

Lampiran 1 Format Kuesioner

PERMOHONAN KESEDIAAN MENJADI RESPONDEN

Kepada Yth.
Bapak/Ibu Responden

Dengan hormat,

Perkenalkan saya Norsa Yudhi Arso mahasiswa Program Pascasarjana Program Studi Ilmu Komputer Universitas Pendidikan Ganesha yang sedang melakukan penelitian ilmiah untuk penyusunan laporan Tesis. Dengan segala hormat dan kerendahan hati saya mohon kesediaan Bapak/Ibu untuk turut serta berpartisipasi menjadi salah satu responden dalam penelitian ini. Penelitian ini mencoba untuk mengukur kapabilitas perusahaan terhadap kinerja proses TI yang dimiliki dengan menggunakan acuan kerangka kerja COBIT 5.

Saya sangat menyadari bahwa waktu Bapak/Ibu sangat berharga dan terbatas ditengah-tengah kesibukan dan tanggung jawab di Puri Saron Hotel Seminyak. Partisipasi Bapak/Ibu akan berguna bagi pengembangan ilmu pengetahuan dan sangat berarti dalam menentukan keberhasilan penelitian ini.

Atas kesediaan dan partisipasi Bapak/Ibu dalam meluangkan waktu mengisi kuesioner ini, saya ucapkan terima kasih.

Berikut Langkah kerja untuk mengisi kuesioner :

1. Anda diminta untuk mulai pada level 1 karena disitulah pertanyaan spesifik ditanyakan tentang hasil proses dan tujuan yang ingin dicapai
2. Pada level 1 untuk setiap proses yang dinilai, jika hasil telah dicapai jawablah dengan mengisi Y sertakan dengan komentar yang relevan untuk mendukung kesimpulan Anda.
3. Pada level 1 Anda dapat mengisi rating dari hasil atas semua proses atribut level PA1.1.
4. Pada tingkat yang lebih tinggi Anda tidak perlu melihat hasil proses tertentu tetapi pada tujuan umum keseluruhan yang ditunjukkan untuk masing-masing level 2 hingga 5.
5. Untuk melanjutkan ke level selanjutnya, rating proses harus Fully. Sebagai contoh jika PA2.1 adalah Largely dan PA2.2 adalah Fully tetapi anda memberikan rating keseluruhan level 2 adalah Fully, maka level 3 dapat diasses.
6. Isi bagian atas kuesioner sesuai dengan hasil rating masing-masing atribut.



Lampiran 2 Hasil Kuesioner

1



N - Not Achieved
 P - Partially Achieved
 L - Largely Achieved
 F - Fully Achieved

| PROCESS ASSESSMENT RESULTS | | | | | | | | |
|--|--|----------------|---------|----------|----------|---------|---------|---------|
| Process ID | Process Name | To be assessed | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| Processes for Governance of Enterprise IT | | | | | | | | |
| Evaluate, Direct and Monitor | | | | | | | | |
| EDM04 | Ensure Resource Optimisation | | F, 100% | L, 59% | | | | |
| Align, Plan and Organise | | | | | | | | |
| AP001 | Manage the IT Management Framework | | F, 100% | F, 90% | L, 67,5% | | | |
| AP003 | Manage Enterprise Architecture | | F, 100% | F, 85,5% | L, 90% | | | |
| AP004 | Manage Innovation | | F, 100% | P, 38,3% | | | | |
| AP007 | Manage Human Resources | | F, 100% | L, 65% | | | | |
| Build, Acquire and Implement | | | | | | | | |
| BA004 | Manage Availability and Capacity | | F, 100% | F, 83,5% | P, 47,5% | | | |
| BA009 | Manage Assets | | F, 100% | L, 53,5% | | | | |
| BA010 | Manage Configuration | | F, 100% | P, 45% | | | | |
| Deliver, Service and Support | | | | | | | | |
| DSS01 | Manage Operations | | F, 100% | L, 57,5% | | | | |
| DSS03 | Manage Problems | | F, 100% | P, 40% | | | | |
| Monitor, Evaluate and Assess | | | | | | | | |
| MEAD1 | Monitor, Evaluate and Assess Performance and Conformance | | F, 100% | L, 55% | | | | |

| | | | |
|-----------|------------|------------|-------------|
| N- 0%-15% | P- 15%-50% | L- 50%-85% | F- 85%-100% |
|-----------|------------|------------|-------------|

N – Not Achieved
P – Partially Achieved
L – Largely Achieved
F – Fully Achieved

| Self-assessment Template (Appendix D of the Self-assessment Guide) | | | | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Process Name | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 | Level 7 | Level 8 | Level 9 |
| EDM04 | | PA 1.1 | PA 2.1 | PA 2.2 | PA 3.1 | PA 3.2 | PA 4.1 | PA 4.2 | PA 5.1 | PA 5.2 |
| Rating by Criteria | 100% | 54% | | | | | | | | |
| Capability Level Achieved | | L | | | | | | | | |

| EDM04 | | | | | | | | | | |
|---|--|---|--|----------------------|--|----------------------|------------------------------|----------------------------|---------------------------|----------------|
| Purpose | | Ensure Resource Optimisation | | | | | | | | |
| Ensure that the resource needs of the enterprise are met in the optimal manner, if costs are controlled, and there is an increased likelihood of benefit realisation and readiness for future change. | | Criteria | | Criteria Are Met Y/N | Comments | Not Achieved (0-20%) | Partially Achieved (20%-50%) | Largely Achieved (50%-85%) | Fully Achieved (85%-100%) | Overall Rating |
| Level 0 Not Started | The process is not implemented, or fails to achieve its process purpose. | At this level, there is little or no evidence of any achievement of the process purpose. | | Y | REQUIREMENTS IDENTIFIED BUT WORK MORE DETAILS | | | | | |
| Level 1 Performed | PA 1.1 The implemented process achieves its process purpose. | The following process outcomes are being achieved: | | | Overall rating for the process | | | | | |
| | | EDM04-01 The resource needs of the enterprise are met with optimal capabilities. | | | MANAGEMENT IS AVAILABLE AND READY FOR FUTURE PARTS WORKS | | 50% | | | |
| | | EDM04-02 Resources are allocated to best meet enterprise priorities within budget constraints. | | | BUDGETARY EXIST | | | | 66% | |
| | | EDM04-03 Optimal use of resources is achieved throughout their full economic life cycles. | | | THE SYSTEM WITH NOT RUNNING OPTIMAL | | 46% | | | |
| Level 2 Managed | PA 1.2 Performance Management - A measure of the extent to which the performance of the process is managed. | As a result of full achievement of this attribute: | | | | | | | | |
| | | a) Objectives for the performance of the process are identified. | | | COORDINATIONS LARGER NEARLY PERFORMED AND PLANNED THE NECESSARY TO MEET URGENT | | | | | |
| | | b) Performance of the process is planned and monitored. | | | | | | | | |
| | | c) Performance of the process is adjusted to meet data. | | | | | | | | |
| | | d) Responsibilities and authorities for performing the process are defined, assigned and communicated. | | | | | | | | |
| | | e) Resources and information necessary for performing the process are identified, made available, allocated and used. | | | | | | | | |
| | | f) Interfaces between the involved parties are managed to ensure both effective communication and clear assignment of responsibility. | | | | | | | | |
| | PA 1.3 Work Product Management - A measure of the extent to which the work products produced by the process are appropriately managed. The work products (or outputs from the process) are defined and controlled. | As a result of full achievement of this attribute: | | | | | | | | |
| | | a) Requirements for the work products of the process are defined. | | | | | | | | |
| | | b) Requirements for documentation and control of the work products are defined. | | | | | | | | |
| | | c) Work products are appropriately identified, documented, and controlled. | | | | | | | | |
| | | d) Work products are reviewed in accordance with planned arrangements and adjusted as necessary to meet requirements. | | | | | | | | |
| Level 3 Established | PA 2.1 Process Definition - A measure of the extent to which a standard process is maintained to support the deployment of the defined process. | As a result of full achievement of this attribute: | | | | | | | | |
| | | a) A standard process, including appropriate tailoring guidelines, is defined that describes the fundamental elements that must be incorporated into a defined process. | | | | | | | | |
| | | b) The sequence and interaction of the standard process with other processes is determined. | | | | | | | | |
| | | c) Required competencies and roles for performing a process are identified as part of the standard process. | | | | | | | | |
| | | d) Required infrastructure and work environment for performing a process are identified as part of the standard process. | | | | | | | | |
| | | e) Suitable methods for monitoring the effectiveness and suitability of the process are determined. | | | | | | | | |
| | PA 2.2 Process Deployment - A measure of the extent to which the standard process is effectively deployed as a defined process to achieve its process outcomes. | As a result of full achievement of this attribute: | | | | | | | | |
| | | a) A defined process is deployed based upon an appropriately selected and/or tailored standard process. | | | | | | | | |
| | | b) Required roles, responsibilities and authorities for performing the defined process are assigned and communicated. | | | | | | | | |
| | | c) Personnel performing the defined process are competent on the basis of appropriate education, training, and experience. | | | | | | | | |
| | | d) Required resources and information necessary for performing the defined process are made available, allocated and used. | | | | | | | | |
| | | e) Required infrastructure and work environment for performing the defined process are made available, managed and maintained. | | | | | | | | |

| ISIRI04 | | Ensure Resource Optimisation | | | | | |
|---|---|---|---------|----------------------|-------------------------------|-----------------------------|-------------------------|
| Purpose | | Verify that the resource needs of the enterprise are met in the optimal manner, if costs are optimised, and there is an increased likelihood of benefit realisation and readiness for | | | | | |
| Assess whether the following outcomes are achieved: | Criteria | Criteria Are Met Y/N | Comment | Not achieved (0-10%) | Partially Achieved (10% -30%) | Large % Achieved (30% -45%) | 100% Achieved (45-100%) |
| | <p>9. Appropriately data are collected and analysed as a basis for understanding the behaviour of, and to demonstrate the suitability and effectiveness of the process, and to evaluate where continuous improvement of the process can be made.</p> | | | | | | |
| Level 4 Predictable | <p>PA 4.1 Process Measurement - A measure of the extent to which measurement results are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals.</p> | <p>As a result of full achievement of this attribute:</p> <ol style="list-style-type: none"> Process information needs in support of relevant defined business goals are established. Process measurement objectives are derived from process information needs. Quantitative objectives for process performance in support of relevant business goals are established. Measures and frequency of measurement are defined and defined in line with process measurement objectives and quantitative objectives for process performance. Results of measurement are collected, analysed and reported in order to monitor the extent to which the quantitative objectives for process performance are met. Measurement results are used to characterise process performance. | | | | | |
| | <p>PA 4.2 Process Control - A measure of the extent to which the process is quantitatively managed to produce a process that is stable, capable and predictable within defined limits.</p> | <p>As a result of full achievement of this attribute:</p> <ol style="list-style-type: none"> Methods and control techniques are determined and applied where appropriate. Control limits of variation are established for control process performance. Measurement data are analysed for special causes of variation. Corrective actions are taken to address special causes of variation. Control limits are re-established (if necessary) following corrective action. | | | | | |
| Level 3 Optimising | <p>PA 3.1 Process Innovation - A measure of the extent to which changes to the process are identified from analysis of observed causes of variation in performance, and from investigations of innovative approaches to the definition and deployment of the process.</p> | <p>As a result of full achievement of this attribute:</p> <ol style="list-style-type: none"> Process improvement objectives for the process are defined that support the relevant business goals. Appropriate data are analysed to identify common causes of variations in process performance. Appropriate data are analysed to identify opportunities for best practice and innovation. Innovation opportunities derived from new technologies and process concepts are identified. An implementation strategy is established to achieve the process improvement objectives. | | | | | |
| | <p>PA 3.2 Process optimisation - A measure of the extent to which changes to the definition, management and performance of the process result in effective impact that achieves the relevant process improvement objectives.</p> | <p>As a result of full achievement of this attribute:</p> <ol style="list-style-type: none"> Impact of all proposed changes is assessed against the objectives of the defined process and standard demands. Implementation of all agreed changes is managed to ensure that any disruption to the process performance is understood and acted upon. Realised outcomes effectiveness of process changes is evaluated against the defined product requirements and process objectives to determine whether results are due to common or special causes. | | | | | |



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|-----------|------------|------------|-------------|
| N- 0%-15% | P- 15%-50% | L- 50%-85% | F- 85%-100% |
|-----------|------------|------------|-------------|

