



The Infonomics IT Governance Letter

February 2006

Information, news and views on Corporate Governance of
Information and Communications Technology

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Welcome to the Infonomics IT Governance Letter

On February 9th, the Australian Institute of Company Directors combined with The Churchill Club to present a discussion forum entitled "How to build a killer board". The discussion was moderated by Stephen Mayne, famous for founding Crikey.com.au, and infamous as Australia's most unsuccessful board candidate. Forum members were Dr Katherine Woodthorpe, Mr Mark Lelliot, Mr Bill Lang and Dr Terry Cutler.

During their discussions, and responding to numerous questions from the floor, the panel lamented the continuing tendency of boards to not include technology in their skills mix. It was said that only 6% of organisations globally have a director with experience in technology matters. This contrasts with the startling statistic that 50% of capital expenditure globally is on technology, and that the proportion is rising at about 3% per year.

How can organisations, their boards, regulators and investors continue to ignore the appalling failure rates in IT initiatives, and the impact of operational IT failures on organisations? Research reports produced by numerous credible organisations show quite clearly that there are fundamental flaws in the approach to governing the use of ICT, and that these lead to billions of dollars of shareholder and public funds being wasted every year.

But governing IT is not rocket-science, and it is not beyond the capability of the average competent company director or senior executive. The Australian Standard for Corporate Governance of ICT (AS8015) gives clear guidance, at a level appropriate to directors. During 2006, we expect that a companion standard, AS8016: Corporate Governance of ICT Projects will become a reality. Also during 2006, we anticipate handbooks to be delivered that will provide further insight regarding AS8015 and AS8016.

But there is no need for organisations to wait for all these to be delivered. Infonomics suggests, strongly, that the time for organisations to start asking questions is right now – and for that reason we've included in this IT Governance Letter a 30 point checklist of questions you should ask about your organisation's IT.

If you're like most organisations, the honest answers to these questions should make you feel uncomfortable. You might try to give yourself extra credit, but it won't work – because the latitude you gave yourself will mean that, somewhere, you have a risk that things may go out of control. In this questionnaire, you need to score at least 120 out of a possible 180 points – otherwise your governance control of ICT is barely adequate. You should not be patting yourself on the back until you can legitimately say that you score 150. And having scored yourself, why not test some of your colleagues, and see whether you all have the same view. The results may be quite surprising.

Those of you who have seen previous editions will be familiar with our surveys taken at briefing events. Now we want to go the next step – after you've completed your questionnaire, please send it to us and we will model up the results for a report in next month's IT Governance Letter. Can you imagine what that story will look like?

And in the meantime, if you found that your answers to the questions were not absolutely comforting, why not consider having Infonomics help you identify where, when and how to improve your IT Governance? Take a look at the people we can deploy to help your organisation become highly effective in its governance of ICT, and through that ensure that its use of ICT is effective, efficient and acceptable?

Mark Toomey

11 February 2006



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Read On...

To read The IT Governance Letter, select the pieces you want to read from the menu at left. Or just click on the "next" button at the bottom of each page to read from start to finish. We don't expect that you will read the entire letter in a single sitting. Each topic is self contained, so you may find it worthwhile to read a bit now, and come back later. Whichever way you choose to use it - we hope you enjoy it.

And if you'd like to tell us what you think, please click on the feedback button, which is in the panel at left.

If you prefer to print and take away, we've also prepared this portable, printer-friendly version. Please be aware that, for the time being, we don't have the means of putting active hyperlinks into the PDF, so if something says "click", we mean in the web-based version.

Headlines and Contents – February 2006

Australian Customs – The Aftermath

The press coverage of what happened at the Australian Customs Service has been enormous, and cannot have failed to highlight to all levels of private and government business that the consequences of failure in ICT can be extraordinary.

But will any lessons be learned? Will any changes happen? We can only hope.

2006 – Are You Ready?

It's starting to look like 2006 will be a hive of activity on the ICT front, with organisations gearing up to invest in compliance and new capability. We wonder whether this will result in yet another crop of failures and operational breakdowns.

We'd rather, of course, that all goes smoothly, so we thought it appropriate to ask:

As the business year gets under way, will your organisation:

- achieve its goals;
- avoid operational disruption;
- achieve necessary compliance obligations?

or

Will you suffer challenges from:

- poor strategic alignment;
- inadequate planning;
- problematic projects;
- ordinary operations?

Press Roundup

We've mentioned before that the press is our primary source of information about IT that has gone wrong. It's also a rich source of information about things that might go wrong, and what can be done to prevent things going wrong.

Recently, we've begun compiling summaries of articles that catch our eye. We're putting them into a database, and indexing it so we can find things that relate to a significant topic or issue.

The database also allows us to deliver a summary of press that you may find interesting. In the pages that follow, you will find references to things that have gone wrong – and occasionally things that have gone right; things to think about; situations where organisations may be making poor decisions; situations where people are pretty obviously not thinking clearly, and early announcements of adventures with IT that may or may not lead to success. For some articles, we make a comment



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regarding our own views, and sometimes we also make a point about how directors may act to be sure that problems are not developing in their own organisations. Mostly, we leave it you to form your own views.

The Infonomics Team

Our serious attempt at gaining entry to The Australian Customs Service meant that Infonomics had to establish its credentials as a capable team.

Infonomics operates as a network of high quality, very experienced professionals who have a commitment to improving the way that organisations great and small use information and communication technologies. Each of our experts are well credentialled in their own right, and together, they are familiar with, and have contributed to our intellectual property, tools and techniques.

Events

There is a great deal of interest these days in learning about what IT Governance is, and why it's importance. We are delighted to be involved in much of the information exchange, and to make you aware of the opportunities. Our list includes:

- 9th Australian Performance Symposium
- itSMF
- IQPC 4th Annual IT Governance Summit
- AFR Banktech.06
- Borland Product Launch

Sponsors

Infonomics welcomes sponsorship enquiries. Our monthly IT Governance Letter is evolving in scope form, and circulation base. Our readers range from senior members of the company director community, through senior business and IT executives, consultants, project managers and business change agents. We have 694 names on our mailing list, and are expanding it rapidly as it is forwarded to interested parties. Our subscribers range from senior company directors through large company executives, consultants, business change agents and technology specialists.



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None of our readers would be surprised that Infonomics approached the new CEO of the Australian Customs Service, with a proposition that, with an internationally credible team, we establish for him a clear view of how the Customs governance system failed, and then help him fix it, quickly and permanently. Our first letter went unanswered, and a follow-up to the second letter drew a polite decline. As a minnow, relatively unknown in the government circles, this outcome did not surprise us – but we were none the less disappointed.

