



# Corporate Governance of Information Technology

## ISO 38500 Foundation Class Overview

### Overview

Many commentators on information technology have noted that organizations of all types and sizes are vulnerable to problems that arise in their IT projects and in their day to day operational use of IT. Many organizations that depend heavily on IT have taken a wide range of measures to reduce the risk of failures, but often with little impact. Projects still run into trouble, going over budget, taking too long and failing to deliver the intended business results. Operational systems and controls break down, creating inconvenience at best and exposing organizations to serious financial and reputational damage consequences at worst.

While investment in tools and frameworks under the label of "IT Governance" has resulted in some improvement, it has become clear that the improvement is insufficient – organizations need a different approach to ensuring that they make effective, efficient and acceptable use of information technology.

ISO/IEC 38500 is a milestone in the evolution of concepts and practice for governance of IT. The International Standard positions Corporate Governance of IT as being key to the effective, efficient and acceptable use of IT by any organisation. It also establishes the role of the board and executive management in the system of governance, where the business has clear responsibility for how it uses IT and the IT organisation has responsibility for the supply of relevant IT capabilities.

This two day class is designed to build a deep appreciation of the key concepts in ISO/IEC 38500, equipping participants with the understanding necessary to begin applying the standard in all aspects of planning and controlling the use and delivery of IT. It explains in detail the concepts presented in the Introduction, the governance model and the six principles for good governance of IT. Participants will see how to apply ISO/IEC 38500 in each of the key stages of the business cycle – where organizations develop strategy, prepare plans, implement new capabilities and conduct business activities that depend on IT.

### Learning objectives

Participants in the foundation class will be able to:

- Explain the broad implications of the six principles for good governance of IT;
- Describe how the principles are applied during development of business strategy, to drive the use of IT;
- Describe how the principles are applied during preparation of business cases for new investments that depend on IT;
- Describe how the principles are applied during conduct of business projects that involve use of IT;
- Describe how the principles are applied as part of ongoing operational use of IT;
- Position ISO/IEC 38500 against common IT frameworks such as CobiT, ITIL and ValIT;
- Identify key policies needed to underpin an effective approach to corporate governance of IT;
- Use ISO 38500/IEC as a framework for assessing current arrangements for governance of IT.

### Who should attend?

The foundation class is designed for business and IT leaders from top executives to line managers who are specifically concerned with ensuring that their organisations have effective arrangements for directing and controlling the use of IT. This includes "C-level" executives (CEO, CFO, CIO, COO etc) as well as members of corporate and project steering committees and IT boards, senior planners, project directors and senior operations managers. It may also be of interest to board directors, consultants, auditors and researchers who seek to understand ways of promoting low-risk and successful use of IT. The masterclass content is relevant to small, medium and large organizations in private, not-for-profit and government sectors.

### Recent participants have said:

- Hey CIO, you know it's not your fault, go to this course and find out why!
- Good content, well delivered, useful for non-IT execs!
- Easy to understand (practical) framework to understand governance.

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### Foundation class structure

The Two Day foundation class is made up of 16 modules, designed to focus discussion on the many important aspects of how organizations should govern their use of IT. During selected modules, participants will complete an individual self-assessment of their organization's own corporate governance of IT. The self-assessment provides an initial basis for planning any work that may be necessary to form a comprehensive view of, and perhaps to improve governance of IT in their organization. The 16 modules are:

- Module 1: Introductions and Objectives;
- Module 2: The Gimli Glider Case Study: A metaphor for governance of IT;
- Module 3: Experiences of failure in Governance of IT;
- Module 4: The difference between "IT Governance" and "Corporate Governance of IT";
- Module 5: Business systems and technology enabled change;
- Module 6: Base concepts for Corporate Governance of IT;
- Module 7: Key messages in ISO/IEC 38500;
- Module 8: The Evaluate-Direct-Monitor Model;
- Module 9: Using ISO/IEC 38500 to assess and improve corporate governance of IT;
- Module 10: Preliminary Self-assessment;
- Module 11: The concept of Principles;
- Module 12: The Responsibility Principle;
- Module 13: The Strategy Principle;
- Module 14: The Acquisition Principle;
- Module 15: The Conformance Principle;
- Module 16: The Performance Principle;
- Module 17: The Human Behaviour Principle;
- Module 18: The Australian Customs Service Case Study;
- Module 19: Self-assessment results;
- Module 20: Case Study: Practical application of ISO/IEC 38500 in Tertiary Education;
- Module 21: Personal & group action planning.

All participants will take away a comprehensive workbook containing the slides and notes, together with their self-assessment checklist.

### About your class leader

Mark Toomey is an independent and outspoken advocate for good governance of information technology and a leading international expert in ISO/IEC 38500, the framework developed by the International Organization for Standardization for effective corporate governance in the area of information technology.

He is a prolific contributor to the developing body of knowledge about corporate governance of information technology. He has published numerous papers and magazine articles on governance of IT, has spoken at many major conferences with diverse audiences including company directors, banking executives, leading consultants and IT specialists. In November 2006, he published *The Director's IT Compass (Second Edition)*, a guide for directors who need to ask questions about their organisation's use and governance of IT, and in August 2009, he published *Waltzing with the Elephant*, a seminal work on the topic of the corporate direction and control of information technology as a tool of business. Through his company website [www.infonomics.com.au](http://www.infonomics.com.au), Mark publishes a monthly online newsletter which is read in more than 57 countries.

Mark is a past chair of the Standards Australia committee that developed AS8015 – the precursor to ISO/IEC 38500 and was the project editor responsible for preparing the final text of the international standard. With more than six years' experience in practical application of ISO 38500, Mark has become in-demand for his expert guidance on application of the new standard. He has conducted the Foundation Class for international audiences in Australia, New Zealand, Malaysia and Germany, and has run many shorter sessions in Netherlands, Belgium, Great Britain, Spain, Canada and the United States. Several Gulf Cooperation Council and Latin America states are shortly to be added to this list.

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