

IT Governance - How we are making it work at Nottingham Trent University

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IT Governance at NTU

- Looking for an IT Governance Model
- Deciding what activities to include
- Practical application
- Key attributes for success
- Conclusion



IT Governance – NCC Model

- Creating a business case for IT Governance
- Performance Measurement
- Implementation roadmap
- Communication Strategy and Culture
- Capability Maturity and Assessment
- Risk Management
- Supplier Governance
- IT and Internal Audit working together and using COBIT
- Information Security Governance
- Legal and Regulatory aspects of IT Governance
- Architecture Governance
- Managing the IT Investment



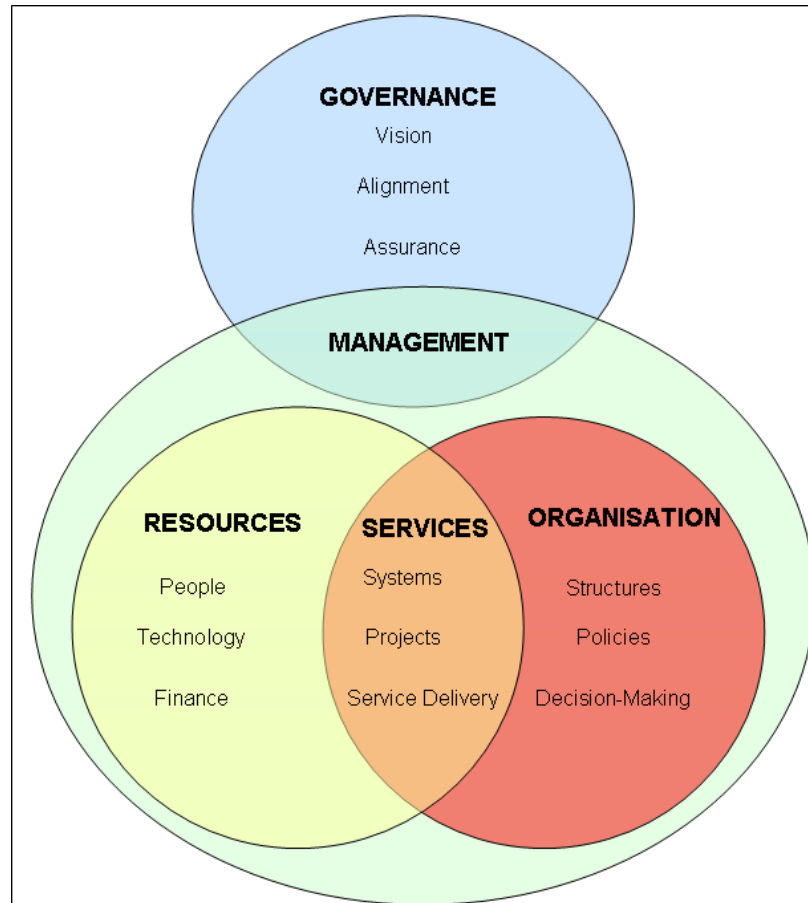
Aspirations for an in-house model



IT Governance Model - NTU

Business Strategy alignment								
IT Governance – Critical Success Factors - IS objectives								
Balanced Scorecard								
Pillars of activity		Pillars of activity		Pillars of activity		Pillars of activity		Pillars of activity
External Benchmarks; Good Practice (ITIL, ISO, PRINCE2, etc.)								
IS Values								
Monitor – Key Performance Indicators								
Audit – External assessment								

IT Governance Model - JISC



JISC

ISO 38500 – IT Governance principles



Principle 1: Responsibility

- Individuals and groups within the organization understand and accept their responsibilities in respect of both supply of, and demand for IT. Those with responsibility for actions also have the authority to perform those actions.

Principle 2: Strategy

- The organization's business strategy takes into account the current and future capabilities of IT; the strategic plans for IT satisfy the current and ongoing needs of the organization's business strategy.

Principle 3: Acquisition

- IT acquisitions are made for valid reasons, on the basis of appropriate and ongoing analysis, with clear and transparent decision making. There is appropriate balance between benefits, opportunities, costs, and risks, in both the short term and the long term.

Principle 4: Performance

- IT is fit for purpose in supporting the organization, providing the services, levels of service and service quality required to meet current and future business requirements.

Principle 5: Conformance

- IT complies with all mandatory legislation and regulations. Policies and practices are clearly defined, implemented and enforced.

Principle 6: Human Behaviour

- IT policies, practices and decisions demonstrate respect for Human Behaviour, including the current and evolving needs of all the 'people in the process'.

IT Governance at NTU – Phase one topics

- Risk and audit
- Finance
- Information Security
- Legal issues



IT Governance at NTU – phase 2 topics

- Capability Maturity and Assessment
- Performance Measurement
- Architecture Governance
- Supplier Governance
- Culture
- Leadership and Management



IT Governance – phase 3 topics

- Software Licensing
- Asset Management
- Change
- Test and Quality Assurance



IT Governance in practice (1)

<p>Risk and audit</p>		
<p>Formal risk registers Formal risk and audit meetings Assessment of risk mitigation Formal reporting on a monthly basis Formal link to internal audit</p>	<p>Improved risk culture Managers started to focus on risk Exposure of the real issues Focus on mitigation Better understanding of internal audit Improved management reporting</p>	<p>Progress slower than we would have liked Getting buy in from operational staff hard work Large amount of input needed – training; helping identify risks; chasing for updates</p>
<p>Finance</p>		
<p>Devolved budgets Formal finance meetings Key Performance Indicators</p>	<p>Managers now responsible for the money they spend Monthly tracking and reconciliation Improved forecasting Budgets realistic</p>	<p>It has taken three years to flush out all the expenditure Still getting orders placed where there was no budget Budget errors Poor planning</p>

IT Governance in practice (2)

Information Security		
Focus on security issues	Responsibility clear Correct skills Right level of investigations	Cover not in place for sickness and holidays
Capability Improvement		
Leadership and Management Communications People Client Organisation Process Architecture Finance	Targeted levels of maturity Department wide People workstream leader tackled many governance issues	Difficult to fit round other work Strong project management needed; when project manager changed progress tailed off

IT Governance in practice (3)

Architecture		
Plan to create Enterprise Architecture using a small team	Captured staff with essentially the right skills Early developments promising	Staff lost focus Too much wide area thinking; no practical application Have had to abandon the group
Service Transition		
Create three teams Asset and Configuration Change and Release Testing and QA	Change big success; all change now captured and controlled Testing coming on stream more slowly; but getting there Asset and Config progressing more slowly	Team created out of a reorganisation; staff moving don't necessarily come with the right skills

Key attributes for Success

- Establishing a culture where people start thinking that governance is important and start asking themselves what would the IT Governance team make of what I am doing/proposing to do
- Strong support for the IS Director and Senior managers – At NTU the IT Governance team is viewed as the conscience of the IS Director; he knows he will get nagged!
- Having a Governance team who have the ability to find out what is going on – having someone who can get people to talk to them about what is really happening; what staff are really thinking; what mad ideas managers are proposing; etc.
- Be prepared to ask questions and expect answers

Any Questions?