N – Not Achieved
P – Partially Achieved
L – Largely Achieved
F – Fully Achieved

| Self-assessment Template (Appendix D of the Self-assessment Guide) | | | | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| Process Name | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 4 | Level 5 | Level 5 | |
| APO01 | | PA 1.1 | PA 2.1 | PA 2.2 | PA 3.1 | PA 3.2 | PA 4.1 | PA 4.2 | PA 5.1 | PA 5.2 |
| Rating by Criteria | 100% | 90% | 65% | 60% | | | | | | |
| Capability Level Achieved | F | P | L | L | | | | | | |

| Define the Management Framework for IT | | | | | | | | | |
|--|--|--|----------------------|---|----------------------|------------------------------|----------------------------|--------------------------|--------------------------------|
| Process Name | Purpose | Criteria | Criteria Are Met Y/N | Comment | Not achieved (0-20%) | Partially Achieved (20%-50%) | Largely Achieved (50%-80%) | Fully Achieved (80-100%) | Overall Rating for the process |
| Level 0 Not Started | The process is not implemented or fails to achieve its process purpose. | At this level, there is little or no evidence of any achievement of the process purpose. | Y | MANAGEMENT REVIEW AND RAGS COORDINATION UNIT | | | | | |
| Level 1 Performed | PA 1.1 The implemented process achieves its process purpose. | The following process outcomes are being achieved: | | Overall rating for the process | | | | | |
| | AP01-01 An effective set of policies is defined and maintained | | | THE STRUCTURE ALREADY DISCLOSED AND MAINTAINED | | | | | 90% |
| | AP01-02 Everyone is aware of the policies and how they should be implemented | | | ALL WORK BASED ON THE SOP | | | | | 90% |
| Level 2 Managed | PA 2.1 Performance Management - A measure of the extent to which the performance of the process is managed. | As a result of full achievement of this attribute: | | EVERYTHING'S HAS BEEN MERELY DESIGNED AND PLANNED BUT NEED TO BE MORE OPERATIONAL | | | | | 65% |
| | 1) Objectives for the performance of the process are defined. | | | | | | | | |
| | 2) Performance of the process is planned and monitored. | | | | | | | | |
| | 3) Performance of the process is adjusted to meet goals. | | | | | | | | |
| | 4) Responsibilities and authorities for performing the process are defined, assigned and distributed. | | | | | | | | |
| | 5) Resources and information necessary for performing the process are identified, made available, allocated and used. | | | | | | | | |
| | 6) Interfaces between the involved parties are managed to ensure both effective communication and clear assignment of responsibility. | | | | | | | | |
| | PA 2.2 Work Product Management - A measure of the extent to which the work products produced by the process are appropriately managed. The work products (or outputs from the process) are defined and controlled. | As a result of full achievement of this attribute: | | SOME OUTPUTS ARE DESCRIBED IN THE DAILY ACTIVITY REPORTS. | | | | | 60% |
| | 1) Requirements for the work products of the process are defined. | | | | | | | | |
| | 2) Requirements for documentation and control of the work products are defined. | | | | | | | | |
| | 3) Work products are appropriately versioned, documented, and controlled. | | | | | | | | |
| | 4) Work products are reviewed in accordance with planned arrangements and adjusted as necessary to meet requirements. | | | | | | | | |
| Level 3 Established | PA 3.1 Process Definition - A measure of the extent to which a standard process is maintained to support the deployment of the defined process. | As a result of full achievement of this attribute: | | | | | | | |
| | 1) A standard process, including appropriate following guidelines, is defined that describes the fundamental elements that must be incorporated into a defined process. | | | | | | | | |
| | 2) The sequence and interaction of the standard process with other processes is documented. | | | | | | | | |
| | 3) Required competences and roles for performing a process are identified as part of the process definition. | | | | | | | | |
| | 4) Required infrastructure and work environment for performing a process are identified as part of the standard process. | | | | | | | | |
| | 5) Suitable methods for monitoring the effectiveness and suitability of the process are determined. | | | | | | | | |
| | PA 3.2 Process Deployment - A measure of the extent to which the standard process is effectively deployed as a defined process to achieve its process outcomes. | As a result of full achievement of this attribute: | | | | | | | |
| | 1) A defined process is deployed using an internationally selected and/or national standard practice. | | | | | | | | |
| | 2) Required roles, responsibilities and authorities for performing the defined process are assigned and communicated. | | | | | | | | |
| | 3) Personnel performing the defined process are competent on the basis of appropriate education, training, and experience. | | | | | | | | |
| | 4) Required resources and information necessary for performing the defined process are made available, allocated and used. | | | | | | | | |
| | 5) Required infrastructure and work environment for performing the defined process are made available, managed and maintained. | | | | | | | | |
| | 6) Appropriate data are collected and analyzed as a basis for understanding the behaviour of, and to substantiate the suitability and effectiveness of the process, and to evaluate where continuous improvement of the process can be made. | | | | | | | | |
| Level 4 Predictable | PA 4.1 Process Measurement - A measure of the extent to which measurement results are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals. | As a result of full achievement of this attribute: | | | | | | | |
| | 1) Process information leads in support of relevant defined business goals are established. | | | | | | | | |
| | 2) Process measurement objectives are derived from process information needs. | | | | | | | | |
| | 3) Quantitative objectives for process performance in support of relevant business goals are established. | | | | | | | | |
| | 4) Measures and frequency of measurement are identified and defined in line with process measurement objectives and quantitative objectives for process performance. | | | | | | | | |

| Process Use Management (10) - Process Use | | | | | | | | |
|---|--|--|------------------------|---------|-----------------------|------------------------------|------------------------------|----------------------|
| PLANS | Purpose | Provide a consistent management approach to ensure the effective governance requirements to be met, covering management processes, organisational structures, roles and responsibilities, reliable and repeatable activities, and skills and competencies. | | | | | | |
| | Assess whether the following outcomes are achieved: | Criteria | Criteria Are Met (Y/N) | Comment | Not achieved (if any) | Actual achieved (date, when) | Origin achieved (date, when) | Approved (signature) |
| | | <ul style="list-style-type: none"> 4) Results of measurement are collected, analysed and reported in order to monitor the extent to which the quantitative objectives for process performance are met. 5) Measurement results are used to characterise process performance. | | | | | | |
| | PA 4.2 Process Control - A measure of the extent to which the process is quantitatively managed to provide a process that is stable, repeatable and predictable within defined limits. | <ul style="list-style-type: none"> As a result of full achievement of this attribute: 4) analysis and control techniques are determined and applied where applicable. 5) control limits of variation are established for normal process performance. 6) measurement data are analysed for special causes of variation. 6) corrective actions are taken to address special causes of variation. 6) Control limits are re-established on subsequent technical corrective action. | | | | | | |
| work practice | PA 5.2 Process Innovation - A measure of the extent to which changes to the process are identified from analysis of current causes of variation in performance, and from investigation of innovative approaches to the definition and deployment of the process. | <ul style="list-style-type: none"> As a result of full achievement of this attribute: 4) Process improvement objectives for the process are defined that support the relevant business goals. 6) Appropriate data are analysed to identify common causes of variation in process performance. 6) Appropriate data are analysed to identify opportunities for best practice and innovation. 6) Improvement opportunities derived from new technologies and process concepts are identified. 6) An implementation strategy is established to achieve the process improvement objectives. | | | | | | |
| | PA 5.3 Process Optimisation - A measure of the extent to which changes to the definition, management and performance of the process result in effective impact that achieves the relevant process improvement objectives. | <ul style="list-style-type: none"> As a result of full achievement of this attribute: 6) Impact of all proposed changes is assessed against the objectives of the defined process and business goals. 6) Implementation of all agreed changes is managed to ensure that any disruption to the process performance is understood and acted upon. 6) Good or best practices, effectiveness of process change is evaluated against the defined product requirements and process objectives to determine whether results are due to common or special | | | | | | |



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|-----------|------------|------------|-------------|--|
| N- 0%-15% | P- 15%-50% | L- 50%-85% | F- 85%-100% | N - Not Achieved P - Partially Achieved L - Largely Achieved F - Fully Achieved |
|-----------|------------|------------|-------------|--|

| Self-assessment Template (Appendix D of the Self-assessment Guide) | | | | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|--------|--------|--------|--------|
| Process Name | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | | | | |
| APO03 | | PA 1.1 | PA 2.1 | PA 2.2 | PA 3.1 | PA 3.2 | PA 4.1 | PA 4.2 | PA 5.1 | PA 5.2 |
| Rating by Criteria | 100% | 85.5% | 95% | 55% | | | | | | |
| Capability Level Achieved | F | F | P | L | | | | | | |

| APO03 Manage Enterprise Architecture | | | | | | | | | | |
|--------------------------------------|--|---|-------------------------|---|---------------------------|----------------------------|--------------------------|--|--|--|
| Purpose | Criteria | Criteria Are Met Y/N | Comments | Not Achieved (0-25%) | Partly Achieved (26%-50%) | Largely Achieved (51%-75%) | Fully Achieved (76-100%) | | | |
| Level 0 Not Started | The process is not implemented or fails to achieve its process purpose. | At this level, there is little or no evidence of any achievement of the process purpose. | Y | NO MORE DEEMED IT THE FORM OF BUDGET FLOW | | | | | | |
| Level 1 Partially | PA 1.1 The implemented process achieves its process purpose. | The following process outcomes are being achieved: | | Overall rating for the process | | | | | | |
| | APO3-01 The architecture and standards are effective in supporting the enterprise. | | RUNNING WELL | | | | 87% | | | |
| | APO3-02 A portfolio of enterprise architecture services supports agile enterprise change. | | RUNNING WELL | | | | 87% | | | |
| | APO3-03 appropriate and up-to-date domain and/or federated architectures exist that provide reliable architecture information. | | RUNNING WELL | | | | 85% | | | |
| | APO3-04 a common enterprise architecture framework and methodology as well as an integrated architecture repository are used to enable re-use effectiveness across the enterprise. | | could be more efficient | | | | 83% | | | |
| Level 2 Managed | PA 2.2 Performance Management - A measure of the extent to which the performance of the process is managed. | As a result of full achievement of this attribute: a) Objectives for the performance of the process are identified. b) Performance of the process is planned and monitored. c) Performance of the process is reported to management. d) Responsibilities and authorities for performing the process are defined, assigned and communicated. e) Resources and information necessary for performing the process are identified, made available, allocated and used. f) Interfaces between the involved parties are managed to ensure both effective communication and also clear assignments of responsibility. | | ALL THE PROCESS WAS PLANNED AND MONITORED BUT CAN BE IMPROVE MORE | | | 45% | | | |
| | PA 2.3 Work Product Management - A measure of the extent to which the work products produced by the process are appropriately managed. The work products (or outputs from the process) are defined and controlled. | As a result of full achievement of this attribute: a) requirements for the work products of the process are defined. b) requirements for documentation and control of the work products are defined. c) Work products are appropriately identified, structured and controlled. d) work products are reviewed in accordance with planned arrangements and adjusted as necessary to meet requirements. | | PROCESS IT ARE PERFORM ON THE SOP, CONTROLLED BUT NEED MORE OPTIMAL | | | 55% | | | |
| Level 3 Established | PA 3.1 Process Definition - A measure of the extent to which a standard process is established to support the deployment of the defined process. | As a result of full achievement of the attribute: a) A standard process, including appropriate tailoring guidelines, is defined that describes the fundamental elements that must be incorporated into a defined process. b) the sequence and interaction of the standard process with other processes is determined. c) Required competencies and roles for performing a process are identified as part of the standard process. d) Required infrastructure and work environment for performing a process are identified as part of the standard process. e) Suitable methods for monitoring the effectiveness and suitability of the process are determined. | | | | | | | | |
| | PA 3.2 Process Deployment - A measure of the extent to which the standard process is effectively deployed as a defined process to achieve its process outcomes. | As a result of full achievement of the attribute: a) A defined process is deployed based upon an appropriately selected and/or tailored standard process. b) Required roles, responsibilities and authority for performing the defined process are assigned and communicated. c) Personnel performing the defined process are competent on the basis of appropriate education, training and experience. d) Required resources and information necessary for performing the defined process are made available, allocated and used. e) Required infrastructure and work environment for performing the defined process are made available, managed and maintained. f) appropriate data are collected and analyzed on a basis for understanding the behaviour of, and to demonstrate the suitability and effectiveness of the process, and to evaluate where continuous improvement of the process can be made. | | | | | | | | |
| Level 4 Predictable | PA 4.3 Process Measurement - A measure of the extent to which measurement needs are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals. | As a result of full achievement of the attribute: a) process information needs in support of relevant defined business goals are established. b) process measurement objectives are derived from a) process information needs. c) quantitative objectives for process performance in support of relevant business goals are established. | | | | | | | | |

| APOOD | | | | | | | |
|---|---|--------------|---------|----------------------|------------------------------|---------------------------|-------------------------|
| Manage Enterprise Architecture | | | | | | | |
| Purpose | Criteria | Criteria Rev | Comment | Not achieved (0-10%) | Partially Achieved (20%-50%) | Target Achieved (50%-80%) | 100% Achieved (80-100%) |
| Assess whether the following outcomes are achieved: | <p>5) Measure and frequency of measurement are identified and defined in line with process measurement objectives and quantitative objectives for process performance.</p> <p>6) Results of measurement are collected, analyzed and reported in order to monitor the extent to which the quantitative objectives for process performance are met.</p> <p>7) Measurement results are used to characterize process performance.</p> | | | | | | |
| PA 4.2 Process Control - A measure of the extent to which the process is systematically managed to produce a process that is stable, repeatable and predictable within defined limits. | <p>As a result of full achievement of this attribute:</p> <p>8) Analysis and control techniques are determined and applied where applicable.</p> <p>9) Control limits of variation are established for normal process performance.</p> <p>10) Measurement data are analyzed for special causes of variation.</p> <p>11) Corrective actions are taken to address special causes of variation.</p> <p>12) Control limits are re-established (as necessary) following corrective action.</p> | | | | | | |
| Level 5 Delivery PA 5.1 Process Innovation - A measure of the extent to which changes to the process are identified from analysis of variance (uses of variation in performance, and from investigation of innovative approaches to the definition and deployment of the process. | <p>As a result of full achievement of this attribute:</p> <p>13) Process improvement objectives for the process are defined that support the relevant business goals.</p> <p>14) Appropriate data are analyzed to identify common causes of variation in process performance.</p> <p>15) Appropriate data are analyzed to identify opportunities for best practice and innovation.</p> <p>16) Innovation opportunities derived from new technologies and process concepts are identified.</p> <p>17) An implementation strategy is established to achieve the process improvement objectives.</p> | | | | | | |
| PA 5.2 Process Refinement - A measure of the extent to which changes to the definition, management and performance of the process result in effective impact that achieves the required process improvement objectives. | <p>As a result of full achievement of this attribute:</p> <p>18) Impact of all proposed changes is assessed against the objectives of the defined process and standard practice.</p> <p>19) Implementation of all agreed changes is managed to ensure that any deviation to the process performance is understood and well seen.</p> <p>20) Real time continuous effectiveness of process change is evaluated against the defined process requirements and process objectives to determine whether results are due to common or special causes.</p> | | | | | | |



