



New Horizons

Hello and welcome to The Infonomics Letter for December 2012. Some people thought that the world would end today, but perhaps instead we are on the threshold of momentous change, on many levels. I think 2013 is going to be a very significant year as the world continues to adapt to changes wrought by technology, and as new forces come to bear.

Social media has already wrought tremendous change, but many organisations are still struggling to come to terms with it. Recently, an Australian Institute of Company Directors member asked on Linked In "Should directors be trained in social media risk management and governance"? [Social Media: Governance Opportunity](#) offers some thoughts.

Much of the impact of social media comes from empowerment of the masses through ubiquitous connectivity, portability and accessibility of tools that enable unprecedented peer level interaction. This is giving rise to another phenomenon – mass rejection of unacceptable IT. We take a brief look in [iDon't](#).

Regular readers will remember how The Infonomics Letter reprised the governance failures documented in the Queensland Audit Office review of the Queensland Health Payroll project. Concern about the system, which still doesn't work properly, and the process which created it continues and the new Queensland Government has moved to establish a Commission of Inquiry. See more in [Deep Investigation](#).

Once again in 2013, it will be my pleasure to work with the Australian Computer Society on its Education Across the Nation (EdXN) program. See [Learning Opportunities](#) for the schedule and other details.

The [Double Elephant Sale](#) continues – don't miss out on the opportunity to buy two (PDF) copies of *Waltzing with the Elephant* in English or Spanish, for the price of one. Give one to your boss, your CEO, CIO, CFO or even to one of your Board Directors.

One more thing: @LeadandGovernIT is slowly but surely coming to life on Twitter.

I'm looking forward to a short break from now until January 7. I will be on hand to service elephant purchases, but otherwise focusing on home, garden and rest. And, as I wish all of my readers in more than 55 nations peace, hope, joy and prosperity for the Christmas season and the new year, I commend you all to give a thought also to the innocent lives lost to needless violence throughout the world, and especially twenty children and their teachers at Sandy Hook Elementary School.

Please enjoy!

Mark Toomey

21 December 2012

Double Elephant Sale

It's almost Christmas, and time to thank all those who have supported Infonomics throughout the past year.

For the full month of December, every PDF (English or Spanish) edition of *Waltzing with the Elephant* sold through the [New Infonomics Shop](#) will come with a free extra named license. That's two copies for the price of one.

Purchasers will simply provide two names for each purchase, and the books will be inscribed with the license for each named person. Perhaps the CIO can buy a copy for the CEO, and keep one for personal use. Maybe the CEO will buy one, and give the second to the chair of the board audit or risk committee. The consultant might buy one, and give the second to his or her client. The only restrictions here are that the special applies only to individual purchases, and not to volume orders (unless by special arrangement – to discuss, please contact Infonomics).

For more information, visit [The Infonomics Shop](#).

Social Media: Governance Opportunity

Should Directors be trained in Social Media risk management and governance? That's the question posed on the Australian Institute of Company Directors' LinkedIn forum. Perhaps surprisingly, it hasn't generated much response, yet it is clear from recent experience that social media can have a significant impact on an organisation.

When dealing with something new, there's a strong temptation to build engagement through familiarity. If we were to follow this line on the board role with social media, we'd perhaps first try to equip the directors with knowledge and skill to use social media themselves. I think that this path would be painful and a waste of time – for directors don't have to know all the details in order to perform their role. Rather, we need to give directors a frame of reference through which they can direct and control how their organisations respond to the social media phenomenon and to give directors confidence that their management teams are on top of the issues. The guidance in the ISO 38500 standard for governance of IT is a perfect fit to this requirement.

Social Media is a generic term to describe how people and organisations can interact through the use of modern information and communication technology. It is, by definition, an example of "use of IT", which is the focal point of ISO 38500. Thus, ISO 38500 is applicable to governance of Social Media from the perspective of an organisation.

The guidance in ISO 38500 describes three tasks – Evaluate, Direct and Monitor – and six principles – Responsibility, Strategy, Acquisition, Performance, Conformance and Human Behaviour – for effective governance of (the use of) IT.

Evaluate

To govern anything, one first needs to understand that thing's characteristics. To govern an organisation's response to and use of the Social Media phenomenon, the governing body needs to understand why Social Media is important.

