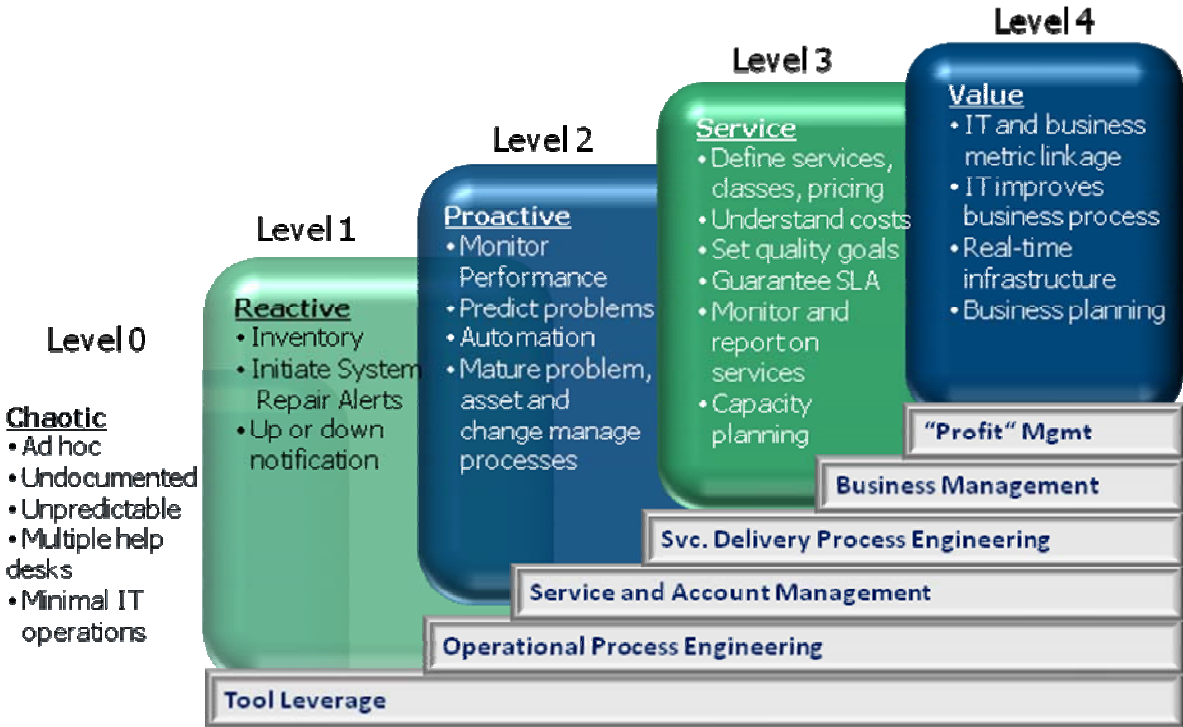


IT Management Process Maturity Model

Where does your company place in the IT Maturity Model?



LEVEL 0: CHAOTIC STAGE

At the Chaotic Stage, there are no formal procedures or plans to execute a project. The project activities are poorly defined and cost estimates are inferior. PM-related data collection and analysis are not conducted. Process Management (PM) processes are totally unpredictable and poorly controlled. There are no formal steps or guidelines to ensure PM processes and practices. As a result, utilization of PM tools and techniques is inconsistent and applied irregularly if at all.

Organizations at Level 0 are functionally isolated and are not familiar with the PM concept or the project-oriented organizational structure. Moreover, senior management does not understand key issues of PM. Therefore, the project’s success depends on individual efforts rather than the implementation of effective PM processes. Overall, the project lacks the disciplined process that PM affords. A Level 0 organization can be described as trying to establish a basic PM process.

LEVEL 1: REACTIVE STAGE

At the Reactive Stage, informal and incomplete procedures exist to manage a project. Some of the PM problems are identified but these problems are not documented or corrected. PM-related data collection and analysis are informally conducted but not documented. PM processes are partially recognized and controlled by project managers. Planning and management of projects depend on individuals.

The organization at Level 1 is more team-oriented than Level 0. The project team understands the project's basic commitments. This organization possesses strength in doing similar and repeatable work. However, when the organization is presented with new and unfamiliar projects, the organization confronts major chaos in managing and controlling the project. Level 1 PM processes are efficient in individual project planning

LEVEL 2: PROACTIVE STAGE

At the Proactive Stage, PM processes become partially formal and demonstrate a basic project planning and control system. Most of the problems regarding project management are identified and informally documented for project control purposes. PM-related data are collected across the organization for project planning and management. The project team works together as an integrated unit and shares various types of analyzed trend data.

An organization at Level 2 concentrates on systematic and structured project planning and control. Project groups work together to manage the projects efficiently. People are trained to understand and to apply PM skills and practices. This organization works hard to integrate cross-functional teams to form a project team

LEVEL 3: SERVICE STAGE

At the Service Stage, PM processes are formal and information and processes are documented. The organization at Level 3 can plan, manage, integrate, and control multiple projects efficiently. PM processes are well defined, quantitatively measured, understood, and executed. PM processed data are standardized, collected, and stored in a database to evaluate and analyze the process effectively. Also, collected data are used to anticipate and prevent adverse productivity or quality impacts. This allows an organization to establish a foundation for fact-based decision making. A Level 3 organization can conduct multiple project planning and control. Also, a strong sense of teamwork exists within each project and within project teams. PM training is fully planned and is provided to the entire organization according to the respective role of people in the project team. Integrated PM processes are fully implemented at this level. Level 3 organizations succeed in planning and controlling multiple projects in a professional matter.

LEVEL 4: VALUE STAGE

At the Value Stage, PM processes are continuously improved. Problems associated with applying project management are fully understood and eliminated to ensure project success. PM data are collected automatically to identify the weakest process elements. This data is then rigorously analyzed and evaluated to select and to improve the PM processes. Innovative ideas are also vigorously pursued and organized to improve an organization's PM processes and practices. Organizations at Level 4 are involved in the continuous improvement of PM processes and practices. Each member of the project team spends efforts to maintain and to sustain the project-driven environment. Project teams are dynamic, energetic, and fluid to achieve project-oriented, project-centered organization.

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