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IT Governance is the only possible way to ensure that systems areas contribute to business success

El Gobierno TI es el único camino posible para asegurar que las áreas de sistemas contribuyen al éxito de las empresas

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Abstract

Today, Information Technology (IT) are used in multiple models and business processes in organizations belonging to both public and private sector, have thereby neglected the idea that technology is expensive and little investment profitable. The reality is that, who does not insert as an organization in the technology world is destined to succumb. For good IT governance, it must be based on a framework of standards and performance standards to ensure the unit IT support business objectives of the organization. The implementation of methodologies such as ITIL, have contributed to the improvement in IT Management. Year after year we see as more and more companies certified standards of IT Service Management and ISO-20000 standards or Management Information Security and ISO-27000.

Resumen

Hoy en día, las Tecnologías de la Información (TI) se utilizan en múltiples modelos y procesos de negocio en las organizaciones pertenecientes tanto al sector público como privado, con lo que se ha dejado de lado la idea de que la tecnología es cara y poco rentable la inversión. La realidad es que, quien no se inserta como organización en el mundo de la tecnología está destinado a sucumbir. Para un buen gobierno de TI, debe basarse en un marco de normas y estándares de rendimiento para garantizar la unidad de TI de apoyo a los objetivos de negocio de la organización. La implantación de metodologías como ITIL, han contribuido a la mejora en la Gestión de TI. Año tras año vemos como cada vez más empresas certifican estándares de Gestión de Servicios de TI y normas ISO-20000 o de Gestión de la Seguridad de la Información y normas ISO-27000.

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Introduction

Nowadays, Information Technology (IT) is used in multiple business models and processes in organisations belonging to both the public and private sectors, and this has put aside the idea that technology is expensive and an unprofitable investment. The reality is that anyone who does not insert themselves as an organisation into the world of technology is destined to succumb.

Good IT governance must be supported by a framework of standards and behavioural norms to ensure that the IT unit supports the organisation's business objectives. The implementation of methodologies such as ITIL has contributed to the improvement of IT Management. Year after year we observe how more and more companies are certified in IT Service Management standards such as ISO-20000 or Information Security Management standards such as ISO-27000.

IT Governance

The term IT Governance is gaining momentum. It is the incorporation of a new view on IT perspectives, in terms of direction, strategies, decisions and supervision of the current or future state of IT implementation and use, i.e. a view from the business versus the demands of technology. It is also a question of IT Governance being the starting point for technological projects, obviously with strategic objectives that are of interest to the organisation that is going to develop it. With the clear and firm vision that the results will put the organisation at the forefront of the competitiveness needed at this time.

It should be considered that the personnel in charge of developing IT Governance in the organisation should do so under a strict framework of standards and rules of behaviour in order to guarantee that the IT Unit complies with the business objectives of the organisation. It is worth mentioning that the implementation of methodologies such as ITIL, have contributed to the improvement of IT Management, as a result of which more companies are certified in IT Service Management standards such as ISO-20000 or Information Security Management standards such as ISO-27000.31

Figure 1

Areas

1. Strategic alignment, focusing on:

- Ensuring the connection and integration of the business with IT plans.
- Defining, maintaining and validating IT value propositions.
- Align IT operations with those of the business.
- Achieving better alignment than the competition.

2. Value delivery refers to:

Executing value propositions during the delivery cycle, ensuring that IT delivers the benefits related to the business strategy, focusing on optimising costs and providing the value intrinsic to IT.

3. Risk Management requires:

- Senior management awareness.
- Understanding the need for compliance with requirements.
- Transparency in the treatment of the most significant risks.
- Integrating risk management responsibilities into the organisation.

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– Clear understanding of the organisation's appetite for risk.

4. Resource Management focuses on:

– Optimally organising IT resources so that the services that require them get them where and when they are needed.

– Aligning and prioritising existing IT services and products that are required to support business operations.

– Control and monitor own and third-party IT services.

5. Performance Measurement, track and control:

– Implementation strategy.
– Project strategy.
– The use of resources.
– Process performance.
– Service delivery using BSC.

Without effective performance measurement, the other four aspects of IT governance are likely to fail.

Figure 2

Main IT Governance Forums

– ITGI (Information Technology Governance Institute): www.itgi.org

– ISACA (Information Systems Audit and Control Association):www.isaca.org

With regard to methodologies, there is no unified methodology for IT Governance.