But it's not just the board that needs to understand. If and when the board provides direction, the executive management and others in the organisation will need to understand as well. Thus, there should be an initial and robust process of discovery, through which the organisation gains an adequate understanding of the topic.

The governing body should require management to research, report on and make recommendations about the organisation's engagement with social media. As with any comprehensive assessment of an organisation's environment, a social media assessment should have several dimensions – the least important of which is how it works. What's far more important is what it's being used for, and how that can affect the organisation. At a minimum, it should cover:

- What social media is, and which social media systems are being considered;
- What "communities of interest" are relevant to your social media evaluation;
- How each community of interest is using social media, and how that use can impact positively or negatively on your organisation;
- What strategic opportunity exists for your organisation through effective use of social media;
- What threats your organisation faces from the use it and others make of social media;
- What capability your organisation needs to exploit the opportunities and control the threats, and how much of that capability you have in place now.

One fundamental thing to understand about social media is that you can only control how your own organisation plays in the social media universe – you can't control anybody else except, in extreme cases, through legal action. And as many organisations have already discovered, you only have limited control over how your personnel use social media as well. Thus, a comprehensive assessment is important.

Look hard at the "communities of interest". These are the groups of people and organisations that have a similar context and which reflect common behaviour patterns and agendas. Depending on your organisation, you may have a few, or many. The

communities may be geographically close to you, or widely dispersed. They may be interested in what you do, and how you behave. They may be customers and suppliers, but they may not. They include people you can influence, such as your employees, and many more over whom you have no effective control. You can learn a lot about your communities of interest by looking into how your organisation, its activities, its people, its products and services are being discussed in social media already. Remember – you have no control over who discusses you, or what they discuss, but finding out about these things can be most illuminating.

At a minimum, your communities of interest should include your customers, suppliers, staff, investors, media, regulators and any antagonists who may be persistently critical of your organisation.

Don't for a minute be fooled into thinking that your capabilities with respect to social media are primarily linked to your IT department or supplier. While an IT function can play a part in limiting or facilitating access to social media sites for your personnel, they have absolutely no control over any other aspect of the social media world and in reality may be the least competent people to engage. Social media spans many business disciplines – marketing, public relations, education, regulatory conformance and so on (it is even becoming involved in business transactions), and your capability to exploit social media opportunity and control social media threats is far more dependent on your capability in these areas. Only when you have understood and established these capabilities does the IT function play its part as an enabler. Sadly, the "block it out" response to social media that occurs in some organisations (often at the direction of the IT leadership) can cut your organisation off from vital opportunities to understand and respond to and service the market as it evolves.

Who should present the social media evaluation report to the board? The choice of who actually presents it should give the board great insight into how well management has engaged on the topic. It may seem attractive to have a social media expert prepare and present a report and recommendations, but this then begs the question of whether or not the management team has properly understood the issues and opportunities, and has the capacity to act. It may be far better to require management to deliver the report – with the CEO explaining an overall position and each executive in turn presenting the relevant next level of detail. If a social media expert is on hand, the board might look to the expert for endorsement and validation of what management has presented, and to assist in probing management's depth of understanding. The CIO, if any, should primarily address any technology issues, including the capability of existing business systems and technology to service any current and proposed future engagement with social media.

Direct

The knowledge gained from evaluation forms the basis for decisions about exactly how the organisation will engage with, exploit and manage its risk profile with respect to social media.

As with many similar business situations, the actual direction to be adopted is going to depend very much on the recommendations prepared by management as part of the evaluation cycle. However, it is up to the board to determine whether or not it accepts management's recommendations.

Management's recommendations for the organisation should be in two parts – which we will discuss under the headings of Social Media Policy and Social Media Plan.

Social Media Policy

Policy guides the organisation, its management and personnel in decision making and behaviour. A social media policy package should provide guidance for consistent and appropriate decision making throughout the organisation in respect of how it engages with, uses and manages social media.

The ISO 38500 standard principles for good governance effectively identify six areas for policy development.

Responsibility: First and foremost, it must be clear who is responsible, and therefore accountable for decisions regarding social media. As highlighted above, social media cuts across many aspects of business, and it is likely that many top level managers will have social media responsibilities that correspond to their existing responsibilities. The policy statement should make these responsibilities clear, and minimise the potential for confusion and avoidance.

Because social media is pervasive and accessible, it also drives an intrinsic responsibility for all personnel involved in the organisation. This intrinsic responsibility deals with how individuals portray the organisation in a social media environment and how they respond when they encounter discussion of the organisation as they use social media. As many organisations are learning the hard way, it is important to give all personnel clear, reasonable guidance.