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|-----------|------------|------------|-------------|--|
| N- 0%-15% | P- 15%-50% | L- 50%-85% | F- 85%-100% | N - Not Achieved P - Partially Achieved L - Largely Achieved F - Fully Achieved |
|-----------|------------|------------|-------------|--|

| Self-assessment Template (Appendix D of the Self-assessment Guide) | | | | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|--------|--------|--------|--------|
| Process Name | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | | | | |
| APO04 | | PA 1.1 | PA 2.1 | PA 2.2 | PA 3.1 | PA 3.2 | PA 4.1 | PA 4.2 | PA 5.1 | PA 5.2 |
| Rating by Criteria | 100% | 78% | | | | | | | | |
| Capability Level Achieved | F | P | | | | | | | | |

| APO04 Manage Innovation | | | | | | | | | |
|---|--|---|--|----------------------|------------------------------|----------------------------|--------------------------|--|--|
| Purpose: Achieve competitive advantage, business objectives, and improved operational effectiveness and efficiency by exploiting information technology developments. | | | | | | | | | |
| Assess whether the following outcomes are achieved: | | | | | | | | | |
| | Criteria | Criteria Are Met Y/N | Comment | Not Achieved (0-20%) | Partially Achieved (20%-50%) | Largely Achieved (50%-85%) | Fully Achieved (85-100%) | | |
| Level 0 Incomplete | PA 0.1 The process is not implemented, or fails to achieve its process purpose. | At this level, there is little or no evidence of an achievement of the process purpose. | | | | | | | |
| Level 1 Performed | PA 2.1 The implemented process achieves its process purpose. | The following process outcomes are being achieved: | | | | | | | |
| | APO04-01 Strategic value is created through the qualification and staging of the most appropriate advances and innovations in technology, if methods and solutions. | | IT'S NECESSARY TO DESIGN AND RELATIONSHIP REPORT | | | | | | |
| | APO04-02 Enterprise objectives are met with improved quality, quality and/or reduced cost as a result of the identification and implementation of innovative solutions. | | BLANDLY IN ACCORDANCE WITH PRODUCT PLAN | | | 55% | | | |
| | APO04-03 Enterprise objectives are met with improved quality, quality and/or reduced cost as a result of the identification and implementation of innovative solutions. | | THIS IMPLEMENTATION NEEDS TO BE EFFICIENT | | | 40% | | | |
| | APO04-03 Innovation is promoted and enabled and forms part of the enterprise culture. | | NOT YET TO BE RUN | | | 20% | | | |
| Level 2 Managed | PA 2.2 Performance Management - A measure of the extent to which the performance of the process is managed. | As a result of full achievement of this attribute: | | | | | | | |
| | a) Objectives for the performance of the process are identified. | | | | | | | | |
| | b) Performance of the process is planned and monitored. | | | | | | | | |
| | c) Performance of the process is adjusted to meet plans. | | | | | | | | |
| | d) Responsibilities and authorities for performing the process are defined and communicated. | | | | | | | | |
| | e) Resources and information necessary for performing the process are identified, made available, allocated and used. | | | | | | | | |
| | f) Interfaces between the involved parties are managed to ensure both effective communication and clear assignment of responsibility. | | | | | | | | |
| | PA 2.3 Work Product Management - A measure of the extent to which the work products produced by the process are appropriately managed, the work products for outputs from the process are defined and controlled. | As a result of full achievement of this attribute: | | | | | | | |
| | a) Requirements for the work products of the process are defined. | | | | | | | | |
| | b) Requirements for documentation and control of the work products are defined. | | | | | | | | |
| | c) Work products are appropriately identified, structured and controlled. | | | | | | | | |
| | d) Work products are reviewed in accordance with planned arrangements and adjusted as necessary to meet requirements. | | | | | | | | |
| Level 3 Established | PA 3.1 Process Definition - A measure of the extent to which a standard process is maintained to support the achievement of the defined process. | As a result of full achievement of this attribute: | | | | | | | |
| | a) A standard process, including appropriate tailoring guidelines, is defined that describes the fundamental elements that must be incorporated into a defined process. | | | | | | | | |
| | b) The sequence and interaction of the standard process with other processes is determined. | | | | | | | | |
| | c) Required competencies and roles for performing a process are identified as part of the standard process. | | | | | | | | |
| | d) Required infrastructure and work environment for performing a process are identified as part of the standard process. | | | | | | | | |
| | e) Suitable methods for monitoring the effectiveness and suitability of the process are determined. | | | | | | | | |
| | PA 3.2 Process Deployment - A measure of the extent to which a standard process is effectively deployed in a defined process to achieve its process outcomes. | As a result of full achievement of this attribute: | | | | | | | |
| | a) A defined process is deployed based upon an appropriate selected and/or tailored standard process. | | | | | | | | |
| | b) Required roles, responsibilities and authorities for performing the defined process are assigned and communicated. | | | | | | | | |
| | c) Personnel performing the defined process are competent on the basis of appropriate education, training, and experience. | | | | | | | | |
| | d) Required resources and information necessary for performing the defined process are made available, allocated and used. | | | | | | | | |
| | e) Required infrastructure and work environment for performing the defined process are made available, managed and maintained. | | | | | | | | |
| | f) Appropriate data are collected and analyzed as a basis for understanding the behaviour of, and to demonstrate the suitability and effectiveness of the process, and to evaluate where continuous improvements of the process can be made. | | | | | | | | |
| Level 4 Predictable | PA 4.1 Process Measurement - A measure of the extent to which measurement results are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals. | As a result of full achievement of this attribute: | | | | | | | |
| | a) Process information needs in support of relevant defined business goals are established. | | | | | | | | |
| | b) Process measurement objectives are derived from process information needs. | | | | | | | | |
| | c) Quantitative objectives for process performance in support of relevant business goals are established. | | | | | | | | |
| | d) Resources and frequency of measurement are identified and defined in line with process measurement objectives and quantitative objectives for process performance. | | | | | | | | |

| APOD | | Manage Innovation | | | | | |
|---|---|--|----------------------|---------|----------------|---------------------------|--|
| Purpose | | Achieve competitive advantage, business innovation, and improved operational effectiveness and efficiency by evaluating information technology developments. | | | | | |
| Assess whether the following outcomes are achieved: | | Criteria | Criteria Are Met Y/N | Comment | Reviewed (Y/N) | Score Achieved (0% - 90%) | Target Achieved (MIN - 80% / MAX - 100%) |
| | | <ul style="list-style-type: none"> 1) Results of measurement are collected, analyzed and reported in order to monitor the extent to which the quantitative objectives for process performance are met. 2) Measurement results are used to challenge process performance. | | | | | |
| | PA 4.2 Process Control - A measure of the extent to which the process is effectively managed to produce a process that is stable, capable and predictable within defined limits. | <ul style="list-style-type: none"> 1) As a result of full achievement of this attribute: 2) Control and control techniques are determined and applied where applicable. 3) Control limits or variation are established for normal process performance. 4) Measurement data are analyzed for special causes of variation. 5) Corrective actions are taken to address special causes of variation. 6) Control limits are re-established (as necessary) following adjustment. | | | | | |
| Level 3 Optimizing | PA 5.1 Process Innovation - A measure of the extent to which changes to the process are identified from analysis of variance (uses of variation in performance, and from investigations of innovative approaches to the definition and deployment of the process. | <ul style="list-style-type: none"> 1) As a result of full achievement of this attribute: 2) Process improvement objectives for the process are defined that support the relevant business goals. 3) Appropriate data are analyzed to identify common causes of variation in process performance. 4) Measurement data are analyzed to identify opportunities for optimization and innovation. 5) Improvement opportunities derived from new technologies and process innovation are identified. 6) An implementation strategy is established to achieve the process improvement objectives. | | | | | |
| | PA 5.2 Process Optimization - A measure of the extent to which changes to the definition, management and performance of the process result in effective means that achieve the relevant process improvement objectives. | <ul style="list-style-type: none"> 1) As a result of full achievement of this attribute: 2) Impact of all proposed changes is assessed against the objectives of the defined process and standard process. 3) Implementation of all agreed changes is managed to ensure that any deviation to the process performance is understood and acted upon. 4) New or enhanced effectiveness of process change is evaluated against the defined product requirements and process objectives to determine whether results are due to common or special causes. | | | | | |



| | | | |
|-----------|------------|------------|-------------|
| N- 0%-15% | P- 15%-50% | L- 50%-85% | F- 85%-100% |
|-----------|------------|------------|-------------|

N – Not Achieved
P – Partially Achieved
L – Largely Achieved
F – Fully Achieved

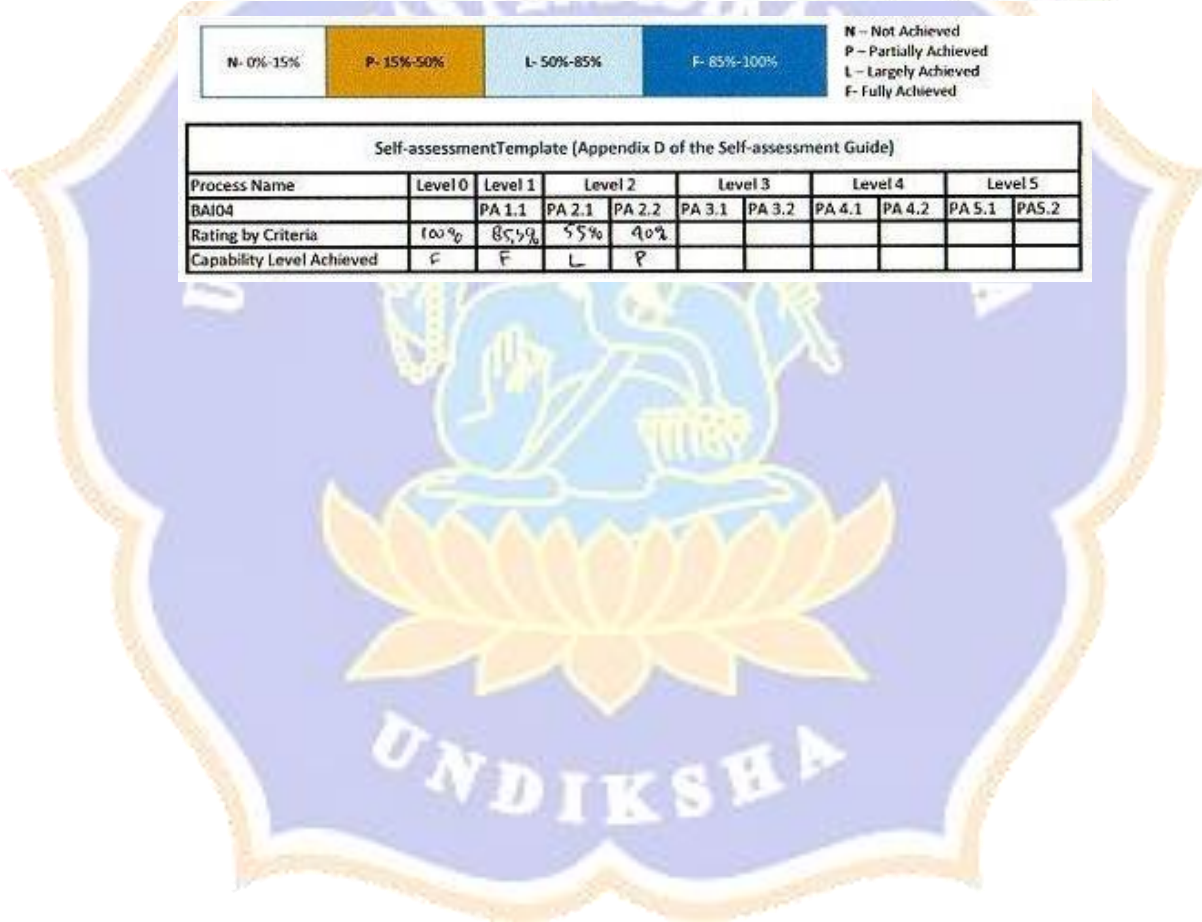
| Self-assessment Template (Appendix D of the Self-assessment Guide) | | | | | | |
|--|---------|---------|---------------|---------------|---------------|---------------|
| Process Name | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| APO07 | | PA 1.1 | PA 2.1 PA 2.2 | PA 3.1 PA 3.2 | PA 4.1 PA 4.2 | PA 5.1 PA 5.2 |
| Rating by Criteria | 100% | 65% | | | | |
| Capability Level Achieved | ↑ | L | | | | |

