IT Score for Enterprise
Overview

Enterprise Capacity to Leverage IT is a factor of the role IT plays in the organization, the predispositions and effectiveness of business and IT leaders, and the robustness of certain critical capabilities in the IT organization. Gartner's ITScore for the Enterprise is a holistic toolset for advancing an organization's IT maturity that takes these complexities into account.

The results and recommendations provided here are based upon your responses across one or more of the ITScore maturity assessments. These results and recommendations, while tending to be accurate, will vary based upon the surveys completed and each organization's unique conditions.

For a more accurate assessment and interpretation of your assessment maturity, contact a Gartner Analyst.

Your Results

Your enterprise score is 2.5, your role maturity is Level 2: Enabling
Score Confidence Level: High

Level Summary

Based on your completed surveys, your ITScore for Enterprise maturity is: Level 2

Level 2 enterprises expect IT to enable and potentially improve back-office business operations, but through an arm's length relationship. Top executives engage with IT leaders only as necessary to place orders for tools and solutions. CIOs are not engaged in business planning and focus on discovery processes to identify business demands as early as possible, instituting basic relationship management roles and rudimentary project management.
Level Detail

Recommended Reading

- ITScore Overview for CIOs and Senior Executives
- Taking Control: Moving From Level 1 to Level 2 on Gartner's Enterprise IT Maturity Path
- CIO Advisory: Are You Poised to Meet or Miss Executives' Intended Business Outcomes?
- What Brand New CIOs Should Expect During their Start Up Period
- Identifying CEO Expectations and Executing Against Them: Toolkit
- How Government CIOs Can Create a Plan to Prove IT's Strategic Value
- Strategic Decisions for Optimal IT Service Management
- The Traditional Asset Optimizing IT Delivery Model is Obsolete
- Service management, ITIL, and the Process-Optimizing IT Delivery Model
- Running IT Like a Business 2.0: The Service Optimizing IT Delivery Model
This ITScore report was created for Matthew Arvay on 04-Dec-12.
Assessment name: VBIT_2012

Overview
Gartner’s ITScore for CIOs and Senior Executives enables leaders to determine their IT organization’s capacity for helping the enterprise advantageously leverage information technology. This assessment examines the critical IT management capabilities necessary to achieve explicit types of IT contribution across the organization. It identifies present maturity levels in seven key domains and provides prescriptive actions for advancement.

The results and recommendations from this survey are based upon your responses and common issues discovered within those responses. These results and recommendations, while tending to be accurate, will vary based upon each organization’s unique conditions.

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Your Results

Your role score is 2.4 and your role maturity is Level 2: Enabling

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Level Summary

Level 2 - Enabling: IT gives business leaders the leeway to use technology as required to achieve their objectives. IT organizations cast in the role of supporters, meeting expectations and providing tools and solutions as required by business leaders. CIOs focus on responsiveness, services and tools.

Recommendations for Improvement

Recommended Actions for Improvement:

• Build front office capabilities for sensing and managing demand, influencing investment decisions, and managing stakeholder relationships
• Actively manage the short, mid and long term viability of the technology and service portfolio – as a portfolio. Monitor their contributions according to business case parameters and service level agreements.
• Invest in effective governance. Build disciplined planning, investment and portfolio management.
• Develop expertise in Business Process Re-engineering
• Shore up any weakness in solution design and deployment.
• Develop explicit sourcing criteria. Evaluate and adjust existing sourcing arrangements accordingly.
• Re-align cost accounting and financial management away from the asset focused paradigms of a cost center, toward the service, value and outcome oriented paradigms of a service business.
• Create business based financial management and performance reporting.