There is no point to assigning responsibility unless those with responsibility also have the requisite capability. The social media responsibility policy should establish the essential criteria for delegation of social media responsibility, directing that the required skills and other aspects of capability are well understood for the various defined responsibility, and mandate corresponding capability development as necessary.

Strategy / Planning: While an initial social media strategy and plan is an important part of what management should recommend to the board, the

continuing rapid evolution of the social media landscape makes it clear that the initial plan will be subject to frequent revision. An inherent trait of social media is its change dynamic, and organisations that succeed in the social media stakes will be the ones that can match the leaders in agility and effectiveness.

Thus, the social media strategy and planning policy should set out the level of agility that the organisation aspires to maintain, where it will operate on the leader – follower – avoider behaviour spectrum, and how it will maintain the capability to meet those goals. The policy should not define the plan for social media, but rather how the plan is managed, and what plans need to be coordinated to ensure that plans are achievable. It should also confirm responsibility for establishing and implementing the plans, as well as setting the intervals for monitoring and revision of plans.

Acquisition / Investment: This ISO 38500 principle can be regarded as the "doing things" principle – focusing the attention on business objectives (reasoning), cost, value, capability and risk. A policy statement about social media in this regard might fine-tune the organisation's project approval process to ensure that it delivers the necessary agility in social media initiatives. It may also establish the organisation's appetite for risk in the social media context. It should recognise that some aspects of social media engagement are not controlled by the organisation, but are thrust upon it by independent third parties, and that sometimes a prompt response to such "endowment" is vital.

Every social media initiative should have a clearly defined and well-understood goal – a business objective that enables all participants to focus their energy. The policy should establish this requirement, and set the bar for the level of specificity and precision required.

And because the social media space is new, the policy must make two provisions for agility. First, it must mandate an appropriate level of properly engaged oversight for every initiative. Second, it must require that the actual policy settings be reviewed regularly, to ensure that they are enabling rather than restricting performance.

Performance: Setting goals and being able to monitor performance are just two aspect of what should be addressed under the performance principle. Again, the principle should not set the performance goals for social media, but it should require that performance goals are set, and should mandate the nature of the performance goals – so that there is a balance of business and technical measurement. The policy should define the extent of visibility and transparency required for social media engagement. It should also recognise that some important social media metrics and performance are externally driven,

and can only be influenced indirectly by the organisation.

Many social media performance measures and goals have nothing to do with the underlying technology. They will relate to stakeholder community engagement, trust, sentiment and other factors that may never have been measured before. The social media performance policy will need to deal not just with performance of the overt actions and initiatives undertaken by the organisation, but also with how the organisation's overall activities, behaviour and performance are affecting and being addressed by independently acting social media communities.

Social media performance for many organisations is likely to be highly variable, at least in the early stages. It may take some time to identify and establish the right measures, and to learn how to respond to changing performance results. It may be appropriate to insist that, in addition to regular monitoring and reporting of performance against goals, there is a regular review of the overall performance framework, thereby ensuring that the organisation remains focused on what is most important.

Conformance: Many organisations first reaction to social media was one of prohibition. They addressed the risk and closed off the opportunity by simply ruling that personnel were not allowed to use social media when at work, and not allowed to discuss the organisation when not on duty. Such clumsy rules make life difficult for staff and have had the undesirable side-effect of generating negative comment in the social media space. History has shown this approach to be ineffective and even damaging, and the information presented from the evaluation should make this abundantly clear.

Clearly, establishing suitable rules for social media engagement is a discipline that is still in its formative stages. The set of six policies we are discussing here should be considered as the core, and the main purpose of the social media conformance policy should not be to establish fixed rules, but to ensure that there is an appropriate regime of guidance, education, support and, where necessary, consequences, that will maximise performance and limit the potential for negative outcomes.

The unfamiliar territory of social media can result in people falling foul of legal, contractual, relationship and ethical obligations. Given the pervasiveness of social media, and the likelihood that business will, of necessity, be engaging with it rather than blocking it, it will become important for each organisation to understand its own conformance obligations, and to take steps to equip its personnel with the knowledge they need to ensure that these obligations are not breached. Obligations regarding privacy and confidentiality, contract-making, libel and slander, market-sensitive information and insider trading, harassment and discrimination are probably just the

beginning of a list that each organisation should develop and maintain, as a basis for an ongoing program of knowledge development and fine tuning of policy.