So what will Mr Carmody and his leadership team do to ensure that the Customs Import systems problems do not occur again, with any other aspect of ICS, or with the other major initiatives mentioned late in 2005 by Customs CIO Murray Harrison? And how will they ensure that the repair work that has been done to the Imports system is robust and will survive the long term? After all, Australia can't afford to operate its national economy with border control systems that are not totally reliable and properly functional.

We choose not to speculate on the avenues that Mr Carmody and his team might use. We hope that they will adopt the very clear and straight-forward recommendations of AS8015, and we look forward to unfolding evidence that the systems of governance in Customs are becoming effective.

Those who read our detailed paper in November might recall that our advice was to stop, take a deep breath, and develop a plan for getting the Imports system right. Rarely is this logical approach taken – most organisations choose to press on and endure hardship, while they battle gamely to overcome the hurdles. And, unsurprisingly, it is what Customs did. And although there was a commitment made to retain the old system as long as necessary, there has been an ongoing effort to migrate all users to the new system, and there have been understated announcements that the old system will be retired in the near future.

Our advice was based on extensive past experience, that changes made in haste, under pressure, often don't solve problems effectively. They become band-aids, masking rather than solving problems, and creating overheads and fragility in the systems over the long term. They also alienate the broader user community, which often develops a cynicism about announcements of cures, that are often proven ineffective.

And the user community in this situation is, understandably, deeply cynical. Comments from the import industry tell us that the new system, while now operational, is not delivering anything like the business efficiency of its predecessor, and it is not expected to achieve this status until sometime in the second half of 2006 – if ever.

There should be plenty of evidence for even outsiders such as ourselves regarding what happens – whether the system does eventually achieve an acceptable standard of reliability, performance and functionality. The press will no doubt continue to watch, and events will occur that will drive further commentary.

Already, in January, there was an unfortunate breakdown of the operational systems, centred around a power failure and a reported problem with switching over to the backup facility. Customs has acknowledged that it should not have happened, and although there was some initial finger pointing at EDS, the bottom line is that it is Customs' system, and Customs has to be accountable for its operation. And if it was that important – it should have been tested. Again, we are left wondering at what exactly is understood by people when we talk about testing. To create an analogy for a moment, motor vehicle manufacturers undertake a vast array of tests to ensure that the vehicles they produce are durable, comfortable and safe. Some of the tests are demanded by legislation. Can you imagine



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a manufacturer doing inadequate testing – or even leaving out some of the compulsory tests?
Probably not – vehicle manufacturers learned those lessons many years ago.

Still in train of course is the legal aftermath. Claims will be made and actions will be taken as organisations look to recover the direct costs of the delays, and the potentially enormous impacts on their businesses that arose from inability to supply goods. We are likely to see discussion of this for the remainder of 2006, and it will serve as an ongoing reminder of the consequences of getting IT wrong.



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In June 2000, IT investment globally came to a screeching halt. Fed up with the expense of dealing with the millennium issue (we won't debate its reality) and, in Australia the extra cost of preparing for GST, executives everywhere simply turned off the funding tap. IT people, expert and novice alike were unceremoniously shoved off their inflated pay packets and out into the street. Unemployment in the IT sector climbed to dizzy heights – some say it exceeded 20%, and many experienced people deserted the industry forever – taking with them a vast body of essential knowledge about how IT works.

But no downturn lasts forever. Numerous pressure factors have conspired to drive up IT spending. 2005 saw significant increases in IT budgets, and the return to acquiring of staff. In 2006, forecasters predict further increases in spending, especially in respect of compliance matters. Organisations are refurbishing and replacing old equipment and applications, and looking for new opportunities to gain an edge over their competitors. And recognising the failures of the not too distant past – the disasters of inappropriate outsourcing and the silver-bullet strategies that all seemed to have three letter acronyms (like ERP, CRM and so on) for names – these same organisations are now taking a much more measured and careful approach to planning. They are developing business driven IT strategies, formulating detailed plans, closely managing projects that are supposed to deliver major business improvement, and carefully reaping the rewards as the new systems go operational...

... or are they?

The disasters keep on coming. We have written and read much about how the Australian Customs Service virtually isolated Australia as a trading nation for more than a fortnight, as ports clogged up following the deployment of a new imports system that, quite simply, was not ready. There have been plenty more disasters – though not necessarily on the same scale, and there will be more in the future, if only because organisations will not learn the lessons of the past.

Few organisations today operate without any information technology – and many are critically dependent on it. Often, the extent of dependence is poorly understood. But the simplest questions can be very revealing – questions like “can we produce invoices and receive payments if our IT systems are not working?” often have a very surprising answer. It's not too hard to go from there to a key question for directors – “How long can we continue to be solvent and trade legally if our systems for invoicing and collections are not working?”



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As part of their duties, company directors and senior officers have an obligation to ensure that their organisation remains capable of sustaining its day to day operations, and is acting to remain viable in the future. They need to assure themselves that the IT situation and plans and initiatives are all appropriate, and likely to produce the intended outcomes.

The 2006 readiness diagnostic aims to help organisations understand their readiness for the increased levels of investment and day-to-day operational dependence on IT forecast by industry in general and reported by respected researchers such as the Standish Group.

Spending a few minutes to complete the diagnostic should help you increase your comfort – if only by highlighting things that you haven't yet checked. And if it shows you that there are too many items that don't score top marks, then maybe you should give yourself a Christmas present, and call me to talk about the results you have seen.

Send your results back to Infonomics and we'll compile a brief analytic report describing how Australian organisations have prepared for the IT investment challenges of 2006, for publication in the March IT Governance Letter. Naturally, the identity of contributors will be entirely confidential and will not appear or be discussed in any of the outputs.

Link to the diagnostic

Link to the Results Sheet

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As far as we are able, we include with each summary a link to the source article. But because we don't subscribe to all the pay-per-view services, sometimes we are left with just the reference to the journal, the date it was published, and the author.

Here are just some of the stories we've picked up since the December issue. We hope that you find them useful and informative – and suitable food for thought.

Australian Bureau of Statistics ABS hunts tech boss

The Australian

31/01/2006

Chris Jenkins

<http://australianit.news.com.au/articles/0,7204,17987315%5E15345%5E%5Enbv%5E15306-15316,00.html>

Article reports on the promotion of former CIO to head up a new services group and the need to recruit a new CIO. The article cites some of the technology parameters for the job, including



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replacement of the ageing Fujitsu mainframes with "new client/server infrastructure". A passing reference is made to the use of ICT in enabling public access to statistical information.

