

# Functional Maturity Management

ValIT

Deliver and Support

ITIL

COBIT

Transformation



## Implementing COBIT 4.1 / 5 and ValIT with RATS

Knowledge BANK ERP

Bridging the "as is" to the "as is to be"

- coordinate change and track improvement in Functional Maturity

### Role Accountability Tool Set (RATS)™

RATS supports COBIT Transformation project design, implementation and employee buy-in by producing a clear understanding of the changes of roles required in order to achieve the desired sound business practice.

The primary aim of implementing COBIT is to bring about change in the way the organisation functions and, in order for the outcome to be sustainable, the changes must be made with respect to the way *individual key employees* carry out their day to day functions.

The RATS combination of methodology and technology produces a clear "as is to be" Functional Structure model of those areas of the organisation that the project will impact. This Business Blueprint clearly sets out the connection between the individual day to day activities, currently undertaken by all key employees affected, and the Sound Practice behaviour that the Project seeks to bring about in the I.T. environment.

### Functional Maturity Modeling™

Having enabled understanding of the functional business model, RATS then supports the creation and implementation of Functional Maturity Models.

These models are created by undertaking a Role Accountability Mapping intervention focused on identifying the individuals responsible for the key Functions to be carried out in an organisation in order to achieve the qualitative and quantitative outcomes required by COBIT and ValIT.

This "Sound Practice" Role Accountability Model can then be used to communicate and agree the collaborative functionality required by the I.T. team and report on change using the RATS KnowledgeBankERP transformation management Web 2.0 technology.

The RATS KnowledgeBankERP technology removes complexity enabling the implementation of Sound Practice designs by providing extremely effective visualisation of the progress toward Functional Maturity.

### Overview

#### Sustainable Solutions

Improving Project Outcomes by:

- Defining the transformation project with the participative collaboration and understanding of all involved.
- Designing project activities and responsibilities based on the changes that need to take place in terms of the COBIT and VALIT Outcomes.
- Formalising "Fundamental", "Sound Practice" and "Best Practice" elements of Functional Maturity in each Key Function and the activities to put these in place.
- Tracking and coordinating the Functional Maturity progress.

### For more information

#### Pretoria Offices

THE INNOVATION HUB™  
where smart is

John Baggott  
jb@knowledgebankerp.com

Mobile: +27 82 400 5225  
Office: +27 12 844 0000  
Fax: +27 88 12 991 7779

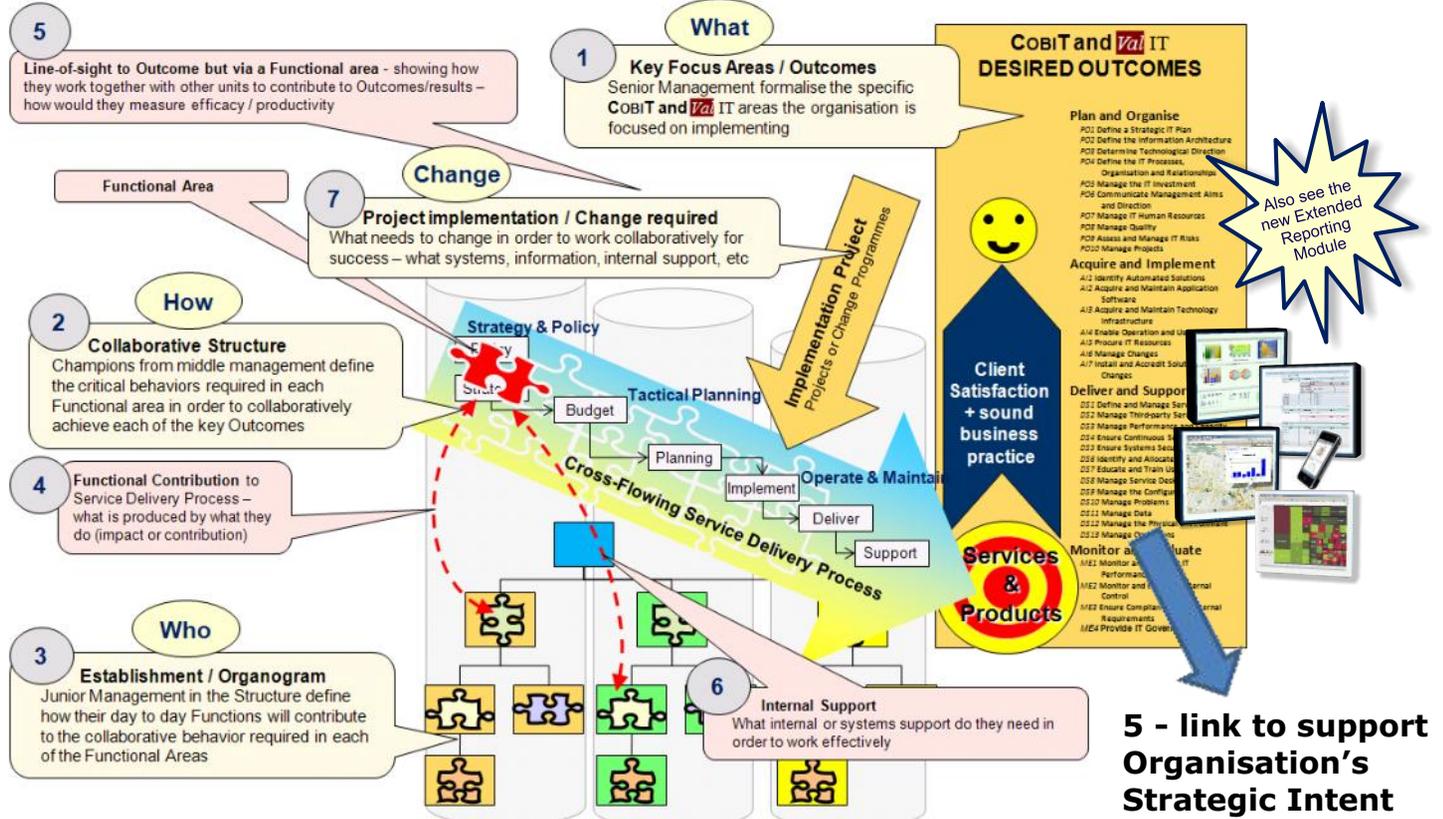
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KnowledgeBankERP is a Multi-disciplined International Consulting Company focused on effective Service Delivery Information System Solutions.