| APO07 | | Manage Human Resources | | | | | | |
|---|--|--|----------------------|---|----------------------|------------------------------|----------------------------|---------------------------|
| Purpose | | Cultivate human resources capabilities to meet enterprise objectives. | | | | | | |
| Assess whether the following outcomes are achieved. | | Criteria | Criteria Are Met 5/5 | Comments | Not achieved (0-15%) | Partially Achieved (16%-50%) | Largely Achieved (51%-85%) | Fully Achieved (86%-100%) |
| Level 2 Incomplete | The process is not implemented, or fails to achieve its process purpose. | At this level, there is little or no evidence of any achievement of the process purpose. | Y | PROV. PARTLY MET FOR ONE POSITION. PLANNED FOR NEXT 5 WEEKS | | | | |
| Level 1 Performed | PA 1.1 The implemented process achieves its process purpose. | The following process outcomes are being achieved: | | Overall rating for the process | | | | |
| | | APO07-03 The IT organizational structure and relationships are feasible and responsive. | | INCOMPETENT RESPONSIVE | | | 65% | |
| | | APO07-02 Human resources are effectively and efficiently managed. | | RESOURCE NOT MET AND NO REPORT | | 45% | | |
| Level 2 Managed | PA 2.1 Performance Management - A measure of the extent to which the performance of the process is managed. | As a result of full achievement of this attribute: | | | | | | |
| | | i) Objectives for the performance of the process are identified. | | | | | | |
| | | ii) Performance of the process is planned and managed. | | | | | | |
| | | iii) Performance of the process is adjusted to meet plans. | | | | | | |
| | | iv) Responsibilities and authority for performing the process are defined, assigned and communicated. | | | | | | |
| | | v) Resources and information necessary for performing the process are identified, made available, allocated and used. | | | | | | |
| | | vi) Interfaces between the involved parties are managed to ensure both effective communication and clear assignment of responsibility. | | | | | | |
| | PA 2.2 Work Product Management - A measure of the extent to which the work products produced by the process are appropriately managed. The work products (or outputs from the process) are defined and controlled. | As a result of full achievement of this attribute: | | | | | | |
| | | i) Requirements for the work products of the process are defined. | | | | | | |
| | | ii) Requirements for documentation and control of the work products are defined. | | | | | | |
| | | iii) Work products are appropriately identified, documented and controlled. | | | | | | |
| | | iv) Work products are reviewed in accordance with planned arrangements and adjusted as necessary to meet requirements. | | | | | | |
| Level 3 Established | PA 3.1 Process Definition - A measure of the extent to which a standard process is established to support the deployment of the defined process. | As a result of full achievement of this attribute: | | | | | | |
| | | i) A standard process, including appropriate naming guidelines, is defined that describes the fundamental elements that must be incorporated into a defined process. | | | | | | |
| | | ii) The sequence and interaction of the standard process and other processes is defined. | | | | | | |
| | | iii) Required competencies and roles for performing a process are identified as part of the standard process. | | | | | | |
| | | iv) Required infrastructure and work environment for performing a process are identified as part of the standard process. | | | | | | |
| | | v) Suitable methods for monitoring the effectiveness and suitability of the process are determined. | | | | | | |
| | PA 3.2 Process Deployment - A measure of the extent to which the standard process is effectively deployed as a defined process to achieve its process outcomes. | As a result of full achievement of this attribute: | | | | | | |
| | | i) A defined process is deployed based upon an appropriately selected and/or tailored standard process. | | | | | | |
| | | ii) Required roles, responsibilities and authorities for performing the defined process are sought and communicated. | | | | | | |
| | | iii) Personnel performing the defined process are competent on the basis of appropriate education, training and experience. | | | | | | |
| | | iv) Required resources and information necessary for performing the defined process are made available, allocated and used. | | | | | | |
| | | v) Required infrastructure and work environment for performing the defined process are made available, managed and maintained. | | | | | | |
| | | vi) Appropriate data are collected and analyzed as a basis for understanding the behaviour of, and to demonstrate the suitability and effectiveness of the process, and to evaluate where continuous improvement of the process can be made. | | | | | | |
| Level 4 Highly Effective | PA 4.1 Process Measurement - A measure of the extent to which measurement results are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals. | As a result of full achievement of this attribute: | | | | | | |
| | | i) Process information needs in support of relevant defined business goals are established. | | | | | | |
| | | ii) Process measurement objectives are derived from process information needs. | | | | | | |
| | | iii) Quantitative objectives for process performance in support of relevant business goals are established. | | | | | | |
| | | iv) Measure (or frequency of) measurement are identified and defined in line with process measurement objectives and quantitative objectives for process performance. | | | | | | |
| | | v) Results of measurement are collected, analyzed and reported in order to monitor the extent to which the quantitative objectives for process performance are met. | | | | | | |
| | | vi) Measurement results are used to characterize process performance. | | | | | | |

| Manage Human Resources | | | | | | |
|------------------------|--|---|----------------------|------------|----------------------|------------------------------|
| AP007 | Purpose | Control human resources capabilities to meet economic objectives. | | | | |
| | Assess whether the following objectives are achieved. | Criteria | Criteria Are Met (%) | Consistent | Not achieved (0-20%) | Partially Achieved (20%-50%) |
| | PA 4.2 Process Control - A measure of the extent to which the process is qualitatively managed to produce a process that is stable, capable and predictable within defined limits. | As a result of full achievement of this attribute: 4) Analysis and control techniques are determined and applied across processes. 5) Control limits of variation are established for normal process performance. 6) Measurement data are analyzed for special causes of variation. 7) Corrective actions are taken to address special causes of variation. 8) Control limits are re-established (as necessary) following corrective action. | | | | |
| Level 5 Optimizing | PA 5.1 Process Innovation - A measure of the extent to which changes to the process are identified from analysis of common causes of variation in performance, and from investigations of innovative approaches to the definition and deployment of the process. | As a result of full achievement of this attribute: 1) Process improvement objectives for the process are defined that support the relevant business goals. 2) Appropriate data are analyzed to identify common causes of variations in process performance. 3) Appropriate data are analyzed to identify opportunities for lean practice and innovation. 4) Improvement opportunities derived from new technologies and process capabilities are identified. 5) An implementation strategy is established to achieve the process improvement objectives. | | | | |
| | PA 5.2 Process optimization - A measure of the extent to which changes to the definition, management and performance of the process result in a positive impact that achieves the relevant process improvement objectives. | As a result of full achievement of this attribute: 4) Impact of all proposed changes is assessed against the objectives of the defined process and standard process. 5) Implementation of all agreed changes is managed to ensure that any disruption to the process performance is understood and acted upon. 6) Real time process effectiveness of process change is evaluated against the defined product requirements and process objectives to determine whether results are due to common or special causes. | | | | |

| | | | | |
|-----------|------------|------------|-------------|---|
| N- 0%-15% | P- 15%-50% | L- 50%-85% | F- 85%-100% | N – Not Achieved P – Partially Achieved L – Largely Achieved F- Fully Achieved |
|-----------|------------|------------|-------------|---|

| Self-assessment Template (Appendix D of the Self-assessment Guide) | | | | | | | | | | |
|--|---------|---------|---------|--------|---------|--------|---------|--------|---------|-------|
| Process Name | Level 0 | Level 1 | Level 2 | | Level 3 | | Level 4 | | Level 5 | |
| BAI04 | | PA 1.1 | PA 2.1 | PA 2.2 | PA 3.1 | PA 3.2 | PA 4.1 | PA 4.2 | PA 5.1 | PAS.2 |
| Rating by Criteria | 100% | 85.5% | 55% | 40% | | | | | | |
| Capability Level Achieved | F | F | L | P | | | | | | |



| Manage Availability & Capacity | | | | | | | | |
|--------------------------------|--|---|----------------------|---|----------------------|-----------------------------|----------------------------|------------------------|
| BA01 | Purpose | Maintain service availability, efficient management of resources, and attainment of system performance through prediction of future performance and capacity requirements. | | | | | | |
| | Assess whether the following outcomes are achieved. | Criteria | Criteria Are Met Y/N | Comment | Not achieved (0-20%) | Partly Achieved (20% - 50%) | Fully Achieved (50% - 80%) | Not Applicable (0-20%) |
| Level 0 Incomplete | The process is not implemented, or fails to achieve its process purpose. | As a result, there is little or no evidence of any achievement of the process purpose. | Y | N/A PROC OUTCOMES ARE LISTED ON BUSINESS PLAN | | | | |
| Level 1 Performed | PA 1.1 The implemented process achieves its process purpose. | The following process outcomes are being achieved: | | Overall rating for the process | | | | |
| | | SA04-01 The availability plan accounts the business expectation of critical capacity requirements. | | IMPLEMENTED | | | 80% | 45% |
| | | SA04-02 Capacity, performance and availability need requirements. | | IMPLEMENTED | | | 80% | |
| | | SA04-03 Availability, performance and capacity needs are identified and capacity required. | | IN PLAN OUT | | | 80% | |
| Level 2 Managed | PA 1.2 Performance Management - A measure of the extent to which the performance of the process is managed. | As a result of full achievement of this attribute: | | | | | | |
| | | a) Objectives for the performance of the process are defined. | | HAS PLANNED, BUT ONLY A FEW ARE REALISED | 40% | 55% | | |
| | | b) Performance of the process is planned and monitored. | | | | | | |
| | | c) Performance of the process is adjusted to meet plans. | | | | | | |
| | | d) Responsibilities and authorities for performing the process are defined, assigned and communicated. | | | | | | |
| | | e) Resources (a) information necessary for performing the process are identified, made available, allocated and used. | | | | | | |
| | | f) Interfaces between the involved parties are managed to ensure both effective communication and clear assignment of responsibility. | | | | | | |
| | PA 1.3 Work Product Management - A measure of the extent to which the work products produced by the process are appropriately managed, the work products (or outputs from the process) are defined and controlled. | As a result of full achievement of this attribute: | | ONLY FEW HAVE BEEN IMPLEMENTED BY THE SOL | | 40% | | |
| | | a) Requirements for the work products of the process are defined. | | | | | | |
| | | b) Requirements for documentation and control of the work products are defined. | | | | | | |
| | | c) Work products are appropriately identified, documented and controlled. | | | | | | |
| | | d) Work products are reviewed in accordance with planned arrangements and accepted as necessary to meet requirements. | | | | | | |
| Level 3 Established | PA 3.3 Process Definition - A measure of the extent to which a standard process is established to support the achievement of the defined process. | As a result of full achievement of this attribute: | | | | | | |
| | | a) A standard process, including appropriate tailoring guidelines, is defined that describes the fundamental elements that must be incorporated into a defined process. | | | | | | |
| | | b) The resource and interaction of the standard process with other processes is determined. | | | | | | |
| | | c) Required competences and roles for performing a process are identified as part of the standard process. | | | | | | |
| | | d) Required infrastructure and work environment for performing a process are identified as part of the standard process. | | | | | | |
| | | e) Suitable methods for monitoring the effectiveness and suitability of the process are determined. | | | | | | |
| | PA 3.2 Process Deployment - A measure of the extent to which the standard process is effectively deployed as a defined process to achieve its process outcomes. | As a result of full achievement of this attribute: | | | | | | |
| | | a) A defined process is deployed based upon an appropriately selected and/or tailored standard process. | | | | | | |
| | | b) Assigned roles, responsibilities and authorities for performing the defined process are assigned and communicated. | | | | | | |
| | | c) Personnel performing the defined process are competent on the basis of appropriate education, training, and experience. | | | | | | |
| | | d) Required resources and information necessary for performing the defined process are made available, allocated and used. | | | | | | |
| | | e) Required infrastructure and work environment for performing the defined process are made available, managed and maintained. | | | | | | |
| | | f) Appropriate data are collected and analyzed as a basis for understanding the behaviour of, and to demonstrate the suitability and effectiveness of the process, and to evaluate where continuous improvement of the process can be made. | | | | | | |
| Level 4 Predictable | PA 4.2 Process Measurement - A measure of the extent to which measurement results are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals. | As a result of full achievement of this attribute: | | | | | | |
| | | a) Process information needs in support of relevant defined business goals are established. | | | | | | |
| | | b) Process measurement objectives are derived from process information needs. | | | | | | |

| SANDS | | Manage Availability & Capacity | | | | | |
|---|---|--|---------|----------------------|---------------------------|-----------------------------|------------------------------|
| Purpose | | Monitor service availability, efficient management of resources, and optimisation of system performance through proactive of future performance and capacity requirements. | | | | | |
| Assess whether the following outcomes are achieved: | Criteria | Criteria Are Met Y/N | Comment | Not achieved (0-20%) | Partly Achieved (20%-50%) | Target Achieved (50% - 80%) | Highly Achieved (80% - 100%) |
| | <p>PA 4.1 Process Monitoring - A measure of the extent to which the process is monitored and controlled within defined limits.</p> <p>i) Descriptive objectives for process performance in support of relevant business goals are established.</p> <p>ii) Measures and frequency of measurement are identified and defined in line with process measurement objectives and quantitative objectives for process performance.</p> <p>iii) Results of measurements are collected, analysed and reported in order to monitor the extent to which the quantitative objectives for process performance are met.</p> <p>iv) Measurement results are used to characterise current performance.</p> | | | | | | |
| | <p>PA 4.2 Process Control - A measure of the extent to which the process is quantitatively managed to produce a process that is stable, capable and predictable within defined limits.</p> <p>i) Analysis and control techniques are determined and applied where applicable.</p> <p>ii) Control limits or variation are established for specific process performance.</p> <p>iii) Statistical process control are applied for specific areas of variation.</p> <p>iv) Corrective actions are taken to address specific areas of variation.</p> <p>v) Control limits are re-established (as necessary) following corrective action.</p> | | | | | | |
| Level 3: Optimising | <p>PA 5.1 Process Innovation - A measure of the extent to which changes to the process are identified from analysis of customer views of variation in performance, and from investigations of innovative approaches to the definition and development of the process.</p> <p>i) Process improvement objectives for the process are defined that support the relevant business goals.</p> <p>ii) Appropriate data are analysed to identify common causes of variation in process performance.</p> <p>iii) Appropriate data are analysed to identify opportunities for best practice and innovation.</p> <p>iv) Improvement opportunities derived from new technologies and process concepts are identified.</p> <p>v) An innovation strategy is established to achieve the process improvement objectives.</p> | | | | | | |
| | <p>PA 5.2 Process optimisation - A measure of the extent to which changes to the definition, management and performance of the process result in effective repeat that achieves the relevant process improvement objectives.</p> <p>i) Impact of all proposed changes is assessed against the objectives of the defined process and standard practice.</p> <p>ii) Implementation of all agreed changes is managed to ensure that any disruption to the process performance is understood and acted upon.</p> <p>iii) Best in class practices, effectiveness of process change is evaluated against the defined product requirements and process objectives to determine whether results are due to variation in specific areas.</p> | | | | | | |