Australian Customs Service Customs claims rolling in
The Australian 22/12/2005 James Riley

<http://australianit.news.com.au/articles/0,7204,17635008%5E15306%5E%5Enbv%5E,00.html>

Early claims for damages amount to tens of millions of dollars. Commentators suggest claims could be much higher, as costs of lost business, overtime and interest are added to storage costs.

Australian Customs Service Customs fallout continues
The Australian 20/01/2006 AAP

<http://australianit.news.com.au/articles/0,7204,17881187%5E15344%5E%5Enbv%5E15306-15321,00.html>

Industry experts in the Industry Action Group working to solve the problems in the Integrated Cargo System say that the productivity levels of the outgoing system won't be achieved until mid to late 2006. Specific note is made of the additional labour cost involved in using the new system.

Australian Customs Service Customs brokers may sue
The Australian 31/01/2006 Simon Hayes

<http://australianit.news.com.au/articles/0,7204,17986820%5E15316%5E%5Enbv%5E15306,00.html>

Discusses compensation arrangements following the problems with the new imports system during October and November. Brokers are upset that they are being kept in the dark on compensation for the costs incurred when imports were effectively stopped in their tracks. An aside comment indicates that apart from a major outage in the previous week, the system has been less than reliable.

Australian Customs Service Customs checks systems crash
The Australian 31/01/2006 James Riley

http://www.theaustralian.news.com.au/common/story_page/0,5744,17990840%255E2702,00.html

Discusses the recent 4 hour shut-down of the newly implemented imports system, when a power failure was compounded by a failure of the systems to switch over to the fallback site. The article says that Australian Customs Service will not discuss the failure.

Senator Ludwig commented on the likelihood that failure conditions and fall-back scenarios had not been adequately tested.

Infonomics view: The sorry saga of the Customs system continues, and it appears that in the haste to push the system into production, much important testing and verification was probably omitted - either by intention or by default. It is vital that governance of major initiatives confirms that ALL important tests have been successfully completed.

Australian Customs Service Canberra quizzes EDS over fresh failure
Financial Review 2/02/2006

Reports the launch of an investigation into EDS as a consequence of the previous week's major outage and fallback failure for the Customs imports system. The story clearly links this problem with



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the prior failures, but goes on to report that the cause was in wrongly set up power cabling. The story also mentions investigation of other suppliers and continuing plans for changes to the way customs manages information

Australian Government Wrist-slaps over IT Security

The Australian 22/12/2005 James Riley

<http://australianit.news.com.au/articles/0,7204,17642379%5E15331%5E%5Enbv%5E15306-15318,00.html>

Most federal agencies are not maintaining adequate documentation for key IT operational procedures according to an Auditor General's report. Minimum standards are met, but advanced actions were not in place. Agencies that used outsourced security were particularly weak in maintaining documentation.

Australian Government Special minister in a hurry

The Australian 31/01/2006 Anon

<http://australianit.news.com.au/articles/0,7204,17987257%5E15319%5E%5Enbv%5E15306,00.html>

Reports on the assignment of Special Minister Gary Nairn to control the federal government's high tech strategy. The role is intended to continue from an overhaul in technology infrastructure, and drive further overhaul of the public sector. The article notes Mr Nair's IT savvy - given that he implemented "a completely digital office for his small business in 1987".

Coles Myer Governance, modelling unravel Coles-Myer's application hairball

ZDNet 24/11/2005 David Braue

http://zdnet.com.au/news/software/soa/Governance_modelling_unravel_Coles_Myer_s_application_hairball_/0,200006

Points out the dangers that accrue for organisations when many years of accumulated IT systems become a tangled mess. Over time, the functionality of systems and the linkages between systems become obscure, so that change is often fraught with the risk that unintended consequences will arise.

The story describes how Coles-Myer developed a comprehensive picture of its systems, some dating back more than 25 years, over several months, and the benefits this brought in diverse areas such as data centre management.

CUA Credit unions' merger slows to manual beat

Computerworld 6/02/2006 Rodney Gedda

<http://www.computerworld.com.au/index.php?id=1148063451&eid=-255>

Highlights complexity in merging two organisations, that, despite being in the same business, had different systems. Merging customer data has required manual mapping of customer data - a task that is frequently overlooked when planning a merger.

DIMIA Action plan due for Immigration

Financial Review 13/12/2005 Verona Burgess

Various upgrades to accessibility and training are initial actions following a comprehensive review of



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Immigration's business management, software, infrastructure and governance of records.

DIMIA \$55m for new visa IT

The Australian 23/12/2005 Anon

<http://australianit.news.com.au/articles/0,7204,17649076%5E15306%5E%5Enbv%5E,00.html>

A new \$100m, 5 year project to improve security over crews of visiting ships includes \$55m to deliver new computer systems. The report indicates a need for a close working relationship between Immigration and ASIO as the project proceeds.

Around 600,000 ships crew visit Australia each year. Over 5 years, that puts the projected cost of this project at around \$33 per visitor arrival.

Energy Australia Wanted: CIO to energise IT governance

ZDNet 24/01/2006 Steven Deare

http://zdnet.com.au/news/business/soa/Wanted_CIO_to_energise_IT_governance/0,39023166,39234286,00.htm

Reports on moves by Energy Australia to adopt a new approach to governance of IT. Previously, IT was driven by the IT group. Now the main decision forum for the CIO is an executive level committee, which places emphasis on business alignment.

It cites an example of a "portal project" driven by IT that foundered, but has since become productive as it is now being driven for business purposes.

ETSL Eftpos crash causes chaos

Fairfax New Zealand 24/12/2005 Nick Churchouse

<http://www.stuff.co.nz/stuff/0,2106,3521599a10,00.html>

New Zealand's major EftPos network was not operational for more than 2 hours on the Friday before Christmas. 80% of transactions were affected.

General Your to-do list for managing demand

CIO Magazine 12/12/2005 Susan Cramm

<http://www.cio.com.au/index.php?id=463537001&eid=-154>

Uses a hypothetical company to discuss the problem of how to manage competing demands for scarce IT capability. In the absence of a formal business strategy process, it recommends an IT Council (as proposed by Marianne Broadbent in "The New CIO Leader" to establish business and IT maxims that define what the organisation needs to do to achieve its strategies (yes - there is a contradiction there - how can an organisation with no strategic planning process have strategies).

The article goes on to discuss the importance of business value and says that good governance requires review of value before, during and after the project. It suggests using business metrics instead of straight dollars to describe value in tangible terms.

