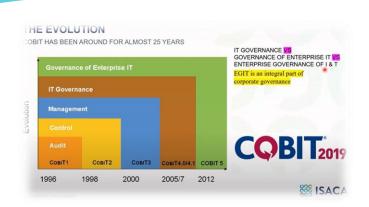
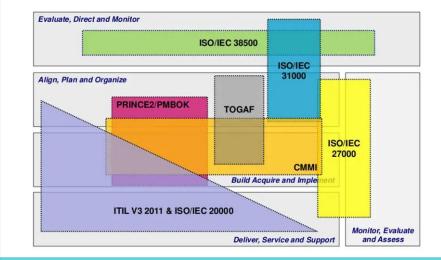
#### Pertemuan 5

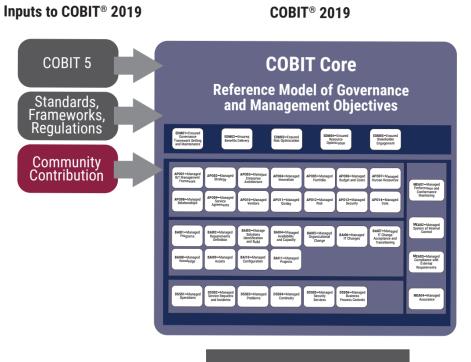
Manajemen Kinerja pada tingkat kapabilitas (*capability*) dan kematangan (*maturity*) tata kelola IT

### Governance Tata Kelola









 Enterprise strategy Enterprise goals Enterprise size Role of IT · Sourcing model for IT Compliance requirements • Etc. **Design Factors Tailored Enterprise** Governance **System for** Information and **Technology** Focus Area > Priority governance and management objectives • SME > Specific guidance Security from focus areas Risk > Target capability DevOps and performance • Etc. management guidance

COBIT Core
Publications

COBIT® 2019 Framework: Introduction and Methodology

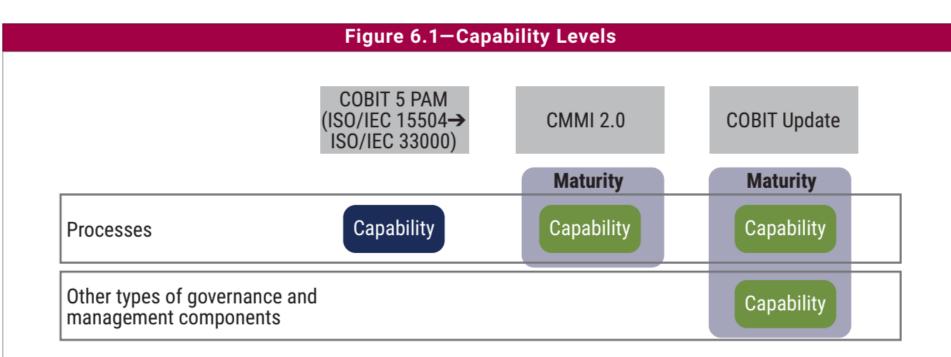
COBIT® 2019 Framework:
Governance and
Management Objectives

COBIT® 2019 Design Guide:
Designing an Information and Technology
Governance Solution

COBIT® 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution

EDM01-Ensured EDM05-Ensured EDM04-Ensured Governance EDM02-Ensured EDM03-Ensured Resource Stakeholder Benefits Delivery Framework Setting Risk Optimization Optimization Engagement and Maintenance AP001-Managed AP003-Managed AP002-Managed AP004-Managed AP005-Managed AP006-Managed AP007-Managed I&T Management Enterprise Budget and Costs Human Resources Strategy Innovation Portfolio Framework Architecture MEA01-Managed Performance and Conformance Monitoring AP009-Managed AP013-Managed AP014-Managed AP008-Managed APO10-Managed AP011-Managed AP012-Managed Service Relationships Vendors Ouality Risk Security Data Agreements MEA02-Managed System of Internal BAI03-Managed BAI07-Managed BAI04-Managed Control BAI01-Managed BAI02-Managed BAI05-Managed Solutions BAI06-Managed IT Change Requirements Availability Programs Organizational Identification IT Changes Acceptance and and Capacity Definition Change and Build Transitioning MEA03-Managed BAI08-Managed BAI09-Managed BAI10-Managed BAI11-Managed Compliance With Knowledge Configuration Assets Projects External Requirements DSS02-Managed DSS05-Managed DSS06-Managed DSS01-Managed DSS03-Managed DSS04-Managed MEA04-Managed Service Requests Security Business Operations **Problems** Continuity Assurance and Incidents Services **Process Controls** New