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Strategy and Vision

Strategy and Vision captures the nature and depth of IT’s contribution to enterprise strategy and goal attainment. An optimum state for strategy and vision is that the IT organization meets expectations in providing explicit business outcomes. Particular indicators examined include the degree to which a formal IT strategy exists, is used to drive day to day operations and is updated according to business needs; whether the focus is primarily on IT, primarily on the business, or a mix of the two, whether the strategic scope of IT extends to traditional IT activities, emerging IT activities or is fully embedded in the business; and the degree to which IT delivers competitive value to the business. At Level I, the IT organization is focused on keeping the business running and its limited involvement with the business is focused on managing operational performance. There is either no formal IT strategy or it is focused primarily on operational considerations related to technology assets and on running IT operations - the focus is "keeping the lights on", not on achieving business outcomes or business performance and value. The IT strategy and vision are also independent of the business and exist with little or no direct contribution from the business.

Executive Leadership

Executive leadership focuses on IT leader effectiveness at peer collaboration as well as their relationship quality and credibility with the business as it pertains to shared decision making and enterprise goal attainment. Various indicators, such as the CIOs reporting relationship and financial autonomy test relationship quality, along with measures of perceived leader relevance, scope of control and influence, and effectiveness in driving change. At Level 2, although the CIO is an executive role, it reports to a C-level executive and is not a member of the most senior leadership team. The CIO is accountable for the cost and performance of a defined information-focused and technology-focused organization. The CIO is a competent functional manager and an effective responder to business leaders and their requirements.

Business mindset toward IT

The Business Mindset toward IT dimension examines the cultural and behavioral propensities that aid or inhibit enterprise effectiveness in leveraging IT. It includes the attitude of the business toward IT. That is, whether the business units include or exclude IT in planning and managing their business. It also indicates the level of engagement of the business in IT matters, such as their role in technology decision making or investment prioritization, their behaviors and perceptions regarding IT’s role and value, and the level of accountability they face in deriving value from IT. At Level 2, the business leads in the selection and prioritization of IT intensive solutions. The business perception is that IT is a service provider that enables its business "customers" plans, wants and needs. The business shares its plans with IT, expects IT to deliver its requirements, but does not include IT directly in the planning. The business mind-set regarding IT is that it should concentrate on
Overview

Enterprises of any size and in any industry can use Gartner's maturity assessment for application organizations to gauge their capabilities. We built the tool based on years of research focused on application management practices, with insights gleaned from thousands of engagements and interactions with application organizations around the globe. The assessment measures the maturity of an application organization's processes, not of the applications themselves. Thus, a young organization may manage advanced technology and application portfolios with immature practices. Immature practices may achieve near-term objectives, but they will eventually erode the effectiveness of the organization and the integrity of its applications. By contrast, application organizations with mature processes can deliver optimal business results, even via older and less-modern technology. This assessment will help you determine your level of maturity, based on a scale from Level 1-5.

The results and recommendations from this survey are based upon your responses and common issues discovered within those responses. These results and recommendations, while tending to be accurate, will vary based upon each organization's unique conditions.

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Your Results

Your role score is 2 and your role maturity is Level 2: Repeatable

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Level Summary

In a Level 2 organization, processes are established in work teams or departments, but there is little consistency in approach across the application organization. Here, we use the CMM term "repeatable," because it indicates the repeatable nature of discrete processes. The Level 2 organization depends on the leader or manager and the tools necessary to lead his or her work area. The team or workgroup performs specific, repeatable processes for each major activity, though the process itself varies from team to team. There's not much cross-activity definition; each discipline is conducted independently, like a stovepipe. Little proactive work is done to change or improve things.

Recommendations for Improvement

To move to Level 3, establish common processes and getting them consistently followed across all teams.
Level 1 organizations are characterized by a lack of consistency regarding definition, collection, assessment and action on information about the existing portfolio. Although pockets of information about assets exist, they can't be brought together in a consistent view of application value, cost and risk. As a consequence, investment issues involving the value, cost or risk of existing applications will not be consistently recognized and managed. The lack of a coordinated view of a portfolio hobbles planning. Generally, there is no process or schedule for management review and action on existing applications. Lists of applications may exist, but not necessarily. Where they do exist, the content may be out of date, inconsistent, or conflicting in their accuracy and definition. Various views of value, risks or costs are available, but not easily related. There is no context in which to demonstrate the cost or implications of application overlap or gaps. It is difficult for Level 1 organizations to generate a longer-range view of risk factors, such as vendor or platform viability, skill shortages or failure to meet business objectives. A Level 1 organization tends to place priority on short-term, opportunistic programs that may increase long-term portfolio risks and costs. Focusing on short-term activities makes it difficult to plan which skill sets must be maintained. Poor visibility of the relationship of business value to specific applications makes it difficult for the IT team to express technology needs in business terms.