General When the bits bite the dust

CIO Magazine 12/12/2005 Scott Berinato

<http://www.cio.com.au/index.php?id=979859769&eid=-154>



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Discusses the issues associated with eliminating obsolete computer equipment. Says only 40% of equipment is properly disposed of - the rest either lies around gathering dust, or is disposed of without thought. Significant risks accrue from failure to properly wipe data and warns that just overwriting data with blanks does not remove all traces. A comprehensive wipe to US DoD standard takes about ten times longer than a basic wipe, while jolting with an intense magnetic field destroys the data, but also renders the drive useless for operational recycling.

Options for disposal once data is wiped are reuse (for machines that can be used practically); donation to charity; cannibalisation for parts; or recycling.

The dominant elements recovered from recycling are copper and lead, with zinc, tin and nickel also being significant. CRT monitors have substantial lead content in the glass, which is subject to strict recycling controls and limits.

General Banks bow to overdue upgrades

Financial Review 14/12/2005 Emma Connors

SAP and Accenture global survey of 1500 bankers indicates widespread forthcoming major programs of core systems, driven by product and cost pressures. Australian majors are looking at SAP's new banking platform. CSC has a new version of Hogan developed over 6 years.

General Compliance Laws boosting budgets

ZDNet 16/12/2005 Dinesh Sharma

http://zdnet.com.au/news/software/soa/Compliance_laws_boosting_IT_budgets/0,2000061733,39228149,00.htm

Reports on Gartner research that identifies corporate governance and compliance requirements as factors driving up spending on ICT. It says that discretionary spend is being reallocated to compliance matters with overall IT budgets expected to rise by 10 to 15% in 2006. It also suggests that most of the compliance spend will be on improving existing systems, including work processes, rather than on new software. It exhorts a "sustainable" approach, rather than piecemeal spot solutions that will inevitably become problems in the future.

General CIO Agenda Part 1 - The 2006 IT Shopping List

Silicon.com 15/12/2005 Andy McCue

<http://management.silicon.com/itdirector/0,39024855,39155094,00.htm>

IT Governance and Compliance take over from security at the top of the shopping list according to 80% of CIOs surveyed.

General CIO Agenda part 2: Boardrooms demand

more from IT

Silicon.com 19/12/2005 Andy McCue

<http://management.silicon.com/itdirector/0,39024855,39155128,00.htm>

Ongoing expectation of pressure to reduce costs but with added expectation that a greater proportion of the IT budget will be spent on new investment. New investment rising from between 15 and 15% of budget to up to 40%. In scope are major infrastructure and core systems projects.



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General CIO Agenda part 3: The battle for credibility

Silicon.com 20/12/2005 Andy McCue

<http://management.silicon.com/itdirector/0,39024855,39155157,00.htm>

Pressure is on to demonstrate the value of IT. Increasingly, the title of CIO carries an expectation of business acumen and the CIO is seen as an enabler of business transformation, but many are pessimistic about CIOs breaking the boardroom barrier. Attracting and retaining talent is looming as a big issue.

General Introduction to COBIT for SOX Compliance

SearchSe 20/12/2005 Christian Lahti

http://searchsecurity.techtarget.com/generic/0,295582,sid14_gci1148318,00.html?track=NL-108&ad=537881

Extract from book "Sarbanes-Oxley IT Compliance Using COBIT and Open Source Tools". In addition to financial controls, SOX also requires assessment of IT infrastructure, operations and personnel. But there is no prescription in SOX Section 404 about how IT needs to comply. The suggested approach is to use a standard method for defining and documenting internal controls - and COBIT is the method preferred by a majority of auditors.

The document briefly describes ITIL as an international series of documents to aid in implementing a framework for IT Service Management. It defines Six Sigma as a disciplined, data driven method for eliminating defects.

It says that COBIT guidelines have been around since 1996, and have almost become the defacto standard for auditors and SOX compliance. The 300 generic COBIT objectives are organised in four domains: Planning and Organisation; Acquisition and Implementation; Delivery and Support; and Monitoring. They are detailed in 6 "components" or levels, namely: Executive Summary; Framework; Control Objectives; Control Practices; Management Guidelines; and Audit guidelines.

General Getting a handle on ITIL

Computerworld 29/12/2005 Margo Fullilove

<http://www.computerworld.com.au/index.php/id;729248466;fp;16;fpid;0>

Somewhat difficult to read article written by a technical specialist. Essentially argues that adoption of ITIL recommendations can give organisations better control over their IT infrastructure and especially on support costs.

General IT Direction '06

CFO Magazine 1/01/2006 Bob Violino

http://www.cfo.com/article.cfm/5347918/c_5350503?f=InfonomicsPtyLtd

Compliance with Sarbanes Oxley is not a quick hit. But it is giving organisations new insight to their own processes, which should drive a new level of sophistication in decision making. As a result, IT Governance is gaining prominence, and a new relationship is emerging between finance and IT. Gartner analysis suggests that compliance spending is growing at twice the rate of overall IT spend and in some cases has absorbed all "discretionary" funding.

The article explores the impact of Sarbanes Oxley, and the evolving relationship between the IT and Finance. It provides several illustrations of how improved rigour in IT management and IT Governance arising from Sarbox compliance is improving overall business understanding and therefore improving business performance.



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General E-ticketing takes off

The Age 3/01/2006 Anon

<http://theage.com.au/news/technology/eticketing-takes-off/2006/01/03/1136050397318.html>

Reviews the origins and growth of e-ticketing in airlines, setting a target of moving from 38% of tickets being electronic, to 100% within another 2 years. A financial benefit of US\$6.9billion is forecast. North Asia and the Middle East are referenced as lagging in take-up.

The article also notes that the internet has helped drive down airline costs, but has also fuelled competition and exposed weaknesses in older computer systems.

General Technology adds value to diamonds

The Age 10/01/2006 Anon

<http://www.theage.com.au/articles/2006/01/09/1136771498423.html>

Describes how a Melbourne "gemologist" has developed software to model and plan cutting of diamonds. The result is higher value gems at lower cost.

General Measuring project risk

Computerworld 12/01/2006 David Geer

<http://www.computerworld.com.au/index.php/id;2016178587;fp;4;fpid;1398720840>

IT projects always contain risk. It can't be eliminated, and should not be ignored. This article provides a high level summary of how to identify and manage risk in an IT projects.