#### Capability Levels

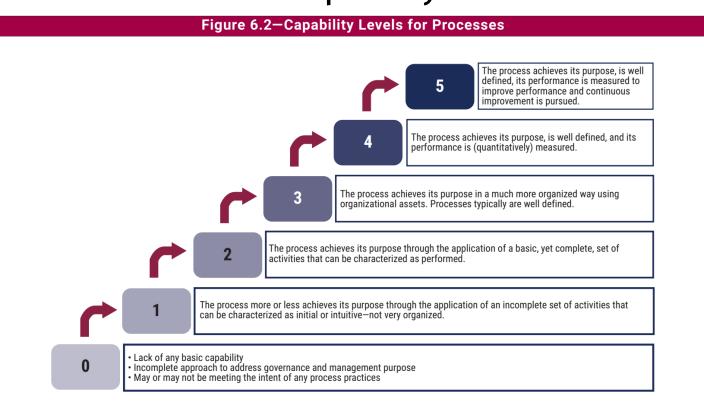


#### **COBIT Components of Governance System**





# Managing Performance of Processes Process Capability Levels



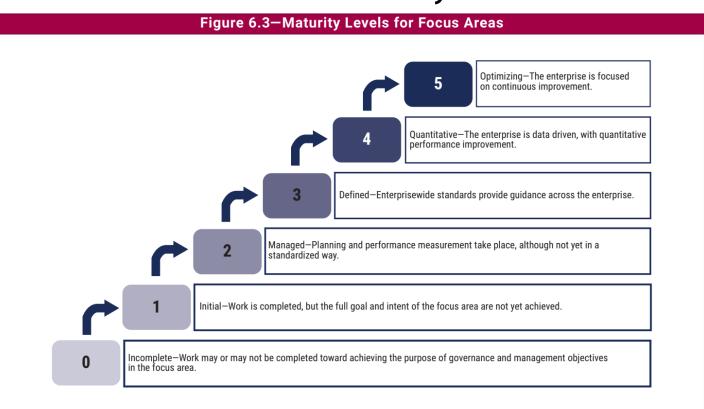
# Tingkat Kapabilitas dari Proses

Tingkat	Karakteristik
0	<ol> <li>Kurangnya dasar kapabilitas</li> <li>Pendekatan yang tidak lengkap untuk manangani tujuan tata kelola dan manajemen</li> <li>Mungkin memenuhi, mungkin tidak memenuhi maksud dari praktik proses</li> </ol>
1	Proses kurang lebih mencapai tujuannya melalu penerapan serangkaian kegiatan yang tidak lengkap yang dapat dikategorikan sebagai awal atau intuitif – tidak terlalu terorganisir
2	Proses mencapai tujuannya melalui penerapan serangkaian kegiatan dasar yang lengkap dan kegiatannya dapat dikategorikan telah dilakukan (performed)
3	Proses mencapai tujuannya dengan cara yang jauh lebih terorganisir menggunakan asset organisasi. Proses biasanya didefinisikan dengan baik
4	Proses mencapai tujuannya, didefinisikan dengan baik, dan kinerjanya dapat diukur secara kuantitatif.
5	Proses mencapai tujuannya, didefinisikan dengan baik, kinerjanya diukur untuk meningkatkan kinerja dan dilakukan perbaikan berkelanjutan

# Managing Performance of Processes Rating Process Activities

- Some formal methods leading to independent certification use a binary pass/fail set of ratings.
- Less formal methods (often used in performance-improvement contexts) work better with a larger range of ratings, such as the following set:
  - ✓ Fully (Sepenuhnya)—The capability level is achieved for more than 85 percent. (This remains a judgment call, but it can be substantiated by the examination or assessment of the components of the enabler, such as process activities, process goals or organizational structure good practices.)
  - ✓ Largely (Sebagian Besar)—The capability level is achieved between 50 percent and 85 percent.
  - ✓ Partially (Sebagian) —The capability level is achieved between 15 percent and 50 percent.
  - ✓ Not (Tidak)—The capability level is achieved less than 15 percent.

# Managing Performance of Processes Focus Area Maturity Levels



## Tingkat Kematangan dari Area Fokus

Tingkat	Karakteristik
0	(Incomplete / Belum Lengkap) - Pekerjaan dapat diselesaikan atau tidak dapat diselesaikan untuk mencapai tujuan tata kelola dan tujuan manajemen di area fokus
1	(Initial / Rintisan) - Pekerjaan dapat diselesaikan, tetapi keseluruhan tujuan dan maksud dari area fokus belum tercapai
2	(Managed / Terkelola) - Perencanaan dan pengukuran kinerja telah dilakukan, meskipun belum terstandar
3	(Defined / Terstandarisasi) - Standar organisasi, menyediakan panduan diseluruh organisasi
4	(Quantitative / Terukur) - Organisasi berbasis data dengan peningkatan kinerja secara kuantitatif
5	(Optimizing / Optimum) - Organisasi berfokus pada perbaikan berkelanjutan

#### **RACI Matrix**

R	responsible, artinya siapa yang mengerjakan kegiatan tersebut;
Α	accountable, artinya siapa yang berhak membuat keputusan akhir "ya" atau "tidak" atas kegiatan tersebut, serta menjawab pertanyaan-pertanyaan pihak lain;
С	consulted, artinya harus diajak konsultansi atau dilibatkan sebelum atau saat kegiatan tersebut dilaksanakan atau dilanjutkan; serta
I	informed, artinya siapa yang harus diberi informasi mengenai apa yang sedang terjadi atau sedang dilakukan tanpa harus menghentikan kegiatan tersebut.