In an ad hoc APM process, the organization is managing at the individual application level. Any individual application may be well-managed (or neglected), but the portfolio will be inconsistent and unoptimized. Most importantly, at this level, applications seldom go away; if they do, then it's by chance or accident.

Start by establishing ownership for the projects to establish an application portfolio and APM processes. Regardless of where it is placed, someone needs to “own” the creation and operation of an APM process. An individual needs to be identified as the APM program manager. Having multiple sources of leadership is fraught with problems and inconsistencies. This individual's first step must be to create a charter that senior management can agree on to specify progress milestones and measures for success. Typically, in larger organizations, the responsibility for APM initially rests in one of two places: the PMO or the architecture team. Of our clients that perform APM functions, roughly two-thirds of them select the PMO, and one-third select the architecture group. Smaller organizations, or ones where neither architectural nor PPM groups are able to assume ownership, must take a different tack. An effective internal leader for the program must be designated. Sponsorship appropriate to the project must be defined. Effective staff will need to combine the financial, business and technical knowledge of the enterprise. This is a difficult combination of skills to find and will often have to be developed as the program progresses. It may be necessary to source training and mentoring externally. At this stage of maturity, the APM process will be aimed principally at developing a high-level inventory of assets and their stakeholders. Along with the process to establish the initial inventory, it is important to design a process to ensure that the inventory is regularly and continuously updated. Level 1 organizations will begin to understand the value and potential improvements of the portfolio, but they must mature to higher levels to consistently realize these opportunities.
This ITScore report was created for Matthew Arvay on 13-Dec-12.
Assessment name: VBIT_2012

Overview

Gartner's ITScore for Program and Portfolio Management (PPM) enables PPM leaders to identify shortcomings determine priorities and establish goals for improving their organizations. This maturity model is intended to support program and portfolio activities enterprise-wide. This assessment will help you determine your level of maturity, based on a scale from Level 1-5.

The results and recommendations from this survey are based upon your responses and common issues discovered within those responses. These results and recommendations, while tending to be accurate, will vary based upon each organization's unique conditions.

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Your Results

Your role score is 2.7 and your role maturity is Level 2: Emerging Discipline
Level Summary

Level two is defined as "emerging discipline' because this is the point where the organization decides that the plate spinning and ball juggling of level 1 simply can’t go on any more and that slowing down just long enough to get organized is a make or break situation. Depending on how long an organization stayed at level 1 and on its culture Level 2 can be a massive swing of the pendulum from an anything goes just get it done environment to a process driven moribund organization were rules get followed and nothing gets done at the most extreme.

The variety of approaches taken to project management at Level 1 begin to give way to more formal processes. Project costs are tracked, albeit only at an elementary level (generally to satisfy SOP98 or similar international regulations).

Most organizations at this level have invested in a basic PPM tool. The concept of disciplined teams working on a project is developed and project collaboration and team workspaces are supported. Nevertheless, "stovepiped" systems and inconsistent data still bedevil business processes. Financial management tools are generally still rudimentary with little or no capacity to provide a detailed look into multiple projects or programs or to handle chargeback or allocations systems.

Relationships at this level tend to breakdown, especially in IT organizations and the term “the business" begins to be heard. How severe this breakdown becomes (if it happens) and how long it takes to repair is different for every organization and dependent on a significant number of variables, including how much process IT chooses to adopt, how the rest of the company reacts to the process and finally at root; how IT is perceived within the entire organization (as a service provider or as a trusted partner).