General Email accounts at risk: study

The Australian 12/01/2006 Jennifer Foreshow

<http://australianit.news.com.au/articles/0,7204,17801487%5E15319%5E%5Enbv%5E,00.html>

Announcement of results of a study of password security habits among 900 university students. Various risky behaviours found included use of the same password across multiple email accounts, writing passwords down and sharing them with other people, and use of highly predictable passwords.

General Regulatory compliance a CIO priority in 2006

Computerworld 17/01/2006 Sandra Rossi

<http://www.computerworld.com.au/index.php?id=777287725&eid=-6787>

In a survey of 148 CIOs in the Asia Pacific region, 70% said compliance provided an opportunity to gain competitive advantage. Many are expecting to increase investment in compliance programs during 2006.

The study finds that Australia ranks fourth on the list on compliance leadership. Infonomics founder Mark Toomey is quoted in the article, talking about the need for Australian organisations to improve their investment and performance in governance of IT, including the attention given to compliance matters.

General IT Exec jobs on the increase



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iTnews.co

18/01/2006

Vivienne Fisher

<http://www.itnews.com.au/newsstory.aspx?CIaNID=21809&r=hstory>

Reports on a study that found demand for IT executives had risen 14% over the previous month, giving three months of consecutive rises.

The trend appears consistent with general indicators that organisations are increasing their investment in IT solutions and capability.

General New breed ditches long hours in dark towers

Computerworld

19/01/2006

Michael Crawford

<http://www.computerworld.com.au/index.php/id;1768177790;fp;16;fpid;0>

Discusses the employment and career expectations of new generation IT workers, in the context of a looming issue for organisations - attracting and retaining talent. Expectations will be for flexibility, with a preference for ethical organisations that take corporate responsibility seriously.

Infonomics comment: The almost mindless rush to technology of the 1990's, especially with the "dot com boom/bust" saw many organisations step aside from the time-honoured process of taking on IT graduates as juniors and developing them. Instead, it seemed that any graduate who could operate a PC was instantly worth a massive salary, and many were driven straight through the ranks of contracting, where individuals are responsible for their own career development. Of course, many of them had no idea of how to tackle the career issues and while they may have become technically proficient, they frequently did not learn any of the more important disciplines about working to a plan, working in a big picture, and working as a member of a team.

With the return of significant IT investment, we find that we have insufficient top level experience, and many of those in management roles for major projects have little experience on which to draw. They are going to have to discover again, first hand, what their predecessors had learned, and in doing so they are going to make mistakes.

General Boards undervalue IT: Boyles

ZDNet

23/01/2006

Steven Deare

http://zdnet.com.au/news/business/soa/Boards_undervalue_IT_Boyles/0,39023166,39233711,00.htm

Reports on comments of previous ANZ Bank CIO David Boyles, regarding what he sees as the negativity of boards that focus on reducing IT costs. He says that many directors do not understand how important IT infrastructure is to the operation of companies. He believes that the long term costs of IT cutbacks need to be considered. He advocates appointment of past senior IT personnel to boards, where they can be a levelling influence.

Boyles also states that the root cause of major project failure is rarely the technology itself. He ascribes the main blame to project management processes, poor risk management and failure of the steering committee.

Infonomics comment: We agree with much of what Boyles says, but not all. More importantly, we think that there are more rounded messages that need to be taken to the boardroom, and that aligning these messages with the Australian Standard for Corporate Governance of ICT (AS8015) would be highly productive. This would help to shift the orientation of both board and senior executive to better balance the plus and minus sides of the ICT ledger - the benefits that are obtained through effective, efficient and acceptable use of ICT.

General Why crooks love a second-hand PC



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The Age 31/01/2006 Anon

<http://www.theage.com.au/news/breaking/why-crooks-love-a-secondhand-pc/2006/01/31/1138590481142.html>

Reports research on the risks of identity theft and other risks associated with failure to wipe data from old computers and disc drives. It notes that the process to completely eliminate data requires significant effort.

Directors should obtain confirmation that all data storage equipment leaving their organisation's control is completely and securely cleared of data.

General Sick health projects

The Australian 31/01/2006 Anon

<http://australianit.news.com.au/common/print/0,7208,17983954^15425^^nbv^,00.html>

Reader comment asserting that most e-health projects and particularly Health Connect are "ill conceived because users won't subscribe to them", citing confidentiality and privacy reasons.

This illustrates again how many organisations don't consider the human factors in preparing for change driven or enabled by ICT, with consequent failure not because of technology problems, but because intended usage is not achieved.

General Open's site may be too popular

The Age 31/01/2006 Adam Carey

Points out that sporting and information web sites can be so attractive that they draw too much interest, particularly from workers at work, resulting in moves to thwart access. Organisations using technology to attract interest need to be mindful of the possibilities that they will go "over the top".

iiNet iiNet upgrade leads to email horrors

The Age 25/10/2005 Rob O'Neill

Problems associated with server upgrades and probably change of email software following acquisition of OzEmail by iiNet. Significant differences in reports of problems by customers compared to what company admits.

Leighton Holdings Leighton's \$300m train wreck

Financial Review 2/02/2006 Andrew Burrell

Reports on the dispute between Leightons and the WA government, regarding costs on the Perth to Mandurah rail link. It also refers to claims for extra costs arising on the Spencer Street rail station reconstruction in Melbourne. These examples serve to remind us that it is not just major IT projects that can go wrong, and that we may learn a lot about how and why IT goes wrong from examining failures in other arenas.

Melbourne Cricket Club IT makes a play for best-on-ground honours

ABC 25/10/2005 Malcolm Hutchinson

MCC new stand includes complete technology overhaul, climaxing five year transition from archaic state with obsolete systems and zero technology skills. Only one contractor knew the custom-built systems. Ongoing strategy includes annual audit against AS7799 for security.



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NAB NAB plays down threat to transactions

Financial Review 3/02/2006 Joyce Moullakis

Discusses the impact on business volumes for NAB as more and more retailers move to become the primary processors of their own EFT transactions.

Infonomics comment: This is an illustration of one factor that organisations should take into account as part of their strategic planning: Ask - What changes are occurring in the evolution and use of technology that might impact the way our business operates? In this case, the change is the increasing affordability and accessibility of EFT systems for retailers.

NSW Health Health records develop complications

The Age 31/01/2006 Agnes King

<http://www.theage.com.au/news/technology/health-records-develop-complications/2006/01/30/1138469633761.html>

Reports on the schedule overrun of a \$19.4m project to set up a web based health records system. Two trials have been delayed from August 2005 to March 2006. Some of the problems were caused by deficiencies in existing systems and failure of NSW Health to meet obligations regarding the provision of data for testing, and the late acquisition (again by NSW Health) of equipment for the project. Interestingly, it says the project manager could not comment on the terms of the contract, which were negotiated by his predecessor.