# What benefits does the Role Accountability Model provide ?

Role Accountability Modeling™ uses a simple, practical, 7 question approach (see diagram below) that focuses every person (including support Functions) on how their function contributes to the Collaborative Structure that delivers the I.T. services. This is then reviewed, with the individuals involved, in terms of how that contribution must be modified in order to ensure the sound practice Outcomes required by COBIT and *ValIT* - this ensures an understanding of purpose and buy in.

The change in paradigm achieves an alignment of effort, giving purpose and meaning to the roles of individuals and provides the means by which the change project can be formulated and implemented. The visibility of Functional Maturity progress provided by the web 2.0 software tool enables coordination and alignment and the Process and Workflow Management features underpin the implementation of ITIL.



## COBIT Functional Maturity Progression views

An example of a DS8 Service Desk Function Maturity change progression could be as follows:

The Functional Maturity views shows the Maturity aspects of Functions starting with the basic Fundamentals in place, moving to building aspects of Sound Practice and then finally establishing Best Practice.

### Change Project Activity Progress views

The Service Desk Change Project (that would move the Maturity Status of the Service Desk Function) would consist of a series of Activities to put in place the various aspects of Functionality required for sound practice and the progress of these is displayed (and reported against) in the Change Project Activities Status views.

**Functional Maturity Progression**

| FUNDAMENTALS   |  | SOUND PRACTICE  |  | BEST PRACTICE   |  |
|--|--|---|--|---|--|
| 0 Non-existent   | 1 Initial/Ad Hoc   | 2 Repeatable but intuitive  | 3 Defined  | 4 Managed and Measurable  | 5 Optimised  |
| There is no support to resolve user questions and issues.  | Management recognizes that a process supported by tools and personnel is required to respond to user queries and manage incident resolution. | There is organisational awareness of the need for a service desk function and an incident management process.                 | The need for a service desk function and incident management process is recognized and accepted.   | There is a full understanding of the benefits of an incident management process at all levels of the organisation, and the service desk function is being implemented in separate organisational units. | The incident management process and service desk function are established and well organized and take on a customer service orientation by being knowledge-based, customer-focused and reliable. |
| There is a complete lack of an incident management process, and only reactive support is provided. | There is, however, no standardized process, and only reactive support is provided.   | Assistance is available on an informal basis through a network of knowledgeable individuals.                                  | Procedures have been standardized and documented, and informal training is occurring.  | The tools and techniques are automated with a centralized knowledge base.   | Metrics are systematically measured and reported.  |
| The organization does not recognize that there is an issue to be resolved.                         | Management does not monitor user queries, incidents or trends.   | These individuals have some common tools available to assist in incident resolution.  | It is, however, left to the individual to get training and follow the procedures.  | The service desk staff members possess the skills to use the program management staff members.  | Robust, comprehensive FAQs are an integral part of the knowledge base.   |
| There is no escalation process to ensure that problems are resolved.                               | There is no escalation process to ensure that problems are resolved.   | There is no formal training and communication on standard procedures, and responsibility is left to the individual.           | Procedures have been standardized and documented, and informal training is occurring. Frequently asked questions (FAQs) and user guidelines are developed, but individuals must find them and read the document. | The responsibilities are clear, and effectiveness is monitored.   | Tools are in place to enable a user to self-configure and resolve incidents.   |
|  |  | Queries and incidents are tracked on an informal basis and individuals monitor, but a formal reporting system does not exist. | Queries and incidents are tracked on a formal basis and individuals monitor, but a formal reporting system does not exist.   | Procedures for communicating, escalating and resolving incidents are established and communicated.  | Incidents are consistent, and incidents are resolved quickly within a structured escalation process.   |
|  |  |   | The timely response to queries and incidents is not measured and reported.   | Service desk personnel are trained and processes are improved through feedback for performance statistics of the  | Management utilizes an integrated tool for performance statistics of the   |

### Functional Maturity Progression – Organisation-wide Functions

| Organisation Maturity – Functional Processes within Domains |                                  |                                       |   |
|---|----------------------------------|---------------------------------------|---|
| Plan and Organise (PO)                                      | Acquire and Implement (AI)       | Deliver and Support (DS)              | Monitor and Evaluate (ME)               |
| PO1 Define a Strategic IT Plan                              | AI1 Identify Automated Solutions | DS8 Manage Service Desk and Incidents | ME1 Monitor and Evaluate IT Performance |
| PO5 Manage the IT   | AI2 Acquire and Maintain         | DS10 Manage Problems                  | ME3 Ensure Compliance                   |

Function: DS8 Manage Service Desk and Incidents

Control Objective: DS8.1 – Service Desk

Activity: Establish a service desk function, which is the user interface with IT, to register, communicate, dispatch and analyse all calls, reported incidents, service requests and information demands.

| Status/Activities   | Challenges/Risk   | Corrective measures   |
|---|---|---|
| The Fundamentals are not yet in place – still do not have dedicated Help Line Number. | There are not enough telephone lines coming into the building to provide a dedicated Help Line Number | Calls are being handled through the switchboard whilst Telkom address the problem |