| | | | | |
|-----------|------------|------------|-------------|--|
| N- 0%-15% | P- 15%-50% | L- 50%-85% | F- 85%-100% | N – Not Achieved P – Partially Achieved L – Largely Achieved F – Fully Achieved |
|-----------|------------|------------|-------------|--|

| Self-assessment Template (Appendix D of the Self-assessment Guide) | | | | | | | | | | |
|--|---------|---------|---------|--------|---------|--------|---------|--------|---------|--------|
| Process Name | Level 0 | Level 1 | Level 2 | | Level 3 | | Level 4 | | Level 5 | |
| BAI09 | | PA 1.1 | PA 2.1 | PA 2.2 | PA 3.1 | PA 3.2 | PA 4.1 | PA 4.2 | PA 5.1 | PA 5.2 |
| Rating by Criteria | 100% | 57.5% | | | | | | | | |
| Capability Level Achieved | F | L | | | | | | | | |

| BAI09 | | Message Assets | | | | | | | | |
|---|--|--|----------------------|--|----------------------|------------------------------|----------------------------|---------------------------|--|-----|
| Purpose | | Account for all IT assets and optimize the value provided by these assets. | | | | | | | | |
| Assess whether the following outcomes are achieved. | | Criteria | Criteria Are Met (%) | Comments | Not Achieved (0-15%) | Partially Achieved (15%-50%) | Largely Achieved (50%-85%) | Fully Achieved (85%-100%) | | |
| Level 0 Incomplete | PA 1.1 The organizational process achieves its process purpose. | At this level, there is little or no evidence of any achievement of the process purpose. | Y | has been approved for OSDET RECORD | | | | | | |
| Level 1 Performed | PA 1.2 The organizational process achieves its process purpose. | The following process outcomes are being achieved: PA09-01 Licenses are consistent and aligned with business need. PA09-02 Assets are maintained at optimal levels. | | Overall rating for the process: NOT FULLY ASSET OPT- LICENSED MAINTAINED BUT NOT OPTIMAL | | 49% | | | | |
| Level 2 Managed | PA 2.2 Performance Management - A measure of the extent to which the performance of the process is managed. | As a result of full achievement of this attribute: a) Objectives for the performance of the process are identified. b) Performance of the process is planned and monitored. c) Performance of the process is adjusted to meet goals . d) Responsibilities and authorities for performing the process are defined, assigned and communicated. e) Resources and information necessary for performing the process are identified, made available, allocated and used. f) Interfaces between the involved parties are managed to ensure both effective communication and clear assignment of responsibility. | | | | | | | | 60% |
| | PA 2.3 Work Product Management - A measure of the extent to which the work products produced by the process are appropriately managed. The work products (or outputs from the process) are defined and controlled. | As a result of full achievement of this attribute: a) Requirements for the work products of the process are defined. b) Requirements for documentation and control of the work products are defined. c) Work products are appropriately identified, documented and controlled. d) Work products are reviewed in accordance with planned arrangements and adjusted in accordance to work arrangements . | | | | | | | | |
| Level 3 Established | PA 3.1 Process Definition - A measure of the extent to which a standard process is maintained to support the achievement of the defined process. | As a result of full achievement of this attribute: a) A standard process, including appropriate tailoring guidelines, is defined that describes the fundamental elements that must be incorporated into a defined process. b) The sequence and interaction of the standard process with other processes is determined. c) Required competencies and roles for performing a process are identified as part of the standard process. d) Required infrastructure and work environment for performing a process are identified as part of the standard process. e) Suitable methods for monitoring the effectiveness and suitability of the process are determined. | | | | | | | | |
| | PA 3.2 Process Deployment - A measure of the extent to which the standard process is effectively deployed as a defined process to achieve its process outcomes. | As a result of full achievement of this attribute: a) A defined process is deployed based upon an appropriately selected end/or tailored standard process. b) Required roles, responsibilities and authorities for performing the defined process are assigned and communicated. c) Personnel performing the defined process are competent on the basis of appropriate education, training and experience . d) Required resources and information necessary for performing the defined process are made available, allocated and used. e) Required infrastructure and work environment for performing the defined process are made available, managed and maintained. f) Appropriate data are collected and analyzed as a basis for understanding the behaviour of, and to demonstrate the suitability and effectiveness of the process, and to evaluate where continuous improvement of the process can be made. | | | | | | | | |
| Level 4 Predictable | PA 4.1 Process Measurement - A measure of the extent to which measurement results are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals. | As a result of full achievement of this attribute: a) Process measurement needs in support of relevant defined business goals are established. b) Process measurement objectives are derived from process information needs. c) Overlative objectives for process performance in support of relevant business goals are established. d) Methods and frequency of measurement are identified and defined in line with process measurement objectives and quantitative objectives for process performance. e) Results of measurement are collected, analyzed and reported in order to monitor the extent to which the quantitative objectives for process performance are met. | | | | | | | | |

| Milestone Assets | | | | | | | | | |
|------------------------|---|---|---|----------------------|---------|----------------------|------------------------------|----------------------------|---------------------------|
| SAQR | Purpose | Account for all 17 assets and describe the value provided by those assets | Criteria | Criteria Are Met Y/N | Comment | Not achieved (0-15%) | Partially Achieved (15%-50%) | Largely Achieved (50%-85%) | Fully Achieved (85%-100%) |
| | Assess whether the following activities are achieved. | | 5. Measurement results are used to characterize process performance. | | | | | | |
| | PA 4.2 Process Control - A measure of the extent to which the process is consistently managed to produce a process that is stable, capable and predictable within defined limits. | | As a result of full achievement of this attribute: a) Analysis and control techniques are determined and applied where applicable. b) Control limits of variation are established for normal conditions and variation. c) Measurement data are analyzed for special causes of variation. d) Corrective actions are taken to address special causes of variation. e) Control limits are re-established as necessary following corrective action. | | | | | | |
| Subset 1 Optimizing | PA 3.4 Process Innovation - A measure of the extent to which changes to the process are identified from analysis of variation, causes of variation in performance, and from investigations of innovative approaches to the definition and development of the process. | | As a result of full achievement of this attribute: a) Process improvement objectives for the process are defined that support the relevant business goals. b) Measurement data are analyzed to identify common causes of variations in process performance. c) Innovative data are analyzed to identify opportunities for new products and innovation. d) Improvement opportunities derived from new technologies and process concepts are identified. e) An implementation strategy is established to achieve the process improvement objectives. | | | | | | |
| | PA 3.2 Process Optimization - A measure of the extent to which changes to the definition, management and performance of the process result in effective impact that achieves the relevant process improvement objectives. | | As a result of full achievement of this attribute: a) Impact of all proposed changes is assessed against the objectives of the defined process and standard practices. b) Implementation of all agreed changes is managed to ensure that any disruption to the process performance is understood and acted upon. c) Real-time process effectiveness of process change is evaluated against the defined product requirements and process objectives to determine whether results are due to common or special causes. | | | | | | |

| | | | | |
|-----------|------------|------------|-------------|--|
| N- 0%-15% | P- 15%-50% | L- 50%-85% | F- 85%-100% | N – Not Achieved P – Partially Achieved L – Largely Achieved F – Fully Achieved |
|-----------|------------|------------|-------------|--|

| Self-assessment Template (Appendix D of the Self-assessment Guide) | | | | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|--------|--------|--------|-------|
| Process Name | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | | | | |
| BAI10 | | PA 1.1 | PA 2.1 | PA 2.2 | PA 3.1 | PA 3.2 | PA 4.1 | PA 4.2 | PA 5.1 | PAS.2 |
| Rating by Criteria | 100% | 45% | | | | | | | | |
| Capability Level Achieved | F | P | | | | | | | | |

| BASIS | | Manage Configuration | | | | | | |
|---|--|---|------------------|--------------------------------------|----------------------|------------------------------|----------------------------|---------------------------|
| Purpose | | Provide sufficient information about service assets to enable the service to be effectively managed, assess the impact of changes and deal with service incidents. | | | | | | |
| Assess whether the following outcomes are achieved: | | Criteria | Criteria Met Y/N | Comment | Not achieved (0-25%) | Partially Achieved (26%-50%) | largely Achieved (51%-75%) | Fully Achieved (76%-100%) |
| Level 0 Incomplete | The process is not implemented, or fails to achieve its process purpose. | As a result of full achievement of this attribute: a) the what, there is little or no evidence of the achievement of the process purpose. | Y | CONFIGURATION MGMT ASSETS MAINTAINED | | | | |
| Level 1 Not Started | PA 3.1 The implemented process achieves its process purpose. | The following process outcomes are being achieved: SACS-01 configuration repository is accurate, complete and up to date. | | Overall rating for the process | | | | |
| Level 2 Manager | PA 2.1 Performance Management A measure of the extent to which the performance of the process is managed. | As a result of full achievement of this attribute: a) Objectives for the performance of the process are specified; b) Performance of the process is planned and monitored; c) Performance of the process is adjusted to meet needs; d) Responsibilities and authorities for performing the process are defined, assigned and communicated; e) Information and information necessary for performing the process are identified, made available, allocated and used; f) Interfaces between the involved parties are managed to ensure both effective communication and also clear assignment of responsibility. | | ONLY A FEW ITEMS UPDATED | | 45% | | |
| | PA 2.2 Work Product Management A measure of the extent to which the work products produced by the process are appropriately managed. The work products (or outputs from the process) are defined and controlled. | As a result of full achievement of this attribute: a) requirements for the work products of the process are defined; b) arrangements for documentation and control of the work products are defined; c) Work products are appropriately identified, documented and controlled; d) Work products are reviewed in accordance with planned arrangements and adjusted as necessary to meet requirements. | | | | | | |
| Level 3 Established | PA 3.1 Process Definition - A measure of the extent to which a standard process is maintained to support the achievement of the defined process. | As a result of full achievement of this attribute: a) A standard process, including appropriate tailoring guidelines, is defined that describes the fundamental elements that will be incorporated into a defined process; b) The sequence and interaction of the standard process with other processes is determined; c) Required competencies and roles for performing a process are identified as part of the standard process; d) Required infrastructure and work environment for performing a process are identified as part of the standard process; e) Suitable methods for monitoring the effectiveness and suitability of the process are determined. | | | | | | |
| | PA 3.2 Process Deployment - A measure of the extent to which the standard process is effectively deployed as a defined process to achieve its process outcomes. | As a result of full achievement of this attribute: a) A defined process is deployed based upon an appropriate selected and/or tailored standard capability; b) Required roles, responsibilities and authorities for performing the defined process are assigned and communicated; c) Personnel performing the defined process are competent on the basis of appropriate education, training and experience; d) Required resources and information necessary for performing the defined process are made available, allocated and used; e) Required infrastructure and work environment for performing the defined process are made available, managed and maintained; f) Appropriate data are collected and analyzed as a basis for understanding the behaviour of, and to demonstrate the suitability and effectiveness of the process, and to evaluate where continuous improvement of the process can be made. | | | | | | |
| Level 4 Predictable | PA 3.3 Process Measurement - A measure of the extent to which measurement results are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals. | As a result of full achievement of this attribute: a) process performance needs in support of relevant defined business goals are established; b) process measurement objectives are derived from process performance needs; c) Quantitative objectives for process performance in support of relevant business goals are established; d) Metrics and frequency of measurement are identified and defined in line with process measurement objectives and quantitative objectives for process performance; e) Results of measurement are collected, analyzed and reported in order to monitor the extent to which the quantitative objectives for process performance are met; f) Measurement results are used to characterize process performance. | | | | | | |

| Manage Configuration | | | | | | | | |
|-----------------------|---|---|----------------------|---------|----------------------|------------------------------|----------------------------|---------------------------|
| BA10 | Purpose | Provide sufficient information about service levels to enable the service to be effectively managed, assess the impact of changes and deal with service incidents. | | | | | | |
| | Assess whether the following outcomes are achieved: | Criteria | Criteria Are Met Y/N | Comment | Not achieved (0-15%) | Partially Achieved (16%-49%) | Largely Achieved (50%-89%) | Fully Achieved (90%-100%) |
| | PA 4.2 Process Control - A measure of the extent to which the process is proactively managed to provide a process that is stable, reliable and predictable within defined limits. | As a result of full achievement of this attribute: a) analysis and control techniques are determined and applied where applicable; b) control limits of variation are established for normal process performance; c) measurement data are analysed for special causes of variation; d) corrective actions are taken to address special causes of variation; e) control limits are re-established (as necessary) following corrective action. | | | | | | |
| Level 5 Optimising | PA 5.1 Process Innovation - A measure of the extent to which changes to the process are identified from analysis of common causes of variation in performance, and from investigations of innovative approaches to the definition and development of the process. | As a result of full achievement of this attribute: a) process improvement objectives for the process are defined that support the relevant business goals; b) appropriate data are analysed to identify common causes of variation in process performance; c) innovative data are analysed to identify opportunities for best practice and innovation; d) improvement opportunities derived from new technologies and process concepts are identified; e) an implementation strategy is established to address the process improvement objectives. | | | | | | |
| | PA 5.2 Process optimisation - A measure of the extent to which changes to the definition, management and performance of the process result in effective level that achieves the relevant process improvement objectives. | As a result of full achievement of this attribute: a) impact of all proposed changes is assessed against the objectives of the defined process and related process; b) implementation of all agreed changes is managed to ensure that any deviation to the process performance is understood and acted upon; c) trend in effectiveness, effectiveness of process change is evaluated against the defined product requirements and process objectives to determine whether results are due to common or special causes. | | | | | | |

