contracts and legal processes exist to minimise the risks associated with contractual liability. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 20 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | Issues and exposures from external requirements and the need to ensure compliance at all levels are fully understood. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | A formal training scheme is in place to ensure that all staff members are aware of their compliance obligations. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Responsibilities are clear and process ownership is understood. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The process includes a review of the environment to identify external requirements and ongoing changes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | There is a mechanism in place to monitor non-compliance with external requirements, enforce internal practices and implement corrective action. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Non-compliance issues are analysed for root causes in a standard manner, with the objective to identify sustainable solutions. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Standardised internal good practices are utilised for specific needs, such as standing regulations and recurring service contracts. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | A well-organised, efficient and enforced process is in place for complying with external requirements, based on a single central function that provides guidance and co-ordination to the whole organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | Extensive knowledge of the applicable external requirements, including their future trends and anticipated changes, and the need for new solutions exist. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | The organisation takes part in external discussions with regulatory and industry groups to understand and influence external requirements affecting them. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Good practices are developed ensuring efficient compliance with external requirements, resulting in very few cases of compliance exceptions. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | A central, organisationwide tracking system exists, enabling management to document the workflow and to measure and improve the quality and effectiveness of the compliance monitoring process. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | An external requirements self-assessment process is implemented and refined to a level of good practice. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | The organisation’s management style and culture relating to compliance are sufficiently strong, and processes are developed well enough for training to be limited to new personnel and whenever there is a significant change. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **ME3** | **Ensure Compliance With External Requirements** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,66 | 0,00 | 0,00 |
| 1 | 0,50 | 1,00 | 0,50 |
| 2 | 0,40 | 1,00 | 0,40 |
| 3 | 0,33 | 1,00 | 0,33 |
| 4 | 0,33 | 1,00 | 0,33 |
| 5 | 0,19 | 1,00 | 0,19 |
|  |  |  |  |
|  | **Maturity Level =** | | **1,74** |

**ME4 Provide IT Governance**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Process** | | **ME4** | **Provide IT Governance** |  |  | **Assessment Status** | | | | **Closed** | |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Management of the process of *Provide IT governance* that satisfies the business requirement for IT of integrating IT governance with corporate governance objectives and complying with laws, regulations and contracts is: | | |  | LINK | [**Back to Assessment Overview**](../../../../../0.%20Indonesia%20C.11-12/2012%20-%2002%20%5b%5d%20SARINAH/SARINAH_IVIT-Analisis%20Tata%20Kelola%20-%20Asesmen%20Proses%20TI%20-%20Maturity%20Assessment%20Tool%20v2.xls#'Assessment Overview'!A1) | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Not at all | A little | To some degree | Completely |  | **Relative Importance** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |  | No |  |
| **Maturity Level** | | **0** | **Non-existent** |  |  |  |
|  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is a complete lack of any recognisable IT governance process. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | The organisation does not even recognise that there is an issue to be addressed; hence, there is no communication about the issue. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 10 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **1** | **Initial/*Ad Hoc*** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is recognition that IT governance issues exist and need to be addressed. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | There are *ad hoc* approaches applied on an individual or case-by-case basis. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Management’s approach is reactive, and there is only sporadic, inconsistent communication on issues and approaches to address them. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Management has only an approximate indication of how IT contributes to business performance. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Management only reactively responds to an incident that has caused some loss or embarrassment to the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 25 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **2** | **Repeatable but Intuitive** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is awareness of IT governance issues. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | IT governance activities and performance indicators, which include IT planning, delivery and monitoring processes, are under development. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Selected IT processes are identified for improvement based on individuals’ decisions. | | | 5 |  | x |  |  |  |  | 0,00 |
| 4 | Management identifies basic IT governance measurements and assessment methods and techniques; however, the process is not adopted across the organisation. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Communication on governance standards and responsibilities is left to the individual. | | | 5 |  |  | x |  |  |  | 1,65 |