There are methodologies that help and facilitate good IT Governance, mainly (ITIL) and (CoBIT), which have been incorporating best practices in IT Management and Governance for years.

Improved practice in project management and in the creation of processes that lead them to consolidate their projects:

Figure 3

Biblioteca de Infraestructuras de Tecnologías de la Información "ITIL

Developed in the late 1980s, ITIL is now one of the de facto global standards for IT service management across a wide range of organisations. For example, the third version of ITIL aims to integrate IT with the business by incorporating best practices for IT Governance from a 100% strategic point of view, reinforcing it with the extension of Service Strategy processes.

What is ITIL?

– It is a non-proprietary Best Practice guide for IT Service Management.

– Applicable to all types of organisations.

– Developed by OGC in the UK in the 1980s.

– Since the 1990s it is the -de facto standard‖ for ITSM.

– It is updated by the forums (itSMFs).

Figure 4

It is based on the concept of the service lifecycle and its structure consists of five phases. Strategy, design, transition, operation and improvement.

Figure 5

Objetivos para las tecnologías de la información y afines "COBIT"

Cobit business guidance is about linking business goals with IT goals, this is a key point that cannot be neglected, and through metrics and maturity models to measure achievements, and identify the responsibilities that are associated with business processes and of course IT.

The Cobit business orientation, - Objectives for Information and related Technology‖, is a globally accepted methodology for the proper control of technology projects, information flows and the risks involved. The COBIT methodology is used to plan, implement, control and assess IT governance, incorporating control objectives, audit guidelines, performance and outcome measures, critical success factors and maturity models.

It also enables organisations to increase their IT value by significantly reducing the risks associated with technology projects. Based on generally applicable and accepted parameters, to improve IT planning, control and security practices.

COBIT also contributes to reducing the existing gaps between the organisation's objectives and the benefits, risks, control needs and technical aspects of an IT project, providing a framework for its effective management.

Its version 5 is internationally accepted as a best practice in information control, comprising 34 high-level control objectives, one for each of the IT processes, grouped into five domains.

– Assess, Direct and Monitor (IT Governance Domain)
– Align, Plan and Organise
– Build, Acquire and Implement.
– Deliver Serve and Support
– Monitor and Evaluate

COBIT Evolution

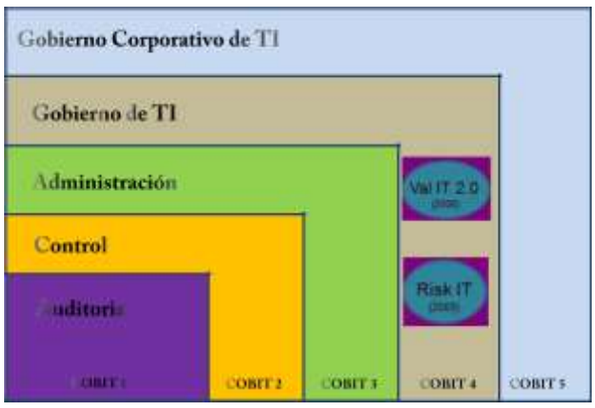

Figure 6

There are also frameworks that deal more specifically with some aspects of IT governance. These include:

– Val IT which focuses on managing the portfolio of IT initiatives, to generate value for the organisation and provide a framework for the governance of IT investments.

– RISK IT establishes a framework for organisations to identify, govern and manage the risks associated with IT initiatives.

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The integration of the different Isaca frameworks and methodologies (Val IT, Risk IT, BMIS, ITAF and Board Briefing), as well as connecting with the other initiatives and standards accepted in the IT community (ITIL, ISO, etc.) is good news, as it will be difficult to have a single framework that works for everything, given the complexity of the aspects of IT Governance.

Undoubtedly, IT Governance is a structure of relationships and processes to direct and control the enterprise to achieve its goals, delivering value while balancing risk vs. return on IT.

IT should be governed by good or best practices that should be tailored to the needs of each organisation, applying them based on experience and common sense.

Conclusion

IT Governance is a structure of relationships and processes to direct and control the enterprise to achieve its goals, delivering value while balancing risk vs. return on IT.

IT should be governed by good or best practices that should be tailored to the needs of each organisation, applying them based on experience and common sense.

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