| | | | | |
|-----------|------------|------------|-------------|--|
| N- 0%-15% | P- 15%-50% | L- 50%-85% | F- 85%-100% | N – Not Achieved P – Partially Achieved L – Largely Achieved F – Fully Achieved |
|-----------|------------|------------|-------------|--|

| Self-assessment Template (Appendix D of the Self-assessment Guide) | | | | | | | | | | |
|--|---------|-------------------------------|---------|---------|---------|---------|--------|--------|--------|--------|
| Process Name | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | | | | |
| DSS01 | | PA 1.1 | PA 2.1 | PA 2.2 | PA 3.1 | PA 3.2 | PA 4.1 | PA 4.2 | PA 5.1 | PA 5.2 |
| Rating by Criteria | | C ₁ L ₁ | | | | | | | | |
| Capability Level Achieved | F | L | | | | | | | | |



| DPO01 | | Manage Operations | | | | | | |
|---|--|--|----------------------|---|----------------------|------------------------------|--------------------------|---------------------------|
| Purpose | | Deliver IT operational service outcomes as planned. | | | | | | |
| Assess whether the following outcomes are achieved. | | Criteria | Criteria Are Met Y/N | Comment | Not Achieved (0-10%) | Partially Achieved (20%-50%) | Large Achieved (50%-85%) | Fully Achieved (85%-100%) |
| Level 0 Accomplish | The process is not implemented, or fails to achieve its process purpose. | As a result, there is little or no evidence of an achievement of the process purpose. | Y | ALL PROCESSES BASED ON SOP | | | | |
| Level 1 Performed | PA 1.3 The implemented process achieves its process purpose. | The following process outcomes are being achieved: DPO1-01 Operational activities are performed in required and scheduled. DPO1-02 Operations are monitored, measured, reported and controlled. | | Overall rating for the process MRS ROGER SCHWABO Running well | | | 58% | |
| Level 2 Managed | PA 2.1 Performance Management - A measure of the extent to which the performance of the process is managed. | As a result of full achievement of this attribute: a) Objectives for the performance of the process are defined. b) Performance of the process is planned and monitored. c) Performance of the process is adjusted to meet objectives. d) Responsibilities and authorities for performing the process are defined, assigned and communicated. e) Resources and information necessary for performing the process are identified, made available, allocated and used. f) Interfaces between the related parties are managed to ensure best effective communication and clear assignment of responsibility. | | | | | 60% | |
| | PA 2.2 Work Product Management - A measure of the extent to which the work products produced by the process are appropriately managed. The work products (or outputs from the process) are defined and controlled. | As a result of full achievement of this attribute: a) Requirements for the work products of the process are defined. b) Requirements for documentation and control of the work products are defined. c) Work products are appropriately identified, documented and controlled. d) Work products are reviewed in accordance with planned arrangements and adjusted as necessary to meet requirements. | | | | | | |
| Level 3 Standardised | PA 3.1 Process Definition - A measure of the extent to which a standard process is maintained to support the deployment of the defined process. | As a result of full achievement of this attribute: a) A standard process, including appropriate tailoring guidelines, is defined that describes the fundamental elements that must be incorporated into a defined process. b) The sequence and interaction of the standard process with other processes is determined. c) Required competencies and roles for performing a process are identified as part of the standard process. d) Required infrastructure and work environment for performing a process are identified as part of the standard process. e) Suitable methods for monitoring the effectiveness and suitability of the process are determined. | | | | | | |
| | PA 3.2 Process Deployment - A measure of the extent to which a standard process is effectively deployed as a defined process to achieve its process outcomes. | As a result of full achievement of this attribute: a) A defined process is obtained based upon an appropriately selected and/or tailored standard process. b) Required roles, responsibilities and authorities for performing the defined process are assigned and communicated. c) Personnel performing the defined process are competent on the basis of appropriate education, training and experience. d) Required resources and information necessary for performing the defined process are made available, allocated and used. e) Required infrastructure and work environment for performing the defined process are made available, managed and maintained. f) Appropriate data are collected and evaluated in a form for understanding the behaviour of, and to demonstrate the suitability and effectiveness of the process, and to evaluate where continuous improvement of the process can be made. | | | | | | |
| Level 4 Predictable | PA 4.1 Process Measurement - A measure of the extent to which measurement results are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals. | As a result of full achievement of this attribute: a) Process information needs in support of relevant defined business goals are established. b) Process measurement objectives are derived from process information needs. c) Qualitative objectives for process performance in support of relevant business goals are established. d) Measures and frequency of measurement are identified and defined in line with process measurement objectives and qualitative objectives for process performance. e) Results of measurement are collected, analysed and reported in order to monitor the extent to which the qualitative objectives for process performance are met. f) Measurement results are used to characterise process performance. | | | | | | |

| 05501 | | Manage Operations | | | | | | |
|---|--|--|----------------------|---------|----------------------|--------------------|--------------------|-------------------|
| Purpose | | Deliver if operational service outcomes as planned. | | | | | | |
| Assess whether the following outcomes are achieved: | | Criteria | Criteria Are Met Y/N | Comment | Not achieved (0-10%) | Achieved (10%-20%) | Achieved (20%-30%) | 70-100% (30-100%) |
| PA 6.1 Process Control - A measure of the extent to which the process is systematically managed to produce a process that is stable, capable and predictable within defined limits. | As a result of full achievement of this attribute: | 1) criteria and control techniques are determined and applied using available data. | | | | | | |
| | | 2) control limits of variation are established for normal process performance. | | | | | | |
| | | 3) measurement data are analysed for special causes of variation. | | | | | | |
| | | 4) corrective actions are taken to address special causes of variation. | | | | | | |
| Level 5 Optimising PA 5.1 Process Innovation - A measure of the extent to which changes to the process are identified from analysis of common causes of variation in performance, and new investigations of innovative approaches to the definition and development of the process. | As a result of full achievement of this attribute: | 1) process improvement objectives for the process are defined that support the relevant business goals. | | | | | | |
| | | 2) appropriate data are analysed to identify common causes of variation in process performance. | | | | | | |
| | | 3) appropriate data are analysed to identify opportunities for new practice and innovation. | | | | | | |
| | | 4) improvement opportunities derived from new technologies and process concepts are identified. | | | | | | |
| PA 5.2 Process Optimisation - A measure of the extent to which changes to the definition, management and performance of the process result in effective levels that achieve the relevant process improvement objectives. | As a result of full achievement of this attribute: | 1) an implementation strategy is established to achieve the agreed improvement objectives. | | | | | | |
| | | 2) impact of all proposed changes is assessed against the objectives of the defined process and standard process. | | | | | | |
| | | 3) implementation of all agreed changes is managed to ensure that any disruption to the process performance is understood and acted upon. | | | | | | |
| | | 4) the extent, performance, effectiveness of process change is evaluated against the defined product requirements and process objectives to determine whether results are due to common or special causes. | | | | | | |



| | | | |
|-----------|------------|------------|-------------|
| N- 0%-15% | P- 15%-50% | L- 50%-85% | F- 85%-100% |
|-----------|------------|------------|-------------|

N – Not Achieved
P – Partially Achieved
L – Largely Achieved
F – Fully Achieved

| Self-assessment Template (Appendix D of the Self-assessment Guide) | | | | | | | |
|--|---------|---------|---------------|---------------|---------------|---------|--------|
| Process Name | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | |
| DSS03 | | PA 1.1 | PA 2.1 PA 2.2 | PA 3.1 PA 3.2 | PA 4.1 PA 4.2 | PA 5.1 | PA 5.2 |
| Rating by Criteria | 100% | 40% | | | | | |
| Capability Level Achieved | F | P | | | | | |

| Manage Problems | | | | | | | |
|--|--|--|---|--------------------------------|------------------------------|----------------------------|---------------------------|
| Purpose | Increase availability, improve service levels, reduce costs, and improve customer convenience and satisfaction by reducing the number of operational problems | | | | | | |
| Assess whether the following outcomes are achieved | Criteria | Criteria Are Met (Y/N) | Comments | Not Achieved (0-15%) | Partially Achieved (15%-50%) | Largely Achieved (50%-85%) | Fully Achieved (85%-100%) |
| Level 2 Not Started | The process is not implemented, or fails to achieve its process purpose. | At this level, there is little or no evidence of any achievement of the process purpose. | Y | CUSTOMER RUSHES PLANNED | | | |
| Level 1 Performed | PA 1.1 The implemented process achieves its process purpose. | The following process outcomes are being achieved: | | Overall rating for the process | | | |
| Level 2 Managed | PA 2.1 Performance Management - A measure of the extent to which the performance of the process is managed. | As a result of full achievement of this attribute: a) Objectives for the performance of the process are identified. b) Performance of the process is planned and monitored. c) Performance of the process is adjusted to meet goals. d) Responsibilities and authority for performing the process are defined, assigned and communicated. e) Resources and information necessary for performing the process are identified, made available, allocated and controlled. f) Interfaces between the involved parties are managed to ensure both effective communication and clear assignment of responsibility. | THE MANAGEMENT TO SOLVED PROBLEM LESS NEED TO BE MORE CLEAR | | 40% | | |
| Level 3 Substantive | PA 2.2 Work Product Management - A measure of the extent to which the work products produced by the process are appropriately managed. The work products (or outputs from the process) are defined and controlled. | As a result of full achievement of this attribute: a) Requirements for the work products of the process are defined. b) Requirements for documentation and control of the work products are defined. c) Work products are appropriately identified, documented, and controlled. d) Work products are reviewed in accordance with planned arrangements and adjusted as necessary to meet requirements. | | | | | |
| Level 3 Substantive | PA 3.1 Process Definition - A standard process is maintained to support the deployment of the defined process. | As a result of full achievement of this attribute: a) A standard process, meeting appropriate testing guidelines, is defined that describe the fundamental elements that must be incorporated into a defined process. b) The sequence and interaction of the standard process with other processes is determined. c) Required competencies and roles for performing a process are identified as part of the standard process. d) Required infrastructure and work environment for performing a process are identified as part of the standard process. e) Suitable methods for monitoring the effectiveness and suitability of the process are determined. | | | | | |
| Level 4 Profound | PA 3.2 Process Deployment - A measure of the extent to which the standard process is effectively deployed as a defined process to achieve its process outcomes. | As a result of full achievement of this attribute: a) A defined process is deployed based upon an authoritative selected and/or tailored standard process. b) Required roles, responsibilities and authorities for performing the defined process are assigned and communicated. c) Personnel performing the defined process are competent on the basis of appropriate education, training and experience. d) Required resources and information resources for performing the defined process are made available, allocated and used. e) Required infrastructure and work environment for performing the defined process are made available, managed and maintained. f) Appropriate data are collected and analyzed on a basis for understanding the behaviour of, and to demonstrate the suitability and effectiveness of the process, and to ensure where continuous improvement of the process can be made. | | | | | |
| Level 4 Profound | PA 4.2 Process Measurement - A measure of the extent to which measurement results are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals. | As a result of full achievement of this attribute: a) Process infrastructure needs in support of needed defined business goals are established. b) Process measurement objectives are derived from process infrastructure needs. c) Quantitative objectives for process performance in support of relevant business goals are established. d) Measures and frequency of measurement are identified and defined in line with process measurement objectives and quantitative objectives for process performance. e) Results of measurement are collected, analyzed and reported in order to monitor the extent to which the quantitative objectives for process performance are met. f) Measurement results are used to characterize process performance. | | | | | |

| DSSOs | | Message Problems | | | | | | |
|---|---|--|----------------------|----------|----------------------|------------------------------|----------------------------|---------------------------|
| Purpose | | Increase availability, improve service levels, reduce costs, and improve customer convenience and satisfaction by reducing the number of operational problems. | | | | | | |
| Assess whether the following outcomes are achieved: | | Criteria | Criteria Are Met (%) | Comments | Not Achieved (0-15%) | Partially Achieved (16%-50%) | Largely Achieved (51%-85%) | Fully Achieved (86%-100%) |
| Level 3 Optimizing | PA 4.2 Process Control - A measure of the extent to which the process is identified/managed to produce a process that is stable, capable and predictable within defined limits. | As a result of full achievement of this attribute: a) Analysis and control techniques are determined and applied where applicable. b) Control limits of variation are established for normal business performance. c) Measurement data are analyzed for special causes of variation. d) Corrective actions are taken to address special causes of variation. e) Control limits are re-established (as necessary) whenever corrective action is taken. | | | | | | |
| | PA 5.0 Process Innovation - A measure of the extent to which changes to the process are identified from analysis of common causes of variation in performance, and from investigations of feasible approaches to the correction and development of the process. | As a result of full achievement of this attribute: a) Process improvement objectives for the process are defined that support the relevant business goals. b) Appropriate data are analyzed to identify common causes of variations in process performance. c) Appropriate data are analyzed to identify opportunities for innovation and improvement. d) Improvement opportunities derived from new technologies and process concepts are identified. e) An implementation strategy is established to achieve the process management objectives. | | | | | | |
| | PA 5.2 Process Optimization - A measure of the extent to which changes to the definition, management and performance of the process result in effective impact that achieves the relevant process improvement objectives. | As a result of full achievement of this attribute: a) Impact of all proposed changes is assessed against the objectives of the defined process and standard process. b) The implementation of all agreed changes is managed to ensure that any disruption to the process performance is understood and acted upon. c) Knowledge/parameters/requirements of process change is evaluated against the defined product requirements and process objectives to determine whether results are due to common or special causes. | | | | | | |

