## Governance and Control Implementation

The article Governance and Control Part I presented the business reasons for setting up a Governance Model and the proper Control within the Information Technology organization.
It also gave a high level definition of what IT Governance and Control are.
This article goes deeper in the Governance and Control aspects and provides some help to those who would like to successfully implement them.
Successful implementation is of course ultimately measured by a return on investment or a measurement of the key savings achieved, however there are proven ways to pave the transformation to success.
Experience shows us that a sound and shared **Blueprint or Vision** supported by strong and proven assets is the right way to start.
A systematic and pragmatic **Methodology** is the next ingredient to move closer to success.
Last, but not least, a Change Program staffed with the right profiles and **skill set** together with the right sponsors and supporters in the line IT organization are essential to success.
A follow on article will provide some tangible experiences and results of implementing IT Governance and Control in an IT Organization.

## A Blueprint & Powerful Industry de facto Assets

A number of good standards exist already which result from the collection and analysis of experiences and observations from previous IT Change Programs.
Those widely and publicly known de-facto standards are:
- COBIT: to architect IT Governance processes ( www.itgi.org )
- ITIL: to architect IT Management & Control processes (also split in several services areas such as Service Support, Service Delivery, ICT Infrastructure Management and Application Management) ( www.itpi.com )

As we presented in Governance and Control Part I, IT Governance and Control should be addressed at once and not separately.
We propose here a Blueprint which helps address them as a whole for the various aspects required in an IT Change Program.

The Blueprint articulates and positions IT Governance & Control while leveraging industry standards COBIT and ITIL processes
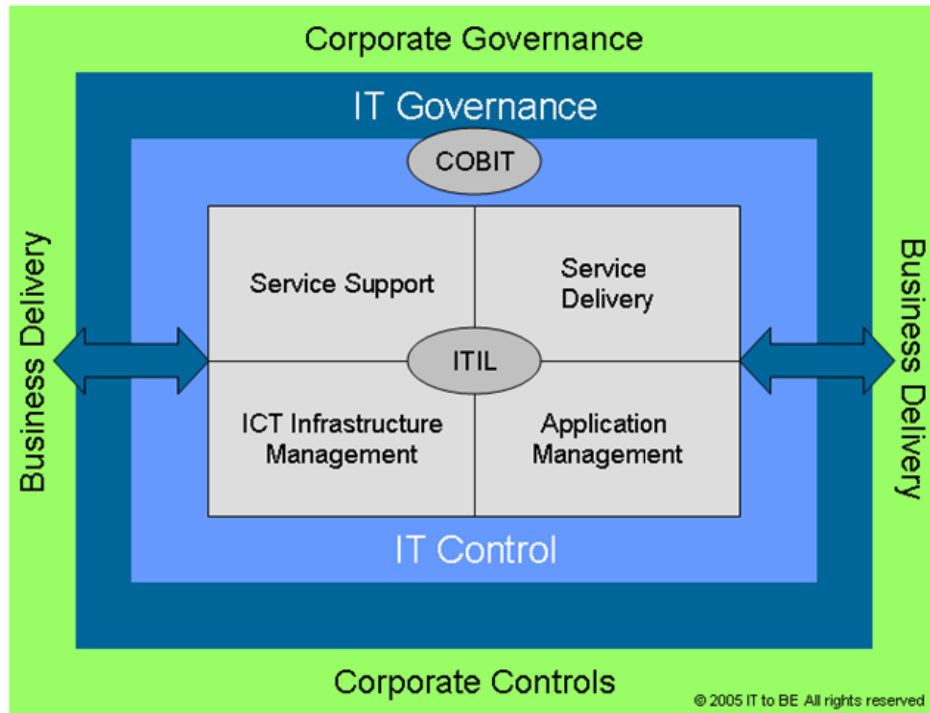
The Governance and Control Blueprint is a conceptual representation of how Governance and Control fit together and how they interact with the Business areas to make IT an integrated part of a given Business.