Recommendations for Improvement

• Tailor processes to the needs of the organization. Avoid the potential trap that says, "If some process is good, more is better." Encourage individual project/program use of processes by permitting people to "adjust" them to fit the needs of their projects without criticism.

• Although the focus absolutely must shift to looking at IT staff as generic resources available to support projects, avoid losing all focus on the fact that staff members are individuals first. Preserve as many opportunities as possible for them to make unique contributions.

• Understand that the beginning of project portfolio management should happen at this level, with at least a prioritized list of projects being assembled annually, for budget purposes.

• Move toward scheduling project start dates. Just because it’s approved doesn’t mean it needs to start now.
Level Detail

People
Too much demand and too few resources define the environment for most organizations at Level 2. The problem stems from an organizational unwillingness to abandon the notion that it is possible to schedule every minute of a staff member’s day on multiple projects and get anything done on a timely basis. Staff members are generally caught in a situation where project demands and support demands create a chronic “push-me, pull-you” tension. Generally a move toward wanting higher value for a lower cost drives a change in this practice and at the latter stages of Level 2, the organization begins to invest in formal resource capacity management and there are increasing attempts to match demand to supply, allowing competent staff to once again have the unbroken time to deliver better quality results in a more timely fashion. Individual initiative toward obtaining PPM training is generally supported but there is rarely a recommended training plan and career growth is still “survival of the fittest” or available to the lucky few who work for the right manager.

Practices and Processes
Of all the capabilities and all the levels, level two practices and processes consumes more time and energy for PPM leaders than any other area. As a result this is one area where processes and practices at the early stages of maturity are quite different from those at the later states One of the events that generally moves organizations to level 2 is when senior management accepts the idea that effective project management will increase the value of project-based work. At the beginning of level 2 the focus is on developing Initial guidelines for what constitutes project management at the later stages of level two there is generally a single and often complex methodology that every project is required to follow. At the later stages of level two organizations generally begin to put some sort of business case approval into place as well as a process for project Some combination of project, program and portfolio offices is established to satisfy the size and types of projects being managed. Projects are monitored, with defined and updated milestones, schedules and budgets.
This ITScore report was created for Matthew Arvay on 12-Dec-12.
Assessment name: VBIT_2012

Overview

Gartner’s ITScore for Infrastructure and Operations (I&O) enables I&O leaders to identify shortcomings, determine priorities and establish goals for improving their organizations. This maturity model is intended to support I&O activities enterprise-wide. This assessment will help you determine your level of maturity, based on a scale from Level 1-5.

The results and recommendations from this survey are based upon your responses and common issues discovered within those responses. These results and recommendations, while tending to be accurate, will vary based upon each organization’s unique conditions.

For a more accurate assessment and interpretation of your assessment maturity, contact a Gartner Analyst.

Your Results

Your role score is 2.3 and your role maturity is Level 2: Committed
Level Summary

At the committed level, I&O managers have started to standardize software and hardware and are documenting processes. They’re studying best practices and putting together plans for improvements that will serve the customer and advance I&O. Communications with top tier management is beginning to occur on a regular basis, with I&O having a voice in strategic planning. I&O managers are talking with vendors and looking at ROI of various technologies and implementations.

Recommendations for Improvement

Begin implementing best practices. Make periodic assessments of technology investments and report findings to executive leadership. Work with vendors to develop better service-level agreements (SLAs), and look at ways to integrate system management tools.
Level Detail