| | | | | |
|------------|-------------|-------------|--------------|--|
| N - 0%-15% | P - 15%-50% | L - 50%-85% | F - 85%-100% | N – Not Achieved P – Partially Achieved L – Largely Achieved F – Fully Achieved |
|------------|-------------|-------------|--------------|--|

| Self-assessment Template (Appendix D of the Self-assessment Guide) | | | | | | | | | |
|--|---------|---------|---------|--------|---------|--------|---------|--------|------------------|
| Process Name | Level 0 | Level 1 | Level 2 | | Level 3 | | Level 4 | | Level 5 |
| MEA01 | | PA 1.1 | PA 2.1 | PA 2.2 | PA 3.1 | PA 3.2 | PA 4.1 | PA 4.2 | PA 5.1 PA 5.2 |
| Rating by Criteria | 100% | 55% | | | | | | | |
| Capability Level Achieved | P | L | | | | | | | |



| Monitor and Evaluate Performance and Conformance | | | | | | | | |
|--|---|--|-----------------------|------------------------------------|----------------------|-----------------------------|-----------------------------|------------------------|
| MEAG1 | Purpose | Provide transparency of performance and conformance and drive achievement of goals. | | | | | | |
| | Assess whether the following outcomes are achieved: | Criteria | Criteria Are Met: Y/N | Comments | Are achieved (0-10%) | Results achieved (20% -50%) | Targets Achieved (60% -80%) | Are Achieved (90-100%) |
| Level 2 Achieved | The process is not implemented, or fails to achieve its process purpose. | At this level, there is little or no evidence of any achievement of the process purpose. | Y | ALWAYS COMPLIANT WITH REPORTED UMS | | | | |
| Level 1 Performed | PA 1.1 The implemented process achieves its process purpose. | The following process outcomes are being achieved: | | Overall rating for the process | | | | |
| | | MEAG-01 Goals and metrics are approved by the stakeholders | | MEET THE REQUIREMENT | | | 60% | |
| | | MEAG-02 Processes are measured against agreed goals and metrics. | | MEET THE REQUIREMENT | | 45% | | |
| | | MEAG-03 The enterprise monitoring, assessing and improving approach is effective and operational. | | MONITORING, NEED MORE OPTIMIZED | | | 50% | |
| | | MEAG-04 Goals and metrics are integrated with enterprise monitoring systems. | | NOT INTEGRATED YET | | 45% | | |
| | | MEAG-05 Process reporting on performance and conformance is useful and timely. | | REPORTED AND USEFUL | | | 70% | |
| Level 2 Managed | PA 2.1 Performance Management - A measure of the extent to which the performance of the process is managed. | As a result of full achievement of this attribute: | | | | | | |
| | | a) Objectives for the performance of the process are defined. | | | | | | |
| | | b) Performance of the process is planned and managed. | | | | | | |
| | | c) Performance of the process is adjusted to meet goals. | | | | | | |
| | | d) Responsibilities and authorities for performing the process are defined, assigned and communicated. | | | | | | |
| | | e) Resources and information necessary for performing the process are identified, made available, allocated and used. | | | | | | |
| | | f) Interfaces between the involved parties are managed to ensure both effective communication and clear assignment of responsibilities. | | | | | | |
| | PA 2.2 Work Product Management - A measure of the extent to which the work products produced by the process are appropriately managed. The work products for outputs from the process are defined and controlled. | As a result of full achievement of this attribute: | | | | | | |
| | | a) Requirements for the work products of the process are defined. | | | | | | |
| | | b) Requirements for documentation and control of the work products are defined. | | | | | | |
| | | c) Work products are appropriately identified, documented and controlled. | | | | | | |
| | | d) Work products are reviewed in accordance with planned arrangements and adjusted as necessary to meet requirements. | | | | | | |
| Level 3 Established | PA 3.1 Process Definition - A measure of the extent to which a standard process is established to support the deployment of the defined process. | As a result of full achievement of this attribute: | | | | | | |
| | | a) A standard process, including appropriate tasking guidelines, is defined that describes the functional activities that must be incorporated into a defined process. | | | | | | |
| | | b) The sequence and interaction of the standard process with other processes is determined. | | | | | | |
| | | c) Required competencies and roles for performing a process are identified as part of the standard process. | | | | | | |
| | | d) Required infrastructure and work environment for performing a process are identified as part of the standard process. | | | | | | |
| | | e) Suitable methods for monitoring the effectiveness and suitability of the process are determined. | | | | | | |
| | PA 3.2 Process Deployment - A measure of the extent to which the standard process is effectively deployed as a defined process to achieve its process outcomes. | As a result of full achievement of this attribute: | | | | | | |
| | | a) A defined process is deployed based upon an appropriately selected and/or tailored standard process. | | | | | | |
| | | b) Required roles, responsibilities, and authorities for performing the defined process are assigned and communicated. | | | | | | |
| | | c) Personnel performing the defined process are competent on the basis of appropriate education, training and experience. | | | | | | |
| | | d) Required resources and information necessary for performing the defined process are made available, allocated and used. | | | | | | |
| | | e) Required infrastructure and work environment for performing the defined process are made available, managed and maintained. | | | | | | |
| | | f) Appropriate data are collected and analyzed as a basis for understanding the behavior of, and to demonstrate the suitability and effectiveness of the process, and to evaluate where continuous improvement of the process can be made. | | | | | | |

| Purpose | | Provide transparency of performance and performance and drive achievement of goals. | | | | | | |
|--------------------|--|--|------------------------|----------|----------------------|----------------------------|-----------------------------|------------------------|
| | Access whether the following purposes are achieved. | Criteria | Criteria Are Met (Y/N) | Comments | Not achieved (0-15%) | Partly Achieved (15% -80%) | Lightly Achieved (80% -95%) | Not Achieved (95-100%) |
| Level 4 Mastery | PS 4.1 Process Measurement - A measure of the extent to which measurement results are used to assess that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals. | As a result of full achievement of this attribute: a) process information needs in support of relevant defined business goals are established b) process measurement objectives are defined from process information needs c) quantitative objectives for process performance in support of relevant business goals are established d) measures and frequency of measurement are identified and defined in line with process measurement objectives and quantitative objectives for process performance e) results of measurement are collected, analyzed and reported in order to monitor the extent to which the quantitative objectives for process performance are met f) measurement results are used to characterize process performance | | | | | | |
| | PS 4.2 Process Control - A measure of the extent to which the process is quantitatively managed to produce a process that is stable, capable and predictable within defined limits. | As a result of full achievement of this attribute: a) analysis and control techniques are determined and applied where applicable b) control limits of variation are established for normal process performance c) measurement data are analyzed for special causes of variation d) corrective actions are taken to address special causes of variation e) control limits are re-established on identifying following special causes | | | | | | |
| Level 3 Working | PS 3.1 Process Innovation - A measure of the extent to which changes to the process are identified from analysis of common causes of variation in performance, and from investigations of innovative approaches to the definition and deployment of the process. | As a result of full achievement of this attribute: a) process improvement objectives for the process are defined that support the relevant business goals b) appropriate data are analyzed to identify common causes of variation in process performance c) appropriate sets are analyzed to identify opportunities for best practice and innovation d) improvement opportunities derived from new technologies and process concepts are identified e) an implementation strategy is established to achieve the process improvement objectives | | | | | | |
| | PS 3.2 Process Optimization - A measure of the extent to which changes to the definition, management and performance of the process result in effective impact that achieves the relevant process improvement objectives. | As a result of full achievement of this attribute: a) impact of all proposed changes is assessed against the objectives of the defined process and business goals b) implementation of all agreed changes is managed to ensure that any disruption to the process performance is understood and averted c) new or enhanced effectiveness of process change is evaluated against the defined product requirements and process objectives to determine whether results are due to variation in special causes | | | | | | |



Lampiran 3 Hasil Uji *Validitas* dan *Reliabilitas*

Scale: ALL VARIABLES

| Case Processing Summary | | | |
|--------------------------------|-----------------------|---|-------|
| | | N | % |
| Cases | Valid | 8 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 8 | 100.0 |

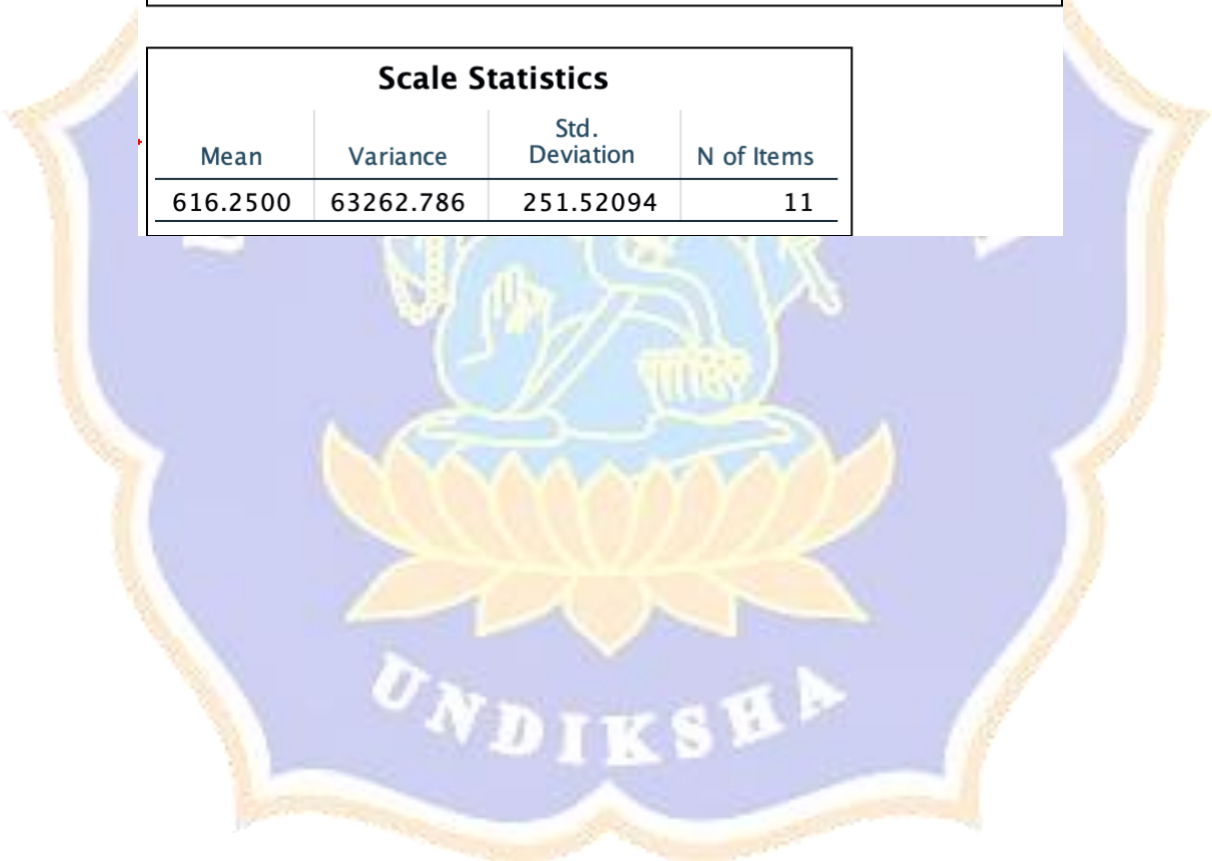
a. Listwise deletion based on all variables in the procedure.

| Reliability Statistics | |
|-------------------------------|------------|
| Cronbach's Alpha | N of Items |
| .977 | 11 |

| Item Statistics | | | |
|------------------------|---------|----------------|---|
| | Mean | Std. Deviation | N |
| EDM04 | 57.8750 | 26.35167 | 8 |
| APO01 | 76.6250 | 31.00662 | 8 |
| APO03 | 76.5000 | 30.96080 | 8 |
| APO04 | 33.2500 | 13.94633 | 8 |
| APO07 | 57.1250 | 26.92019 | 8 |
| BAI04 | 76.2500 | 30.87185 | 8 |
| BAI09 | 54.3750 | 27.85133 | 8 |
| BAI10 | 32.1250 | 14.30722 | 8 |
| DSS01 | 57.5000 | 24.92274 | 8 |
| DSS03 | 39.0000 | 19.69772 | 8 |
| MEA01 | 55.6250 | 24.08282 | 8 |

| Item–Total Statistics | | | | |
|------------------------------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item–Total Correlation | Cronbach's Alpha if Item Deleted |
| EDM04 | 558.3750 | 52088.554 | .871 | .975 |
| APO01 | 539.6250 | 48851.411 | .981 | .972 |
| APO03 | 539.7500 | 48854.214 | .983 | .972 |
| APO04 | 583.0000 | 56950.571 | .919 | .977 |
| APO07 | 559.1250 | 52350.411 | .827 | .977 |
| BAI04 | 540.0000 | 48881.429 | .984 | .972 |
| BAI09 | 561.8750 | 52238.696 | .805 | .978 |
| BAI10 | 584.1250 | 57043.268 | .880 | .978 |
| DSS01 | 558.7500 | 51777.357 | .958 | .973 |
| DSS03 | 577.2500 | 55210.500 | .828 | .977 |
| MEA01 | 560.6250 | 52174.839 | .955 | .973 |

| Scale Statistics | | | |
|-------------------------|-----------|----------------|------------|
| Mean | Variance | Std. Deviation | N of Items |
| 616.2500 | 63262.786 | 251.52094 | 11 |