The story also notes that the project will have to resolve issues with legislation that currently stands as an obstacle to the project's goals - specifically because health information may not presently be shared.

Oracle Oracle's patchy record

ZDNet 31/01/2006 Fran Foo

Article reports on criticism from Gartner Group of Oracle's practices which deliver quarterly updates to resolve security exposures, rather than more frequent updates. It balances this with a discussion of the complex issues in managing changes across multiple products and a diverse installed base that may include obsolete versions of software.

Directors should periodically check that the commercially supplied software at the heart of their organisations systems is kept sufficiently up to date that urgent security modifications can be readily applied, and to ensure that important updates are not locked out. This procedure is analogous to ensuring that manufacturing plant is well maintained.

People's Bank Bank tape lost with data on 90,000

Computerworld 12/01/2006 Stephen Lawson

<http://www.computerworld.com/securitytopics/security/story/0,10801,107661,00.html>

Report on an incident where sensitive data stored on computer tape was lost in transit.

Salesforce.com Week of crashes highlights on-demand peril.

Computerworld 22/12/2005 Stacy Cowley

<http://www.computerworld.com.au/pp.php?id=1691596100&eid=-180>



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Extended downtime on the "on demand" service was one of several outages at hosted service providers. The complete outage is relatively rare, but periods of very poor service are reported as regular occurrences. Problems seem to have been linked to bringing new infrastructure and a new data centre on line. The article suggests that customers need to temper their expectations regarding availability and reliability.

Sony Sony settles CD suit

The Australian 3/01/2006 Anon

<http://australianit.news.com.au/articles/0,7204,17719020%5E15319%5E%5Enbv%5E,00.html>

Notes Sony's tentative settlement of a class action lawsuit, following Sony's use of clandestine software on music CDs that apparently created security risks when CDs were loaded onto computers.

South Australia Government Outsourcing deal drained SA IT expertise:

ZDNet 18/11/2005 Steven Deare

http://zdnet.com.au/news/business/soa/Outsourcing_deal_drained_SA_IT_expertise_CIO/0,39023166,39223129,00.htm

Points out a major danger of poorly constructed outsourcing arrangements - wherein the organisation that outsources its technology surrenders its people and their accumulated knowledge to the organisation that will provide the services. If the outsourcing arrangement is to be undone in the future, there is likely to be a shortage of relevant skills, and this will be exacerbated if documentation of systems is not exemplary, and if there is extensive use of old and obsolete technology.

Directors should ask, in relation to any established or proposed outsourcing arrangement, how the capability of their own organisation to maintain and evolve its systems will be preserved in the long term, considering the possibility that the outsourcing arrangement itself may terminate.

St George Bank St George boss lashes out at poor

ZDNet 26/10/2005 Steven Deare

http://zdnet.com.au/news/business/soa/St_George_IT_boss_lashes_out_at_poor_governance/0,39023166,39219090,0

Points out that the results of projects that contain IT depend on many factors, and a poor result should not necessarily mean that the IT department has failed.

Sydney Airport 7000 bags miss flights

The Australian 22/12/2005 Steve Creedy

<http://australianit.news.com.au/articles/0,7204,17637200%5E15321%5E%5Enbv%5E15306,00.html>

Fault prone baggage system causing losses in busy pre-Christmas period. Forecasts of serious impact when automated baggage screening commences on January 1. Airport management and unions disagree on extent of the problem, but airline representatives express concern at the state of the system. Airport operators say that the problems are as a result of work to install the automated screening system.

Telstra Axe poised over Telstra

The Australian 17/01/2006 Michael Sainsbury



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<http://australianit.news.com.au/articles/0,7204,17841661%5E15306%5E%5Enbv%5E,00.html>

Reports that a major wave of redundancies is due in Telstra's network and technology areas, with 4000 jobs to go in the current year. Up to 30% of network staff and 25% of IT staff are expected to be cut. Combined with outsourcing, the redundancy program is generating debate that Telstra might now suffer a "brain drain". At the same time, Telstra is ramping up investment in specific technologies, leading to high demand for specific skills in the marketplace.

Telstra Telstra adds two amigos

The Australian

20/01/2006

Michael Sainsbury

<http://australianit.news.com.au/common/print/0,7208,17877132^16123^^nbv^,00.html>

Announces the arrival of two more experienced US executives to take over key roles in Telstra.

Infonomics comment: There is little doubt that Telstra needed change - fundamental change. The organisation had become (perhaps always was) bound up in management inertia and insularity. That's how it came to have dozens of billing systems, with poor integration. That's probably how it managed to be rolling out technologies in the copper network that were incompatible with emerging technologies such as ADSL - even when the incompatibility was well known. Anybody who has been on the inside of Telstra knows how difficult it is to make change happen, and to make it stick. And anybody who has managed change in a large corporate knows that change has to start at the top and work progressively down through the layers, with a ruthless persistence on keeping the change on track and moving ahead.

Telstra needed new top level managers to wipe away the accumulated lethargy and hubris of the past. It also needs executives who understand how telcos work. Where can it get these two commodities in a single package? There aren't too many sources in Australia.

But the next question is - when does the need for intensive telco experience become less critical than the capability to manage change and operations. Australia has plenty of good managers in other industries who could probably take over much of the next level of Telstra, and learn and improve the business.

Victoria Government Victoria to court Chinese IT

The Australian

18/01/2006

Chris Jenkins

<http://australianit.news.com.au/articles/0,7204,17850604%5E15441%5E%5Enbv%5E15306-15319,00.html>

Suggests that in addition to Indian outsourcing companies, Victoria is also seeking to bring Chinese firms in to the state as investors and service providers.

Infonomics Comment: Why do we need to do this? The study of China as a producer and consumer of technology is yet to be completed, and the answers should come out of the study. We suggest that good governance requires the answer to five questions, when considering issuance of invitations to bring new entrants into the state:

- What is the OBJECTIVE of the exercise?
- What VALUE will it create (or why is it important)?
- How exactly will it happen (what APPROACH will be used)?
- What PERFORMANCE indicators will be monitored to ensure that objectives are attained?
- How will RISK be identified and controlled, to ensure that the objectives and value are delivered?



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Victoria Police Vic police revamps IT supply

The Australian

10/01/2006

Chris Jenkins

<http://australianit.news.com.au/articles/0,7204,17780336%5E15319%5E%5Enbv%5E,00.html>

New panel of 7 suppliers to replace monolithic deal with IBM. The new deal is claimed to have allowed more competition and assisted Vic Police in accessing "an extremely high level of service".