Score Detail

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Attributes</th>
<th>Score</th>
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<tr>
<td></td>
<td>Roles</td>
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<td></td>
<td>Culture</td>
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<td></td>
<td>Skills</td>
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<td></td>
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<td></td>
<td>Metrics</td>
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<td></td>
<td><strong>Overall People Management</strong></td>
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<td>Process</td>
<td>Focus &amp; implementation</td>
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<td></td>
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<td>2.7</td>
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<td></td>
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<td>Process Metrics</td>
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<td></td>
<td><strong>Overall Process Management</strong></td>
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<td>Business Management</td>
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<tr>
<td></td>
<td>Efficiency</td>
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<td></td>
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<td></td>
<td>Tools</td>
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<td></td>
<td><strong>Overall I&amp;O Score</strong></td>
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</tbody>
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Note: A discipline score is the weighted average of the attribute scores and hence may not equate to the arithmetic average.
This ITScore report was created for Matthew Arvay on 12-Dec-12.
Assessment name: VBIT_2012

Overview

Many enterprises recognize the benefit of improving the maturity of their information security programs, but don't know where to start. Chief information security officers (CISOs) and other security and risk professionals can use Gartner's ITScore maturity assessment, and its associated diagnostic tool, to identify their current and desired levels of maturity and both drive and justify improvements in their information security efforts.

The results and recommendations from this survey are based upon your responses and common issues discovered within those responses. These results and recommendations, while tending to be accurate, will vary based upon each organization's unique conditions.

For a more accurate assessment and interpretation of your assessment maturity, contact a Gartner Analyst.

Your Results

Your role score is 3.2 and your role maturity is Level 3: Defined

<table>
<thead>
<tr>
<th>Initial LEVEL 1</th>
<th>Developing LEVEL 2</th>
<th>Defined LEVEL 3</th>
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<tr>
<td>Ad hoc activities</td>
<td>CISO appointed</td>
<td>Policies and processes defined</td>
<td>Governance body established</td>
<td>Information owners accountable</td>
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<tr>
<td>Initial executive awareness</td>
<td>User awareness outreach</td>
<td>Security organization defined</td>
<td>Risk-aware culture</td>
<td></td>
</tr>
<tr>
<td>IT-centric approach</td>
<td>Formal program initiated</td>
<td>Improving user awareness</td>
<td>Effective metrics</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Security organization working well</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Level Summary

At this level of maturity, the enterprise has created a solid body of policies, and may also have the beginnings of a responsibility matrix defining individual information security roles. Rules are in place, but accountability for and enforcement of these rules are in their earliest stages. Information security activities are still heavily IT-centric. Most progress in information security is still driven by “top down” concerns from senior management, and enterprise security awareness remains limited.

Recommendations for Improvement

• Create a formal cross-organizational committee to discuss and collaborate on information security issues. This may be a high-level policy approval committee, with membership drawn from line-of-business managers, or a lower-level operational security committee, with members from the IT organization and representatives of the lines of business.
• Ensure that the process catalog is complete.
• Conduct a gap analysis to identify and prioritizes areas where improvement is required.
• Create realistic, actionable metrics for measuring the success and challenges of the developing information security program and communicating them to senior management.
• Begin to separate operational informational security functions from strategic risk management functions.
• Formalize the CISO’s position — it is not necessary that that title be used — with the role reporting to the CxO level.
Level Detail

Security Governance

Information security governance functions are increasingly framed by regulatory and contractual requirements, audit, standards and business requirements. As formal information security steering committee / review board is instituted, and a set of governance processes have been defined.

Planning and Budgeting

Effective project planning has been implemented within the context of a formal security program. The program strategy is driven by technical, IT and compliance drivers, and contains a 3 strategy supported by an annual planning cycle.

Organization

Some segregation of monitoring functions from implementation and administrative activities has been achieved. Clear roles and responsibilities for security functions, based on a formal process catalog, are effectively implemented. Responsibility for operationalized security activities has been moved to another IT operations team.

Controls Framework

An initial controls framework is developed, mainly based on industry standards such as ISO/IEC 27002 and other reference materials such as SANS. Security policy is reviewed, and a new policy management framework and process is being developed.

Architecture and Engineering

The security architecture process is expanded to incorporate process, information flow and organizational aspects. Security engineering and systems integration is primarily done by IT integration teams and projects, under the auspices of the corporate and/or IT information security teams.

Process and Operations