Management of IT environment in KB

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The content of this presentation

- ■ The goal of this presentation:
  - ▶ To explain managerial model used within IT environment in KB
  - ▶ To describe the role of CobiT, ITIL and other methodologies and frameworks
- ■ This presentation does not cover:
  - ▶ The way of development and implementation of this managerial model
  - ▶ All detailed and specific aspects of this managerial model

Benefits of IT managerial model in KB

- **Transparent IT environment, especially:**
  - Defined managerial process roles and their responsibilities
  - Defined rules for inter-departmental cooperation
  - Unambiguous responsibility for IT goals achievement including measurement of the progress
  - Clear ownership of all instances of all controlled entities
- **Clear and simple basic rules for process design and improvement**
- **Introduction of the course of continual improvement of management of IT environment (maturity growth)**

The way of CobiT usage in KB IT environment

- **Reasoning:**
  - CobiT covers all activities that every IT organisation has to address
  - CobiT comprises mechanism for decomposition of strategic goals into IT activities
- **In KB IT environment, the CobiT 4.0 is used for:**
  - The creation of overall IT process framework
  - Evaluation of process maturity levels
  - Application of principle of IT goals decomposition
  - Application of principle of RACI model

Basic terminology used within management of KB IT environment

- **Controlled Entity** (Řízená entita)
  - ▶ Definition: Certain element or aspect of IT environment, which is controlled (= the life cycle of which is managed) within <u>specific IT process</u>
  - ▶ Examples: IT Problem, IT Project, Service Call, IT Incident, IT Risk...
  - ▶ The whole life cycle of each controlled entity is managed by a single IT process
  - ▶ CobiT does not specify the controlled entities. This exercise requires involvement of other frameworks, e.g. ITIL, CMMI, RUP, PMBOK etc.

- **Instance of Controlled Entity**
  - ▶ Definition : Single occurrence of Controlled Entity
  - ▶ Examples : one individual IT Problem, IT Project, Service Call, IT Incident, IT Risk...

- **Instance Portfolio**
  - ▶ Definition : The set of all instances of one controlled entity, which are owned by the same person
  - ▶ Example: all IT Projects, the owner of which is Petr Novák

Basic roles for management of instances of controlled entities

- **Owner**
  - A person, who owns individual instances of controlled entities.
  - This person is therefore also the owner of the portfolio
  - Only an IT Head of CIO-1 Unit can be appointed into this role.
- **Portfolio Manager**
  - A person, who administrates and controls portfolio
- **Instance Manager**
  - A person, who manages life cycle of those instances that are assigned to him/her

Basic managerial principles (1/3)

- **Each IT Unit at CIO-1 level <u>can have </u>its own portfolio of each controlled entity**

  ▸ The portfolio is owned by IT Head of CIO-1 Unit

- **Each IT Unit at CIO-1 level manages and controls life cycle of its instances**

  ▸ Each IT Unit at CIO-1 level for each portfolio has its Portfolio Manager who controls the specific portfolio

- **The number of portfolios:**

  ▸ Depends on character of each controlled entity

  ▸ Can be reduced by managerial decision

Basic managerial principles (2/3)

- Each Owner can define for management and control of his portfolio such organisational and process structure that will suite to him

- Each Portfolio Manager is also the Instance Manager of respective instance in PO4

  ▸ IT process is a controlled entity in PO4 = IT processes are instances in PO4

  ▸ The maximal number of IT processes = 34 x number of IT Unit at CIO-1 level + 1

Basic managerial principles (3/3)

■ **If there exists more than one instance portfolio for a single controlled entity then:**

1. Automatically exists so called portfolio of portfolios
   - Accountability for this portfolio = CIO (= in fact, he is the owner of all portfolios of portfolios)
   - Responsibility for this portfolio = Manager of Portfolio of Portfolios
     - **For some portfolios of portfolios is not practical or desirable to appoint this role**
     - **If nobody is appointed into this role, then its duties are executed directly by CIO**
   - The Owners and Portfolio Managers must observe rules set by two above roles

2. It is necessary to set rules for inter-departmental cooperation $\Rightarrow$ there are two mechanisms in place:
   a) Mechanism of provisioning of inter-departmental services, i.e. the exchange of defined deliverables
   b) Mechanism of resource pooling / sharing

General RACI matrix

	CIO	Manager of Portfolio of Portfolios	Owner	Portfolio Manager	Instance Manager
Appointment of Manager of Portfolio of Portfolios	A/R	C	I	I	
Appointment of Portfolio Manager		I	A/R	C	
Appointment of Owner (for each Instance)	A	R	C	C	
Appointment of Instance Managers (for each Instance)		I	A	R	C/I
Management of portfolio of portfolios[1]	A	R	I	C	
Management of portfolio[2]			A	R	C
Management of Instance lifecycle[3]			A	I	R

1) Including prepaparation and performance of Portfolio of Portfolios Steering Committee
2) Including prepaparation and performance of Portfolio Steering Committee
3) Including prepaparation and performance of Instance Steering Committee

Principle of the goals decomposition

- **Board of Directors**
  - ▶ Is Accountable for (= to approve) IT strategic goals

- **CIO**
  - ▶ Is Responsible for (= to achieve) IT strategic goals
  - ▶ Is Accountable for (= to approve) IT goals

- **Owner (= IT Head of CIO-1 Unit)**
  - ▶ Is Responsible for (= to achieve) IT goals
  - ▶ Is Accountable for (= to approve) IT process goals
  - ▶ Is Accountable for (= to approve) instance goals
  - ▶ Is Accountable (= to approve) to change life cycle of instance of controlled entity

- **Portfolio Manager**
  (manages Instance Portfolio Steering Committee)
  - ▶ Is Responsible for (= to achieve) IT process goals (= to optimize portfolio of controlled entity)
  - ▶ Is Responsible to change life cycle of instance of controlled entity

- **Instance Manager**
  (manages Instance Steering Committee)
  - ▶ Is Responsible for (= to achieve) instance goals
  - ▶ Is Responsible to propose to change life cycle of instance of controlled entity

Maturity model for IT processes

- **Maturity model is defined in CobiT**

- **The way of usage of maturity models:**

  - Regularly, on yearly basis, an execution of assessment of maturity levels of IT processes takes place

  - For each IT process there is given desired value of maturity

  - The input for setting the desired value of maturity usually comes from IT goals

Usage of other methodologies and frameworks

- CobiT 4.0 contains only high-level definition of IT processes
- It is necessary to use other methodologies for designing processes:
  - ▶ For majority of processes in DS domain: ITIL
  - ▶ Other suitable source methodologies could be:
    - For management of projects: ICB, PMBOK, PRINCE2, ČSN ISO 10006
    - For management of information security: ISO/IEC 27000 (and other ISO or BS standards)
    - For management of quality: ISO 9001, TQM
    - For management of SW development: RUP, CMMI and many ISO and ČSN standards
- CobiT is used as a basic framework for setting the process scope and its high-level design, whereas the detailed process design is created according to chosen source methodology

End of presentation