Human Behaviour: Perhaps the most wonderful thing about social media is that it is a human behaviour phenomenon. While the builders of the technologies that have become the mainstays of social media may have had some idea of what they were trying to achieve, it is arguable that many could not have imagined what the result might have been. The key to how social media has evolved has been, undeniably, the behaviour of people, as individuals and in peer communities, as they have taken up and exploited the technologies.

If nothing before it has done so, the rise of social media should drive all organisations to understand that human behaviour is a significant issue in the ongoing use and development of information technology.

Organisations with effective governance of IT will already have a well-developed human behaviour policy which drives them to understand all the communities of interest and how they engage with, or are affected by the organisation's use of IT. The social media human behaviour policy should be an extension of this policy. It should require the organisation to understand its social media communities and their behaviour characteristics. It should recognise that most of these communities are outside the organisation's command and control sphere, and can only be managed through influence – much of which will be grounded in the organisation's own behaviour. Accordingly, it should establish clear and appropriate parameters for the organisation's own behaviour, and that of its personnel, in the social media space.

Just as applies in the case of personal interactions, the human behaviour policy should establish how far the organisation and its representatives can go in terms of making commitments via social media, and in terms of responding to situations (especially negative ones) that arise on social media.

Social Media Strategy

The policies discussed above should be recommended by management and approved by the board to establish and guide the organisation's actual behaviour as it engages in the social media universe. However, the policies won't actually deliver any social media outcomes. Achieving the outcomes will require plans that are implemented and deliver specific, well-articulated and desirable business outcomes.

Some will argue that social media is, or will become just another part of the fabric of business, and therefore should not have a distinctly separate strategy. Probably, this will become the reality in future, but right now, social media is new and fast-

moving, with most organisations on a steep learning curve, and that's a very good reason for giving social media the focus of a specific plan. Notwithstanding, the social media strategy must be strongly linked to the overall corporate strategy – there's no point investing heavily in social media for an aspect of the business that's winding down.

There should be two sides at least to the social media strategy. One side addresses how the organisation presents itself, and exploits social media to further its own goals. The other deals with how the organisation engages with and responds to the social media

The initial social media strategy should also link strongly to the analysis that was completed for the evaluation. There should be a mix of proactive and reactive elements – the proactive ones moving the organisation into the social media space with an aim to achieve specific business performance, and the reactive ones dealing with the social media profile that has already been established. In particular, for each of the organisation's already established strategic thrusts, there should be clarity regarding whether and how social media will be addressed.

Social media activities will impact many parts of the organisation, and so the plan should probably allocate responsibility for achieving social media goals widely. However, there should also be a cross-organisation watch, at least in the early days, to encourage sharing of knowledge and experience, to promote consistency and to maximise overall performance. There may be some value in considering a new role – something like the "Chief Engagement Officer" – to act as facilitator and coach while the foundations of social media engagement are laid and stabilised.

Like all good plans, the social media strategy should include clear, measurable and achievable performance goals. As discussed earlier, some aspects of social media performance are controlled by outsiders, though the organisation can influence the performance by its actions and behaviour. Thus, performance goals should be identified and set with an understanding of what control and influence is possible, and targets defined accordingly.

Monitor

The social media universe is changing at a pace which we haven't seen with other technology enabled change. A strategy that is revised every year will be out of date well before its anniversary. An initiative that was of the utmost priority may become redundant overnight, in ways over which the organisation has no control. Keeping on track and being successful with social media requires constant monitoring at several levels. Organisations need to watch the overall social media universe, their competitors, suppliers, regulators and customers (the communities of interest), and of course their own initiatives and activities. Ability to read the landscape

and respond may well become a competitive advantage.

Monitoring the evolving landscape and the organisation's activities is, without question, a management responsibility, and the assignment of that responsibility should be well established as part of the responsibility policy. However, the governing body should also play a part here – to ensure that management is effective in its monitoring, and that management is responding effectively to changing circumstances.

As with presentation of the assessment and the strategy, the board should require that substantial parts of reporting on social media comes from the operational management. This should maximise the likelihood that the managers are actually tracking and responding to the market, and making balanced decisions when deciding on adjustments, or responding to particular events.