Virgin Blue Virgin makes fares fairer

The Age

25/10/2005

Alistair Smith

Virgin gives travel agents direct access to booking system via a defined interface, so they can locate and sell "best fare of day". Previously, finding this fare was clunky.



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The Infonomics Team

Our serious attempt at gaining entry to The Australian Customs Service meant that Infonomics had to establish its credentials as a capable team.

Infonomics operates as a network of high quality, very experienced professionals who have a commitment to improving the way that organisations great and small use information and communication technologies. Each of our experts are well credentialed in their own right, and together, they are familiar with, and have contributed to our intellectual property, tools and techniques.

As market appreciation of the importance of IT Governance grows, and as the demand increases from organisations that want to assure themselves that they are using ICT in an efficient, effective and acceptable manner, we will be bringing more experts into our network.

And in a marketplace where ageism is rife (one of our network was recently deflected from an interesting senior executive employment opportunity by a recruiter displaying blatant ageism), we make no apologies for the fact that we do not have juniors. We believe that our customers need expert help, and we can only deliver that through experts. Experts do not grow up by magic in universities – that is merely the first foundation stone for their life of learning. Experts become experts by living and breathing the realities of life, over and over again, taking on board the consequences of mistakes, learning how to recognise mistakes before they happen, and learning how to recover from them when they do happen.

Our experts do not have average career length of 15 plus years – we can get that from one veteran of 30 years and a rank novice! Our experts have each been in the game for at least 20 years. They have seen it, done it, and survived to pass on the experience.

Here are just a few of them. We'll introduce more next month.

Mark Toomey

Mark is the founder and Managing Director of Infonomics, and is its driving force in terms of market development and intellectual property. Having focused exclusively in the field since mid 2000, Mark has become Australia's leading independent advisor to company directors and senior executives on IT Governance – or more formally, "Corporate Governance of Information and Communication Technology", as described in the new Australian Standard AS8015.

Mark has been applying technology to business problems since the 1970's, and has accumulated a wealth of knowledge on "How to get IT completely wrong". As a consultant to major Australian and international businesses, he has seen both success and failure numerous times. He is fascinated by the apparent INABILITY of IT dependent organisations to learn from their own mistakes, let alone the mistakes of others. As a member of the team responsible for Australia's IT Governance standards, where he represents the Australian Institute of Company Directors, he made a substantial contribution to the development of AS8015. He is a regular speaker at top level briefings and has published several articles on IT Governance practice.



His message for Directors and Executives is simple: *IT Governance is not an IT problem – it's a Governance problem.* Senior executives and boards must engage with IT and govern its use in a strictly business context. They must bring IT out of the back room and make the business executives who depend on IT services as accountable as the IT executives who deliver the service. Most prominent IT debacles – such as those that occurred with Sydney Water, RMIT University, Telstra BigPond and, most recently, The Australian Customs Service, are manifestly attributable to poor governance.



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Ben Scheltus

We'll include more detail on Ben in next month's edition. But we thought he should still hold a place here because Ben has recently taken up the task of Business Development for Infonomics. That's right – we have our own Business Development Manager now. That leaves Mark and the rest of the team space to concentrate on rolling out the message, continuing to improve the intellectual property, and helping our customers to achieve their objectives.

Ben has had a long career in business development in the IT world. His most recent "life" was six years with Sun.

To contact Ben about any aspect of Infonomics services, call his mobile – 0414 914 262.

John Arkins

John has more than 35 years of experience as a professional manager of Information Technology, having commenced his IT career as part of the first IT project at the National Australia Bank. Across a variety of organisations and in diverse roles, John has demonstrated the maturity and diligence to identify and resolve all manner of problems with technology, process and people.

Over the past 15 years John has worked in hands-on senior executive posts with, ANZ Bank, Standard Chartered Bank, VECCI and Colonial Mutual.

In all of his roles, John has been responsible for key aspects of IT Governance and delivery, including alignment of the IT strategy with the organisation's business strategy, identifying the most appropriate IT solution for the business, implementing new solutions and maintaining operational performance of existing systems. He has also shown flair in a troubleshooting context, having been called on several times to take control of, and resolve difficult situations.

Since 2001, John has focused on bringing the benefits of his experience with large organisations to Australia's small and mid-sized companies. He works to help those organisations understand and manage the risks inherent in information technology, while advancing their capability, performance and profitability through prudent investment in new capabilities.



Ben Meek

Ben is an acclaimed innovator and natural leader.

Throughout his twenty plus years in technology and business he has been regularly sought out to lead the development of new and complex strategies and to perform "impossible rescue missions".

Ben combines a remarkable intellect with a tireless work ethic and an obsessive passion for solving the most challenging problems. He enjoys working with high achievers and sharing the challenge of implementing structural change. Building on a highly distinguished technical career at IBM, Ben has become more broadly recognised for his commercial and strategic planning skills. This rare combination of technology and business skills has served him well in roles involving technology management, governance, innovation, and commercialisation. Over the past decade he has proven his skills in establishing and/or supporting the development of a number of highly successful technology related businesses.





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Raymond Young

Raymond is a leading international researcher and consultant in the field of IT Project Governance. He specialises in how the board and top managers influence IT projects to succeed through project governance. He is a founding member of the Standards Australia sub-committee developing IT Governance Standards and editor of HB280-2006 a handbook on IT Project Governance.

He developed and teaches the only university accredited course that focuses on Boards and executive sponsors and trains them and their project teams on how to influence IT projects to succeed. He has also taught IT management at MGSM, the leading business school in the Asia-Pacific.

Raymond's earlier career was as a management consultant with Deloitte Touche Tohmatsu and CIO of a joint venture company between Fujitsu Australia and Bell Atlantic.



"Jim"

Some time ago, Infonomics began referring to a phenomenon we call "the Jim Syndrome". This is the situation created unwittingly by corporate Australia through its obsession with downsizing – and has been particularly prevalent in the IT world. It happens when there is a rush to cut costs and expensive people are targeted and given generous offers of redundancy. Many of the expensive people who were dumped as being surplus to needs in 2000 were mature baby-boomers, who already had a nice nest-egg and with the redundancy benefit, really didn't need to contemplate searching out another high pressure job. Many of them went for a lifestyle change, and many bought into a franchise, which is exemplified by the "Jim's Mowing" organisation. The trouble is, these people took with them vast experience and corporate knowledge, which will take years of mistakes to replace. Most of them have now locked into their new lifestyles and they won't be back to the IT world.