| 6 | Individuals drive the governance processes within various IT projects and processes. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | The processes, tools and metrics to measure IT governance are limited and may not be used to their full capacity due to a lack of expertise in their functionality. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 35 |  |  |  |  |  |  |  |
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| **Maturity Level** | | **3** | **Defined** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | The importance of and need for IT governance are understood by management and communicated to the organisation. | | | 5 |  |  | x |  |  |  | 1,65 |
| 2 | A baseline set of IT governance indicators is developed where linkages between outcome measures and performance indicators are defined and documented. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Procedures are standardised and documented. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | Management communicates standardised procedures, and training is established. | | | 5 |  |  | x |  |  |  | 1,65 |
| 5 | Tools are identified to assist with overseeing IT governance. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | Dashboards are defined as part of the IT balanced business scorecard. | | | 5 |  | x |  |  |  |  | 0,00 |
| 7 | However, it is left to the individual to get training, follow the standards and apply them. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | Processes may be monitored, but deviations, while mostly being acted upon by individual initiative, are unlikely to be detected by management. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 40 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **4** | **Managed and Measurable** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is full understanding of IT governance issues at all levels. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | There is a clear understanding of who the customer is, and responsibilities are defined and monitored through SLAs. | | | 5 |  | x |  |  |  |  | 0,00 |
| 3 | Responsibilities are clear and process ownership is established. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | IT processes and IT governance are aligned with and integrated into the business and the IT strategy. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | Improvement in IT processes is based primarily upon a quantitative understanding, and it is possible to monitor and measure compliance with procedures and process metrics. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | All process stakeholders are aware of risks, the importance of IT and the opportunities it can offer. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | Management defines tolerances under which processes must operate. | | | 5 |  |  | x |  |  |  | 1,65 |
| 8 | There is limited, primarily tactical, use of technology, based on mature techniques and enforced standard tools. | | | 5 |  |  | x |  |  |  | 1,65 |
| 9 | IT governance has been integrated into strategic and operational planning and monitoring processes. | | | 5 |  | x |  |  |  |  | 0,00 |
| 10 | Performance indicators over all IT governance activities are being recorded and tracked, leading to enterprisewide improvements. | | | 5 |  | x |  |  |  |  | 0,00 |
| 11 | Overall accountability of key process performance is clear, and management is rewarded based on key performance measures. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 55 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Maturity Level** | | **5** | **Optimised** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Nr** | **Statement** | | | **Weight** |  | **Do you agree…** | | | |  |  |
| 1 | There is an advanced and forward-looking understanding of IT governance issues and solutions. | | | 5 |  | x |  |  |  |  | 0,00 |
| 2 | Training and communication are supported by leading-edge concepts and techniques. | | | 5 |  |  | x |  |  |  | 1,65 |
| 3 | Processes are refined to a level of industry good practice, based on results of continuous improvement and maturity modelling with other organisations. | | | 5 |  |  | x |  |  |  | 1,65 |
| 4 | The implementation of IT policies leads to an organisation, people and processes that are quick to adapt and fully support IT governance requirements. | | | 5 |  | x |  |  |  |  | 0,00 |
| 5 | All problems and deviations are root cause analysed, and efficient action is expediently identified and initiated. | | | 5 |  | x |  |  |  |  | 0,00 |
| 6 | IT is used in an extensive, integrated and optimised manner to automate the workflow and provide tools to improve quality and effectiveness. | | | 5 |  |  | x |  |  |  | 1,65 |
| 7 | The risks and returns of the IT processes are defined, balanced and communicated across the enterprise. | | | 5 |  | x |  |  |  |  | 0,00 |
| 8 | External experts are leveraged and benchmarks are used for guidance. | | | 5 |  | x |  |  |  |  | 0,00 |
| 9 | Monitoring, self-assessment and communication about governance expectations are pervasive within the organisation, and there is optimal use of technology to support measurement, analysis, communication and training. | | | 5 |  | x |  |  |  |  | 0,00 |
| 10 | Enterprise governance and IT governance are strategically linked, leveraging technology and human and financial resources to increase the competitive advantage of the enterprise. | | | 5 |  | x |  |  |  |  | 0,00 |
| 11 | IT governance activities are integrated with the enterprise governance process. | | | 5 |  | x |  |  |  |  | 0,00 |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Total Weight | 55 |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **ME4** | **Provide IT Governanc** | | |
|  |  |  |  |
| Level | Compliance | Contribution | Value |
| 0 | 0,33 | 0,00 | 0,00 |
| 1 | 0,33 | 1,00 | 0,33 |
| 2 | 0,19 | 1,00 | 0,19 |
| 3 | 0,17 | 1,00 | 0,17 |
| 4 | 0,12 | 1,00 | 0,12 |
| 5 | 0,09 | 1,00 | 0,09 |
|  |  |  |  |
|  | **Maturity Level =** | | **0,89** |

# Lampiran C: IEEE Software Engineering Standard List