

Figure 15—Maturity Attribute Table

Awareness and Communication	Policies, Plans and Procedures	Tools and Automation	Skills and Expertise	Responsibility and Accountability	Goal Setting and Measurement
<p>1 Recognition of the need for the process is emerging. There is sporadic communication of the issues.</p> <p>There is awareness of the need to act. Management communicates the overall issues.</p>	<p>There are <i>ad hoc</i> approaches to processes and practices. The process and policies are undefined.</p> <p>Similar and common processes emerge, but are largely intuitive because of individual expertise. Some aspects of the process are repeatable because of individual expertise, and some documentation and informal understanding of policy and procedures may exist.</p> <p>Usage of good practices emerges. The process, policies and procedures are defined and documented for all key activities.</p>	<p>Some tools may exist; usage is based on standard desktop tools. There is no planned approach to the tool usage. Common approaches to use of tools exist but are based on solutions developed by key individuals. Vendor tools may have been acquired, but are probably not applied correctly, and may even be shelfware. A plan has been defined for use and standardisation of tools to automate the process. Tools are being used for their basic purposes, but may not all be in accordance with the agreed plan, and may not be integrated with one another.</p>	<p>Skills required for the process are not identified. A training plan does not exist and no formal training occurs. Minimum skill requirements are identified for critical areas. Training is provided in response to needs, rather than on the basis of an agreed plan, and informal training on the job occurs.</p>	<p>There is no definition of accountability and ownership of issues based on their own initiative on a reactive basis. An individual assumes his/her responsibility and is usually held accountable, even if this is not formally agreed. There is confusion about responsibility when problems occur, and a culture of blame tends to exist.</p>	<p>Goals are not clear and no measurement takes place. Some goal setting occurs; some financial measures are established but are known only by senior management. There is inconsistent monitoring in isolated areas.</p>
<p>2 There is understanding of the need to act. Management is more formal and structured in its communication.</p>	<p>The process is sound and complete: internal best practices are applied. All aspects of the process are documented and repeatable. Policies have been approved and signed off on by management. Standards for developing and maintaining the processes and procedures are adopted and followed.</p> <p>External best practices and standards are applied. Process documentation is evolved to automated workflows. Processes, policies and procedures are standardised and integrated to enable end-to-end management and improvement.</p>	<p>Tools are implemented according to a standardised plan, and some have been integrated with other related tools. Tools are being used in main areas to automate management of the process and monitor critical activities and controls. Standardised tool sets are used across the enterprise. Tools are fully integrated with other related tools to enable end-to-end support of the processes. Tools are being used to support improvement of the process and automatically detect control exceptions.</p>	<p>Skill requirements are routinely updated for all areas, proficiency is ensured for all critical areas, and certification is encouraged. Mature training techniques are applied according to the training plan, and knowledge sharing is encouraged. All internal domain experts are involved, and the effectiveness of the training plan is assessed. The organisation formally encourages continuous improvement of skills, based on clearly defined personal and organisational goals. Training and education support external best practices and use of leading-edge concepts and techniques. Knowledge sharing is an enterprise culture, and knowledge-based systems are being deployed. External experts and industry leaders are used for guidance.</p>	<p>Process responsibility and accountability are defined and process owners have been identified. The process owner is unlikely to have the full authority to exercise the responsibilities. Process owners are empowered to make decisions and take action. The acceptance of responsibility has been cascaded down throughout the organisation in a consistent fashion.</p>	<p>Some effectiveness goals and measures are set, but are not communicated, and there is a clear link to business goals. Measurement processes emerge, but are not consistently applied. IT balanced scorecard ideas are being adopted, as is occasional intuitive application of root cause analysis.</p>
