

3 Implementation Roadmap

3.1 What are the goals and success criteria?	14
3.2 How to get started – the key initial activities	15
3.3 Who needs to be involved and what are their roles and responsibilities?	16

This chapter describes an “Implementation Roadmap” for activating an effective IT Governance programme to deliver the above benefits, and is based on the practical implementation experiences gained by the IMPACT IT Governance SIG members.

The roadmap begins with establishing clear goals and objectives in order to align effort with the real needs of the enterprise, to manage expectations, and to ensure continual focus. The roadmap then consists of activities to get started, followed by the key implementation tasks with suggested roles and responsibilities. IT Governance is an ongoing task and therefore this roadmap is only the initial phase of what needs to become an iterative sustainable approach.

3.1 What are the goals and success criteria?

Implementing IT Governance for many organisations will mean major changes. It is important therefore to not only have high-level sponsorship but also the active involvement of key stakeholders. The roadmap is an iterative lifecycle that begins with an initial phase to define overall goals and to gain the support and commitment of top management which then leads to the ongoing effective governance of IT activities.

A generic set of initial objectives has been identified by the SIG and is shown in Figure 3.1. Figure 3.1.1 suggests some success criteria for this initial phase of IT Governance.

Typical objectives of the initial implementation phase	“Agreed” ✓
Define the meaning of governance in your organisation and where/if IT Governance fits	
Identify any organisational/environmental/cultural constraints and enablers	
Achieve a broad understanding of IT Governance issues and benefits across all stakeholders	
Agree, publish and gain acceptance of an initial IT Governance framework, tools and processes	
Completion of an initial gap analysis against best practice – to demonstrate where IT Governance is already in place and to highlight areas of focus for the roadmap	
Creation of a Project Initiation Document (PID) and/or Terms of Reference (ToR) that has the support of stakeholders	
Creation of a Project Plan with definition and prioritisation of the initial ITG project deliverables	
Identification and commitment of the resources required to deliver this initial project	
Identification and sign-off of Key Performance Indicators and Critical Success Factors for this project	
Documented estimated timescales and resource (£s and FTE) implications as well as expected ROI	
Alignment of the ITG Initiative with business objectives/strategy	

Figure 3.1

Success criteria for the initial implementation phase	"Done" ✓
Key stakeholders identified, engaged and actively involved	
Key stakeholders contributing towards and able to explain and support the business case for ITG	
Stakeholders have an understanding of the expectations of the IT Governance initiative	
Some initial 'quick wins' have been identified and implemented – to make governance "real"	
Acceptance of the published IT Governance framework by those responsible for implementation	
An effective communication plan – who to, what, when etc. to overcome any barriers and to motivate change	
Current key IT projects mapped against ITG plan, to look for easy fit/implications	
Changes are sustainable and institutionalised, i.e. they become Business as Usual practices	

Figure 3.1.1

3.2 How to get started – the key initial activities

Having set the goals, and gained support, activation consists of two steps – planning, based on analysis of the current environment, followed by implementation itself.

Planning

These are recommended implementation planning activities together with some critical success factors:

Activities	CSFs
- Identify champions - Stakeholders (including partners), Input providers, IT strategy committee (council) members - Establish IT strategy committee (council) - Identify IT "hotspots" in the organisation, and where governance could enable 'hotspot' resolution: - Strategy? Delivery? IT Cost? Architecture? - Where current approaches have not worked or caused serious failures - Identify skill set and capabilities needed from people involved - Identify existing good practice ('pseudo governance') or successes that could be built on or shared - Identify cost/benefit arguments – why do we need to do anything? - Identify inconsistencies in process/practice - Identify opportunities for "rest of business" to get involved in IT - Explore opportunity to adopt industry best practice model, or standards framework - Utilise external influences - Create a measurement approach for an area or activity to expose actual evidence of problems - Do some gap analysis against industry best practice	✓ Authoritative and articulate champions ✓ Available skills and capabilities ✓ Well prepared business cases approved by stakeholders ✓ Real opportunities for the business to see the benefit of participating ✓ Practical and useful governance approaches ✓ Effective and useful measures ✓ Expose the truth /whole picture, warts and all, about project success /failure, showing how governance can be helpful