The Governance and Control Blueprint helps articulate the vision of how the IT services should interact with each other and with the Business Services areas.

For instance, the COBIT processes, which support Governance, are fitting directly into the ITIL processes like an umbrella covering all ITIL service areas.
In turn the ITIL processes provide the right level of visibility and control of the IT Services to feed this to the company's corporate controls.
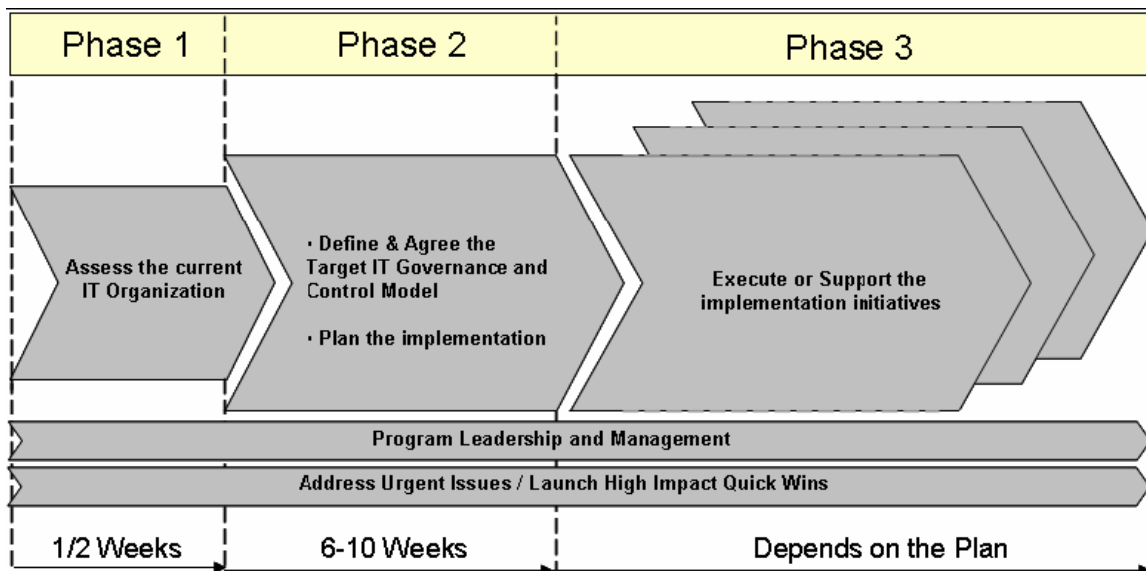In summary, the Governance and Control Blueprint is a simple and straightforward way to articulate IT Governance and Control using existing proven and well known industry standards.

## *A Methodology & a Step by Step Approach*

The implementation of the IT Governance and Control Blueprint requires a robust methodology supported by pragmatic and practical tools.
Such tools already exist and are already being used; however they are often used in a 'standalone' fashion. A coordinated approach is required to successfully reach the expected results of an IT Change Program.
We propose in this section a Methodology which could be used to assist those who want to implement the Governance and Control Blueprint.

The above chevron defines the key phases to implement the IT Governance and Control Blueprint. It also gives an indicative idea of the timeframes to be planned for each phase.
Those timelines can naturally largely differ based on conditions internal to a given organization's projects.
However this Methodology is a good start to draw a more detailed plan of each phase of the IT Change Program.
Each phase is an input to the following one and the relevant Entry/Exit criteria would need to be defined.
Phase 3 is the actual implementation phase where all initiatives identified in the Phase 1 & 2 are delivered as sub-projects.

## *The recommended Skill set*

To successfully implement such an IT Change Program, the following skill set is highly recommended:

- Program Management & Technical Project Management

- IT (interim) Management & Change Management

- Infrastructure Specialists (Networking , Storage Systems Management, Security)

- Application Architects

- Technical Architects

Depending on the scope and impact of the IT Change Program and especially if a re-organization is required, some Human Resource specialist skills would also be required

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