<p>3 There is understanding of the full requirements. Mature communication techniques are applied and standard communication tools are in use.</p>	<p>The process is sound and complete: internal best practices are applied. All aspects of the process are documented and repeatable. Policies have been approved and signed off on by management. Standards for developing and maintaining the processes and procedures are adopted and followed.</p> <p>External best practices and standards are applied. Process documentation is evolved to automated workflows. Processes, policies and procedures are standardised and integrated to enable end-to-end management and improvement.</p>	<p>Tools are implemented according to a standardised plan, and some have been integrated with other related tools. Tools are being used in main areas to automate management of the process and monitor critical activities and controls. Standardised tool sets are used across the enterprise. Tools are fully integrated with other related tools to enable end-to-end support of the processes. Tools are being used to support improvement of the process and automatically detect control exceptions.</p>	<p>Skill requirements are routinely updated for all areas, proficiency is ensured for all critical areas, and certification is encouraged. Mature training techniques are applied according to the training plan, and knowledge sharing is encouraged. All internal domain experts are involved, and the effectiveness of the training plan is assessed. The organisation formally encourages continuous improvement of skills, based on clearly defined personal and organisational goals. Training and education support external best practices and use of leading-edge concepts and techniques. Knowledge sharing is an enterprise culture, and knowledge-based systems are being deployed. External experts and industry leaders are used for guidance.</p>	<p>Process responsibility and accountability are defined and process owners have been identified. The process owner is unlikely to have the full authority to exercise the responsibilities. Process owners are empowered to make decisions and take action. The acceptance of responsibility has been cascaded down throughout the organisation in a consistent fashion.</p>	<p>Efficiency and effectiveness are measured and communicated and linked to business goals and the IT strategic plan. The IT balanced scorecard is implemented in some areas with exceptions noted by management and root cause analysis is being standardised. Continuous improvement is emerging.</p>
<p>4 There is advanced, forward-looking understanding of requirements. Proactive communication of issues based on trends exists, mature communication techniques are applied, and integrated communication tools are in use.</p>	<p>The process is sound and complete: internal best practices are applied. All aspects of the process are documented and repeatable. Policies have been approved and signed off on by management. Standards for developing and maintaining the processes and procedures are adopted and followed.</p> <p>External best practices and standards are applied. Process documentation is evolved to automated workflows. Processes, policies and procedures are standardised and integrated to enable end-to-end management and improvement.</p>	<p>Tools are implemented according to a standardised plan, and some have been integrated with other related tools. Tools are being used in main areas to automate management of the process and monitor critical activities and controls. Standardised tool sets are used across the enterprise. Tools are fully integrated with other related tools to enable end-to-end support of the processes. Tools are being used to support improvement of the process and automatically detect control exceptions.</p>	<p>Skill requirements are routinely updated for all areas, proficiency is ensured for all critical areas, and certification is encouraged. Mature training techniques are applied according to the training plan, and knowledge sharing is encouraged. All internal domain experts are involved, and the effectiveness of the training plan is assessed. The organisation formally encourages continuous improvement of skills, based on clearly defined personal and organisational goals. Training and education support external best practices and use of leading-edge concepts and techniques. Knowledge sharing is an enterprise culture, and knowledge-based systems are being deployed. External experts and industry leaders are used for guidance.</p>	<p>Process responsibility and accountability are defined and process owners have been identified. The process owner is unlikely to have the full authority to exercise the responsibilities. Process owners are empowered to make decisions and take action. The acceptance of responsibility has been cascaded down throughout the organisation in a consistent fashion.</p>	<p>There is an integrated performance measurement system linking IT performance to business goals by global application of the IT balanced scorecard. Exceptions are globally and consistently noted by management and root cause analysis is applied. Continuous improvement is a way of life.</p>

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		Decision									
		IT Principles		IT Architecture		IT Infrastructure Strategies		Business Application Needs		IT Investment	
		Input	Decision	Input	Decision	Input	Decision	Input	Decision	Input	Decision
Governance Archetype	Business Monarchy										
	IT Monarchy										
	Feudal										
	Federal										
	Duopoly										
	Anarchy										

Gartner IT Score for Enterprise