Implementation

These are the recommended activities to start up the implementation roadmap, together with some critical success factors:

Activities	CSFs
- Create a sound project structure - Define scope (what is included/excluded) and deliverables - Agree success criteria/quality criteria - Set realistic timeframes - Allocate suitable resources and roles - Identify risks and a risk mitigation strategy - Gain approval from Senior Management (the higher the better within the Enterprise) - Find reference site, or external examples to learn from - Build communication plan to gain buy-in, and break down barriers - Who/what/how frequent/purpose - Do a pilot activity (demonstrate the business case) to show how it would work and demonstrate potential benefits - Follow a phased introduction, e.g. - Focus on critical but easier to address areas - Assess projects first - Build up operational performance improvement progressively based on prioritising maximum return for lowest cost - Consider one business area first, others later - Aim to establish some successes while learning how to be effective	✓ Good project management (set the governance tone) ✓ Expectations set correctly ✓ Approved business case ✓ Manage IT like you manage the rest of the business ✓ Convincing reference sites ✓ Successful pilot ✓ Address quick wins first to demonstrate results and realise benefits before attempting any major changes

3.3 Who needs to be involved and what are their roles and responsibilities?

All three generic groups of stakeholders, and their interests, should be involved in an IT Governance initiative. A key characteristic of any successful IT Governance initiative is the establishment of an enterprise-wide approach that clearly sets out roles and responsibilities, emphasising that everyone has a part to play in enabling successful IT outcomes.