While the marketplace continues to undergo rapid evolution, feedback for the board on social media should address three topics – the landscape itself (what was described in the evaluation will change, perhaps greatly, before the next evaluation is done), the behaviour of the organisation (comparing what actually happens against the policy direction that was set) and the performance of the organisation against its plans for social media use and engagement (which should have been established in the strategy, and modified as circumstances changed).

Depending on the nature of the organisation, its place in the market and the direction of its plans, there may be a case for establishment of a "social media committee". Such a committee might comprise a cross-section of management, some external specialists and one or two members of the board. If established, the social media committee would act on the board's behalf to monitor the various aspects of social media performance, and provide a high level summary report for the overall board.

In conclusion

Social Media is relatively new, and is overturning many established precepts of behaviour and engagement for both individuals and enterprises. It is a remarkable example of how control can be and has been wrested from organisations and handed to the masses; of where plans are critically dependent on the good grace of those who owe no allegiance to the makers of the plan; and where the long decision cycles of organisations can leave them stuck fast and sinking on the social media reef. Social media is changing the dynamics of business, and because the change is happening in the mass market, we can neither control, nor accurately predict what will happen next with any certainty. Company directors, while they may find some advantage in hands-on familiarity with social media, should direct their attention to ensuring that their managers are on top

of the business issues linked to social media, and that they are responding appropriately.

And they must recognise that while social media exemplifies 21st century use of information technology, social media is not a technology problem – it is a business problem, and opportunity.

[Top](#)

iDon't

Has anybody not noticed stories of how Apple got it wrong with the mapping software for its latest generation iPhone? In Australia, it's become not just a joke – it's now a serious problem. Police have had to rescue people whose naïve faith in the infallibility of a computer system left them stranded many miles from civilisation, and because it has been happening over and over again, police eventually issued public warnings against using the software. Although Apple was humiliated and made a public apology, the problems with their software continue, and what seems like a clumsy attempt to exclude a major competitor (Google) from the Apple market has had the opposite effect, with Google making a heroic effort to fill the gap, and having millions of copies of its alternative app loaded in just days after it was released.

Then, just a couple of days ago, we saw the beginnings of a new circus surrounding Instagram. That company didn't change its software – instead it changed its terms of service, and its customers reacted with intense hostility. Instagram could very well have imploded, because the very lifeblood of social media operators is the positive engagement of their user base.

What happened in both cases, and what has happened on a number of occasions in the past, is that the general consumer public has begun to reject unacceptable aspects of IT. The irony for Apple and Instagram is that, as key enablers of the social media revolution, they provide the very means that their customers use to rise up against their actual and perceived misbehaviour.

In his book, *Geekonomics*, David Rice explains a theory of how market pressure compels companies to ship software that is not yet of adequate quality, and refers to the global population as "six billion crash test dummies". It seems now that social media has given the dummies a voice, and they are saying, loudly and clearly, that poor quality is not acceptable.

There is a lesson in this for every organisation. It's not just the software of major players like Apple, Microsoft, Facebook, Google, Adobe and so on that consumers judge. Consumers now also judge your software – especially the parts that are outward-facing. If your software – such as your website, your sales channels, your customer information systems, and your fulfilment and support systems are not of adequate quality, your customers may well rise up

and tell you that they won't tolerate it, and go elsewhere. The only thing that could be worse in that scenario is that they don't bother telling you, but they go anyway.

How are you ensuring that your software and your behaviour in respect of how you use IT to engage with your ecosystem are "socially acceptable"?

[Top](#)

Deep Investigation

From time to time, Infonomics latches on to case examples of IT failure, with a view to extracting and presenting lessons and thus progressively improving performance of organisations that use and depend on IT. Our first such study was more than ten years ago, when we looked at how RMIT University ended up in serious financial strife, and lost most of its governing council, because of a botched "Academic Management System". Then in 2005, we discussed the debacle of how the Australian Customs Service seriously compromised the national supply chain when the new imports management system failed for the first three weeks of its life. In 2010, it was the Queensland Government that gave us the graphic lesson of its health department payroll, which failed on the two most fundamental success criteria for payroll – that people were paid the right amount, on time.

A common feature of these disasters (we actually called Customs a catastrophe and few argued that we used excessively strong language) is that they happened in the government arena, and as such were open to extensive and intensive scrutiny by the press and later by auditors and other investigators. In commenting on the Queensland Health project, I likened the Queensland Audit Office report to reading a Stephen King horror novel – I could not stop myself from turning the page to read the next unbelievably stupid thing that happened, even though I was already shocked to the core by what I had read.