Our "Jim" can't be named at present, but he is real, and immensely capable. Fortunately, his lifestyle change has been to go from line executive roles to consulting. He has extensive experience in a number of industry sectors. His specialist areas have been in the leadership and management of technology change and optimisation of both business and technology processes. He is a consultative and inspirational leader with demonstrated success in leading complex multi-functionary teams to achieve organisational success. He is an innovative problem solver with excellent communication skills, and a natural ability to translate complicated challenges into simple concise business action plans.

Achievement of organisation change, Business Model at one end and effective operating outcomes at the other has always been completed with full stakeholder involvement.

"Jim" has acknowledged expertise in contract negotiation and relationship management with a high degree of personal credibility. He networks broadly and effectively and knows how to bring interested parties together for mutual benefit.

His experience in the service sector has been developed over thirty years with a number of different employers. As a result he has built skills in the area of enhancing organisational capability through people and process. Retaining a strong customer focus he ensures changed environments retain linkages to company costs and revenue. These skills have been applied across multiple industry sectors.



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Events

9th Australian Performance Symposium

We had previously advised of a presentation by Mark Toomey at this conference in Canberra, in early March. Unfortunately, this is no longer happening. The conference continues, but Infonomics will not be participating. However, there are other events in plan for Canberra – please see below.

itSMF

The Canberra division of the itSMF has its quarterly meeting in Canberra on March 7th. Mark Toomey will be presenting at this meeting, introducing the latest learnings about AS8015 to the audience. And yes, he will answer questions regarding his comments on the Australian Customs Imports debacle. For more information, see <http://www.itsmf.org.au/>.

IQPC 4th Annual IT Governance Summit

Who would deny that governance of ICT continues to be a "hot topic". In the Company Director community, debate persists regarding whether or not IT is a matter for board contemplation.

In executive ranks, frustration continues, with IT costs seen as excessive, while IT departments are still castigated for under-delivering, and spruikers talk up the virtues of new technologies.

Meanwhile, inside IT departments, IT leaders are investing in new and better systems of control, and moving to adopt standards such as ITIL (which is closely related to AS8018 / BS15000 / ISO20000) and COBIT.

All of this is happening against a backdrop of increasing investment and dependence on information technology, and the ever-present possibility that something will go horribly wrong, as it did for the Australian Customs Service and all organisations involved in importing goods on 12 October 2005.

Continuing the series launched in 2003, IQPC has organised a conference with content and appeal for directors, executives and IT leaders who want to come to grips with the key questions:

- What is IT Governance about?
- Why is IT Governance important?
- How can organisations go about setting up good IT Governance?

Read the [IQPC Brochure](#)

Go to the [IQPC Web Site for the latest details of the Summit](#)

Save 15% on Registration

Infonomics is delighted to have been invited to participate in and support the IT Governance Summit 2006. As a result of our involvement, Infonomics subscribers can enjoy a 15% discount on the standard entry - a saving of over \$400, and a much more generous discount than the normal early-bird arrangement.

To obtain the discount, [contact Infonomics for the special discount code.](#)

Speaker list

This conference includes a diverse array of speakers spanning the Director, Executive, IT and Advisory ranks:

- Mary-Ann Maxwell - Executive Vice President of Executive Programs with Gartner Group
- Chris Stevens - Chief Information Officer at Sensis
- Michael Hadaway - Director of PRO:NED



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- Chris Gillies - an active Non-executive Director and leading board advisor, who has previously held several senior executive and CIO roles
- Alex Jones - Director of Information Technology with The Walt Disney Company
- Howard Nicholson - Vice President of the Information Systems Audit and Control Association (ISACA)
- Michelle Kinnane - National Manager, Applications Branch of the Australian Customs Service
- Jonathan Krause - Executive Director of Information Policy and Planning with the Queensland Department of Main Roads
- Dr Augusto Taloni - Business Manager in the Projects Office at Centrelink
- Laurence Archer - Chair of the Standards Australia committee developing the standard for Corporate Governance of ICT Projects
- Malcolm Gray - Senior Executive, Information Technology, with HSBC in Hong Kong
- Michael Braund - Project Co-ordinator in the IS Operations Monitoring Centre for the Australian Federal Police
- Mark Toomey - Australia's leading independent advisor in Corporate Governance of ICT, an expert in AS8015 and principal of Infonomics
- Plus speakers from National Australia Bank and IBM.

Infonomics Tutorial Session

On Monday 22 May, the day before the conference, Infonomics Principal Mark Toomey will host a half day tutorial session:

The A to Z of IT Governance: How to Craft a Strong Governance Framework for Your Organisation

This session will focus on three key subjects:

- Who needs to be involved in IT Governance, and why;
- The fundamental processes of IT Governance;
- Six principles for good governance of ICT.

Participants will also undertake a brief diagnosis of their own organisation's IT Governance performance.

AFR Banktech.06

The 7th Annual Banking Technology Summit is scheduled for July 27 and 28, at Dockside in Sydney. Infonomics founder Mark Toomey will join a panel of experts during the conference, to discuss how better IT Governance and leveraging of standards can contribute to improved IT Governance.

Borland

The Borland brand may be better known for software development tools. But Borland is joining the move to provision of software systems designed to help organisations improve their management of information and communication technology.

On February 21st, Borland is conducting the Melbourne and Sydney launches of its product with a seminar that includes a presentation by Gartner Group on IT Governance. For more information, go to <http://www.borland.com/anz/events/index.html>.



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During the week of March 6th, Mark Toomey will join Borland in a further series of briefings as part of the launch program for Borland's new products. Mark will explain the importance of a corporate governance approach, the main messages of the standard AS8015, how good tools are important, and why changes in processes and behaviours are essential if a tool is to deliver on its promise.

The agenda for the sessions is March 6th – Brisbane; March 7th – Canberra; March 9th – Wellington NZ; March 10th – Auckland NZ. For more information, please see <http://www.borland.com/anz/events/index.html>.

Sponsors

Infonomics welcomes sponsorship enquiries. Our monthly IT Governance Letter is evolving in scope form, and circulation base. Our readers range from senior members of the company director community, through senior business and IT executives, consultants, project managers and business change agents. We have 681 names on our mailing list, and are expanding it rapidly as it is forwarded to interested parties. Our subscribers range from senior company directors through large company executives, consultants, business change agents and technology specialists.

To learn more about Corporate Governance of IT, or to gain a clearer view of what is happening with your organisation's IT, please contact Infonomics now. Email: info@infonomics.com.au Web: www.infonomics.com.au.

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