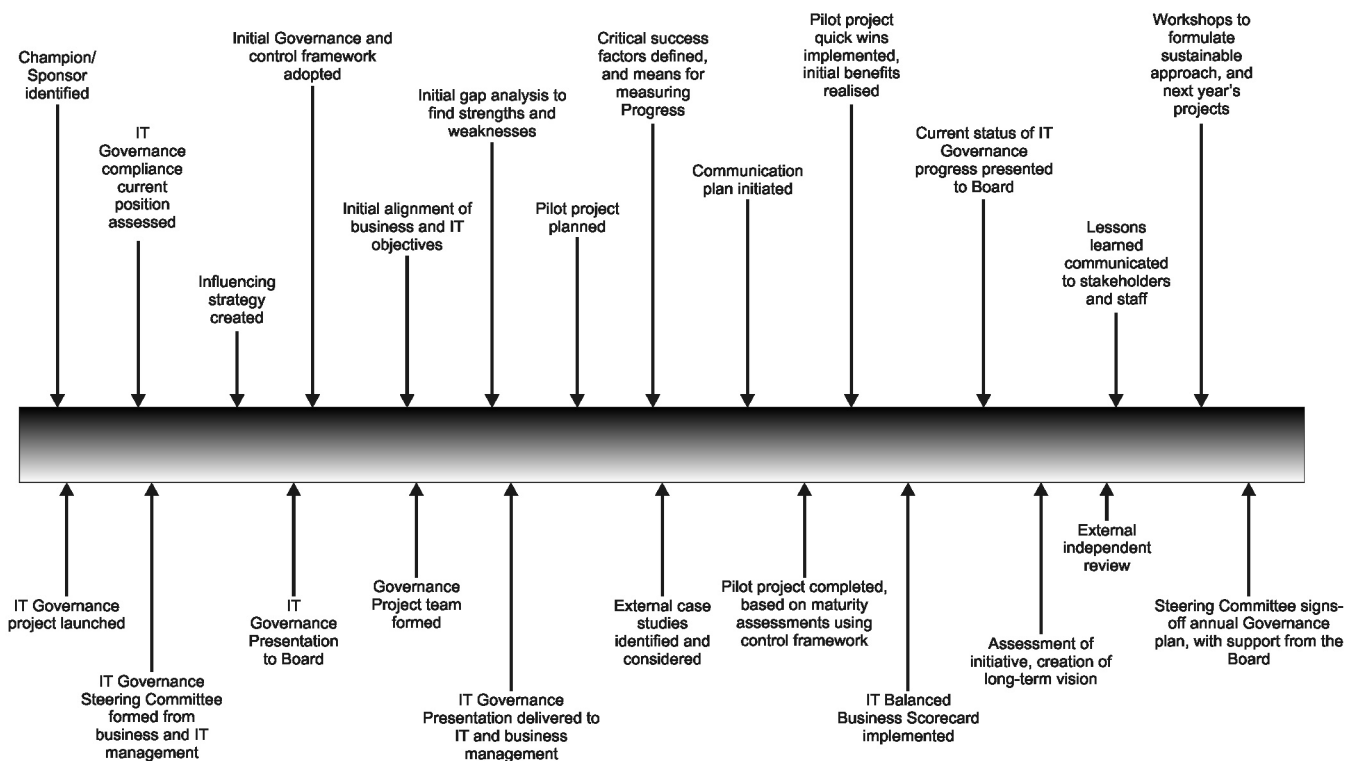


Figure 3.3: This timeline is generic and intended only to be an example – it is based on the SIG's experience. Thanks to Legal and General for the concept.

It may also be helpful to include an external, or internal, facilitator to provide an objective and neutral position. The suggested generic roles and responsibilities of the three main groups are shown in Figure 3.3.1.

Investors	Providers	Controllers
Management board (authority to make things happen) - Give direction backed up with adequate support and sponsorship - Balance requirements with available resources, making available additional resources if required - Insist on and seek measurable benefit realisation - Coordinate overseas/satellite parts of the enterprise to ensure their interests and constraints have been considered - Create organisation and structure to ensure board involvement in the governance process – by forming committees, establishing reporting processes - Monitor performance, monitor risks, correct deviations Business and IT senior managers, business partners and project sponsors - Implement organisation and necessary infrastructure - Take ownership of requirements - Champion and collaborate in IT governance activities - Ensure business strategy and objectives are set and communicated and aligned with IT - Assess business risks and impacts - Establish reporting processes meaningful to stakeholders - Communicate any business concerns in a balanced and reasoned way - Provide project champions, creating the seeds of change User representatives - Take responsibility for Quality Assurance programme (design and output) - Regularly check actual results against original (or changed) goals - Provide service feedback to providers	IT management (internal and external), with support from business management - Take ownership and set direction of IT Governance activities - Build and achieve a pilot business case IT management - Set IT objectives - Define IT governance and control framework - Identify critical IT processes - Assess risks, identify concerns - Assess IT capability, identify gaps - Initiate a continuous improvement programme - Develop business cases for improvements - Design and implement solutions - Commit skilled resources - Establish performance measurement system - Report to senior management - Respond to QA feedback from customers Suppliers/business partners - Integrate any own existing or planned governance practices with customer's - Support and contribute to customer's governance approach - Agree service definitions, incentives, measures and contracts/agreements Training and Development - Ensure adequate education and communication HR function - Incorporate governance principles into induction and performance measurement process Core team - Define plan and deliverables - Organise team and roles (architects, senior responsible officer, facilitator, project manager, process owners) - Undertake core tasks - Report progress to plan	Internal and External Audit - Scope audits in coordination with governance strategy - Provide assurance on the control over IT - Provide assurance on the control over the IT performance management system Risk Management - Ensure that new risks are timely identified, provide advice Compliance officers - Ensure that IT complies with policy, laws and regulations Finance - Advise on and monitor IT costs and benefits - Provide support for management information reporting - Incorporate governance requirements into purchasing/contract process

Figure 3.3.1