Some disasters eventually settle down. Customs managed to solve its problems and eventually everybody was happy. RMIT suffered pain for longer, but eventually people stopped complaining about the system. Not so at Queensland Health. Two and a half years later, it seems that the system still doesn't pay people the right amount. Moreover, the system that was intended to reduce the number of people involved in payroll now requires 1,000 extra people to resolve the problems, and is costing vastly more than originally forecast to run. The new Queensland Government is not happy. Shortly after its election, the new Premier commissioned and received an independent report into the system and options for resolving the problem. In a nutshell, that report presented some significant advice – that it is a fallacy to think that with our current levels of technology performance and skill, we can devise a single computer system that can accommodate every conceivable variation in payroll complexity for an

organisation with the 80,000 strong headcount and immense diversity of roles as exists in Queensland Health. The consultant's report actually says that Queensland Health would have been better served by a suite of small, focused systems, and some manual process to fill in the gaps wherever they occurred.

It's not surprising then that the Queensland Government now wants to get to the bottom of how the state ended up embarking on a project that was almost guaranteed to fail. The tool that it will use is a Commission of Inquiry, which will be conducted by a senior retired judge, and which will have coercive powers to require individuals and organisations to provide information.

Where many IT failures are not assessed in the public arena, and many more are only assessed on the basis of available information, this time the assessment is going to be conducted with what may be unprecedented rigour and intensity. And where many assessments of IT failure become dusty shelfware, the indications are that the Queensland Government has every intention of driving the lessons that will come from the Commission of Inquiry into revised practice for the state.

Our hope is that the commission will take the time to fully inform itself of the guidance on governance of IT that was available to, but patently not used by, the Queensland Government in the form of ISO 38500 and its predecessor, AS 8015.

The Commission is expected to commence its work in February 2013 and has an initial target for reporting in April the same year. We will follow its progress closely, and report the highlights in future editions of The Infonomics Letter.

[Top](#)

Learning Opportunities

Once again in 2013, it will be my pleasure to work with the Australian Computer Society on its Education Across the Nation (EdXN) program. The theme set for this series is *"How do we deal with the growing Data problem"*.

Data is pretty important – it's the foundation of information and knowledge. Without data, we can't do anything – we can't look at digital photographs; we can't call up a map display; we can't even call home base to say we'll be home early! Data is essential and ubiquitous in daily life and in the conduct of our business.

Thus, my topic, to open the series is: *"Data: the lifeblood of business – a Governance Perspective"*.

The abstract, which will soon appear on ACS branch event lists, reads: *Relentless advance in the capability of information technology brings new opportunity and new risk. Explosive growth in the performance-price curve for storage combined with almost ubiquitous availability of digital data capture and conversion*

technologies and immense processing power have served to drive new and intensive focus on data – its capture, retention, protection and use. And along with that new focus comes new jargon – we hear more and more about "Big Data" and "Data Governance". What do they mean?

The Australian-developed ISO 38500 standard for governance of IT deals with IT from an overarching perspective. Data is just one, albeit important, aspect of the overall challenge for governance and management of IT. Thus, ISO 38500 can be used to guide organisations in establishing their arrangements for governance and management of data. In this first round of EdXN for 2013, Mark Toomey explains how to use the ISO 38500 model and principles to drive appropriate attention and use of data, regardless of its scale.

The program timetable is as follows:

Date	Location
Tuesday 19th February	Perth
Wednesday 20th February	Bunbury
Thursday 21st February	Darwin
Monday 25th February	Sydney
Tuesday 26th February	Wollongong
Wednesday 27th February	Adelaide
Wednesday 6th March	Melbourne
Thursday 7th March	Hobart
Wednesday 13th March	Canberra
Thursday 14th March	Brisbane

In each case, the briefing will be conducted in the late afternoon – evening timeslot, and will run for approximately one hour including questions and local formalities. In parallel, we will be gathering information on demand for ISO 38500 training and qualifications, with a view to conducting a series of ISO 38500 Foundation and advanced training later in the year.

With the recent announcement of a Professional Development Program for Australian Institute of Company Directors members, I intend to also seek confirmation from AICD that this event can be counted as professional development for its members.

[Top](#)