Lampiran 4 Prioritas Perbaikan sesuai kesepakatan Management

| No | Rekomendasi | Domain yang diperbaiki |
|----|--|------------------------|
| 1 | <p>Puri Saron Hotel Seminyak direkomendasikan untuk melakukan penyusunan dan penerapan kebijakan terkait dengan anggaran proyek TI dengan membuat jadwal proses penganggaran, mulai dari jadwal pengajuan anggaran, jadwal review pengajuan anggaran hingga jadwal publish anggaran. Jadwal akan membantu dalam menentukan target dan prioritas pekerjaan.</p> | APO01 |
| 2 | <p>Puri Saron Hotel Seminyak direkomendasikan untuk melakukan penerapan IT <i>financial management</i> sebagai model pengalokasian biaya atas layanan TI, yaitu.</p> <p><i>Accounting</i> melakukan proses identifikasi biaya sebenarnya dalam memberikan layanan TI serta membandingkan yang dianggarkan dan mengelola perbedaan anggaran yang ada.</p> <p><i>Budgeting</i> melakukan kegiatan perencanaan dan mengendalikan pengeluaran biaya yang dilakukan oleh Puri Saron Hotel Seminyak.</p> | APO03 |
| 3 | <p>Puri Saron Hotel Seminyak direkomendasikan untuk melakukan pengembangan dan penerapan <i>standar enterprise architect</i> dengan Membuat blueprint tata Kelola TI sesuai standart yang diterapkan.</p> | APO04 |

| No | Rekomendasi | Domain yang diperbaiki |
|----|--|------------------------|
| 4 | <p>Puri Saron Hotel Seminyak direkomendasikan untuk melakukan penetapan <i>repository</i> untuk penyimpanan informasi terkait strategi dan objektif bisnis yang dapat diakses oleh pihak IT. Dengan menggunakan <i>cloud</i> sebagai tempat penyimpanan data supaya bisa diakses secara <i>realtime</i>.</p> | APO07 |
| 5 | <p>Perusahaan direkomendasikan untuk melakukan pengembangan mekanisme <i>transfer knowledge</i>, khususnya untuk <i>resource</i> yang mengalami mutasi lokasi maupun fungsi dengan memberikan arahan sesuai sop yang telah diterapkan baik itu transfer knowledge dari staff yang sebelumnya ke staff yang baru maupun pendelegasian pekerjaan antar departemen.</p> | BAI04 |
| 6 | <p>Perusahaan direkomendasikan untuk melakukan penerapan enkripsi terhadap informasi yang disimpan dan ditransmisikan berdasarkan klasifikasi keamanan informasi. Dengan membuat Kriptografi yang merupakan ilmu dan seni untuk menjaga keamanan pesan dan mempelajari teknik-teknik matematika yang berhubungan dengan aspek keamanan informasi seperti kerahasiaan, integritas, serta otentikasi di setiap data – data yang krusial dan <i>confidential</i>.</p> | MEA01 |

| No | Rekomendasi | Domain yang diperbaiki |
|----|---|------------------------|
| 7 | Perusahaan direkomendasikan untuk melakukan penyusunan dan penerapan <i>resource plan</i> untuk pengelolaan sumber daya dalam proyek TI. Dengan cara memberikan <i>schedule</i> pelatihan maupun seminar terkait dengan perkembangan teknologi bagi departemen <i>IT</i> dan <i>Engineering</i> dengan harapan bisa menambah pengetahuan dari aspek teori maupun teknis serta sadar dengan tren teknologi saat ini. | EDM04 |
| 8 | Perusahaan direkomendasikan untuk Menyusun <i>quality management standart</i> dalam bentuk <i>KPI (Key Performance Indicator)</i> atas <i>solusi</i> dan layanan IT yang diformalkan dalam dokumen proyek, dan dibagikan kepada setiap personil yang terlibat dalam tim tersebut. KPI merupakan alat ukur yang menggambarkan efektivitas perusahaan dalam mencapai tujuan bisnisnya. KPI diukur dalam periode harian, mingguan dan bulanan. sehingga pihak manajemen dapat mengambil suatu keputusan dan memanggil orang yang bertanggung jawab jika seseorang menyimpang dari KPI yang sudah dibuat. | BAI09 |
| 9 | Perusahaan direkomendasikan untuk melakukan penyediaan lingkungan development dan testing untuk menjaga integritas system dan data di lingkungan produksi, serta mengurangi resiko terjadinya gangguan pada kegiatan bisnis. Salah satunya dengan membuat pedoman sebagai acuan jika ingin menggunakan sistem maupun vendor yang berbeda karena testing yang baik perlu pemikiran dan pendekatan yang menyeluruh agar sistem berjalan sesuai kebutuhan Puri Saron Hotel Seminyak. | BAI10 |

| No | Rekomendasi | Domain yang diperbaiki |
|----|--|------------------------|
| 10 | <p>Perusahaan direkomendasikan untuk memonitor dan mengkaji kepuasan konsumen terhadap kualitas yang diberikan dari hasil <i>SKP (Survey Kepuasan Pelanggan)</i> berdasarkan <i>quality reviews, audits</i> dan <i>quality of service goal</i> serta <i>acceptance criteria</i> yang disepakati bersama. Dengan membuat <i>weekly review reports</i> berdasarkan situs <i>online (tripadvisor, booking.com, agoda, dll)</i> maupun <i>offline</i> perlu dibuatkan aplikasi kepuasan pelanggan sebagai acuan untuk memperbaiki kinerja maupun infrastruktur yang ada.</p> | DSS01 |
| 11 | <p>Perusahaan direkomendasikan untuk melakukan penyusunan klasifikasi informasi beserta penerapan tingkat keamanan yang diperlukan untuk klasifikasi informasi tersebut. Dengan membuat <i>cloud database</i> di setiap departemen (<i>Front Office, Sales, IT, Engineering, Banquet, Finance, Accounting, Purchasing, Store, Food & Beverage</i>) sehingga setiap transaksi maupun pendelegasian pekerjaan tidak lagi dilakukan secara konvensional.</p> | DSS03 |

Lampiran 5 Observasi dan Pengambilan Data



Lampiran 6 Hasil Wawancara

IT Manager Puri Saron Seminyak

Bagaimana gambaran umum tata Kelola TI di Puri Saron Seminyak?

Jawab : *system* yang digunakan adalah *Visual Hotel Program* dengan menggunakan *cloud*, dan ada beberapa *report* yang belum *optimal*, fitur-fitur dalam *system* juga belum sesuai dengan kondisi yang dibutuhkan oleh Puri Saron Seminyak.

Bagaimana kondisi struktur jaringan di Puri Saron Seminyak?

Jawab : saat ini masih menggunakan *isp hypernet* dengan *bandwith 100mbps* dan *backup 50mbps*, topologi jaringan juga sudah dibuatkan *blueprintnya*, namun ada beberapa perangkat yang harus di *upgrade*.

Bagaimana pengelolaan proses digitalisasi di Puri Saron Seminyak?

Jawab : proses *digitalisasi* dilakukan sebagai contoh sudah dibuatkan *login page*, namun masih *standart* dan belum dilakukan evaluasi, kedepanya bisa ditambahkan beberapa *promo inhouse* dan bisa terkoneksi dengan masing-masing akun *social media*.

Bagaimana pengoprasian dan penggunaan infrastruktur TI di Puri Saron Seminyak?

Jawab : pedoman sudah disesuaikan di masing-masing bagian berupa *SOP*

Apakah sebelumnya sudah dilakukan pengawasan maupun evaluasi kinerja TI di Puri Saron Seminyak?

Jawab : evaluasi ada , yaitu berupa laporan kegiatan,

Apa saja masalah atau kendala secara umum yang sering mempengaruhi proses tata Kelola TI di Puri Saron Seminyak?

Jawab : masalah utama terkait dengan biaya, segala sesuatu terkait pengembangan infrastruktur TI pasti harus disesuaikan dengan *cost* Puri Saron Seminyak, dan juga beberapa *SDM* yang belum menguasai dengan baik apa yang dikerjakan.

VISION STATEMENT

To be the leading and most popular hotel in the region, with its young, well trained, dynamic, energetic and high motivated Management Team and Staff, We consistent to International standard of services in order to be profitable hotel while ensuring customer satisfactions and loyalty in all hotel areas by providing friendly, effective, efficient, and professional services.

PURI SARON SEMINYAK

UNDIKSHA

MISSION STATEMENT

Implementing “ **It’s The Extra Satisfaction That Are Committed** ” consistently, to deliver the needs and client’s enquiry at minimum cost and maximum profit, to deliver profitable growth to the owner and providing career opportunity development for the staff.



PURI SARON SEMINYAK

UNDIKSHA

STYLE & CULTURE **CIRI KHAS & BUDAYA**

- 1. CUSTOMER ORIENTED MANAGEMENT**
MANAJEMEN BERORIENTASI PADA PELANGGAN
- 2. MARKET FOCUSED**
SASARAN PADA PASAR
- 3. TEAM WORK**
KERJASAMA TIM
- 4. DEVELOP LEADERSHIP SKILL**
MENGEMBANGKAN KECAKAPAN KEPEMIMPINAN
- 4. CLARIFY JOB DESCRIPTION , STANDARD OPERATING PROCEDURE, POLICY AND PROCEDURE**
MEMPERJELAS URAIAN TUGAS-TUGAS DAN STANDAR PELAKSANAAN TUGAS
- 5. COMMUNICATION**
KOMUNIKASI:
 - HONEST**
JUJUR
 - FRANK**
TERUS TERANG
 - OPEN**
TERBUKA
- 6. EXCHANGE EXPERIENCE**
PERTUKARAN PENGALAMAN-PENGALAMAN

PHILOSOPHY AND VALUE **FILSAFAT DAN NILAI-NILAI**

PROFESSIONAL, EFFECTIVE AND EFFICIENT MANAGEMENT:
MELAKSANAKAN TUGAS DENGAN PROFESIONAL, EFEKTIF DAN EFISIEN

PERSONALIZED SERVICE:
MEMBERIKAN PELAYANAN YANG TERBAIK SESUAI DENGAN KEINGINAN TAMU DAN MEMPERHATIKAN SEGALA HAL SECARA TERINCI

VALUE FOR MONEY:
MEMBERIKAN PELAYANAN YANG ISTIMEWA YANG SESUAI DENGAN UANG YANG TELAH DIKELUARKAN OLEH TAMU

AUSTERITY, HARDWORK, SIMPLICITY AND ETHICS:
KECERMATAN, KERJA KERAS, KESEDERHANAAN, DAN ETIKA PROFESI

CONTINUOUS SELF DEVELOPMENT:
MENGEMBANGKAN SEMANGAT UNTUK MENINGKATKAN KEMAMPUAN DIRI SECARA TERUS MENERUS

STAFF DEVELOPMENT THROUGH TRAINING PROGRAM:
MENGEMBANGKAN KARYAWAN MELALUI PROGRAM TRAINING ATAU PELATIHAN

FAMILY COMPANY:
MENCIPTAKAN SUASANA KERJA YANG MENYENANGKAN YANG TERCIPTA UNTUK MENINGKATKAN KEKELUARGAAN ANTARA KEPENTINGAN PEMILIK, KARYAWAN DAN TAMU

LEAD BY EXAMPLE:
SECARA TERUS MENERUS MENJADI TELDAN YANG DIMULAI DARI TINGKAT TERATAS DALAM ORGANISASI

DELEGATE:
MELAKSANAKAN PENDELEGASIAN TUGAS BILA PERLU

ENCOURAGE RESPONSIBILITY:
MENINGKATKAN RASA TANGGUNG JAWAB

CONTROL:
MENCIPTAKAN FUNGSI KONTROL DAN PENGAWASAN YANG TEPAT

Beberapa Dokumen Bersifat *Confidential* dan tidak dapat di publikasikan antara lain:

1. *BUDGET PLANN*
2. *BLUEPRINT* TERKAIT IT DAN AREA PURI SARON SEMINYAK
3. *SOP* SELURUH DEPARTEMEN
4. *MOU*



RIWAYAT HIDUP



NORSA YUDHI ARSO dilahirkan pada tanggal 11 September 1989 di kota Surakarta Provinsi Jawa Tengah. Buah hati dari ayahanda Raden Sudiarso dan Ibunda Endra Norsani, anak Kedua dari 3 bersaudara yaitu kaka perempuan Fepy Soneta, dan adik perempuan Yulika Tri Suryani. Penulis telah menyelesaikan pendidikan formal di SDN 13 Kerobokan tahun 2001, SMP Ngurah Rai Kerobokan tahun 2004 dan SMA PGRI 2 Denpasar tahun 2007, selanjutnya melanjutkan jenjang pendidikan program Diploma 2 di New Media Interactive Computer College Denpasar pada tahun 2009, dan melanjutkan ke jenjang pendidikan Sarjana di STIKI Indonesia Denpasar pada tahun 2014 dan selesai pada tahun 2017. Penulis mencoba melanjutkan pendidikan pada program Pascasarjana Universitas Pendidikan Ganesha dengan judul penelitian “ Evaluasi Tata Kelola Teknologi Informasi Puri Saron Hotel Seminyak dengan *Framework* COBIT 5.” Moto hidup penulis adalah “why so SERIOUS ?”.