

Seminar on IT Governance

非政府機構資訊科技管治及策略研討會
如何結合資訊科技策略與機構目標

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資訊科技管治 (IT GOVERNANCE) 是企業
管治 (CORPORATE GOVERNANCE) 的其中
一項重要元素

IT Governance 為何重要？

- IT products and services are expensive
- IT is costly in terms of time and manpower and could drain up the organization
- Work of IT department affects a lot of user departments and stakeholders
- IT has become a core element of most organization changes today
- IT department, by itself alone, cannot easily effect change management

IT Governance 為何困難？

- IT people are not effective communicators (at least this is what their service targets and bosses think)
- Non-IT people think IT is difficult (e.g. technology is always changing, too many technical jargons)
- IT people don't have the patience, time and skills to explain / justify to their stakeholders
- Mutual trust (and patience) between senior management and IT needs time to build up

IT 管治有異於 IT 管理

- Why is there a difference between, and a separation of (a) IT management and (b) IT governance?
- IT management, having technical know-how, deals with day-to-day operation, ongoing development and support, emergent work (firefighting), ...
- IT governance, having general knowledge on a broader spectrum, works on direction, policies, strategic procurement, performance assessment, ...

基於以上種種原因，深化 IT 管治是企業管治的重要舉措。機構越龐大、IT 應用越複雜，IT 管治就越重要。

管理層向 IT 部門提出的連串問題

- IT 如何為我們節省人手需求、降低成本？
- 這些 IT 設備、服務為何如此昂貴？可以買便宜一點的嗎？
- 我們儲存的數據方法安全嗎？符合法例要求嗎？
- 以雲端技術儲存和處理數據可靠嗎？符合經濟效益嗎？
- 如何為這些 IT 項目的開發制定優先次序？
- 我們不是有一個 IT 部門的嗎？為什麼還要把 IT 工作外判出去？
- IT 如何提升我們處理個案的效率？提高我們的競爭力？
- 移動通訊服務這麼普及，我們的服務能以這種方式提供給受眾嗎？安全嗎？能保障服務對象的私隱嗎？
- IT 如何為我們機構開拓新服務作出貢獻？

IT 部門的回應、反問和辯解

- 日常的工作已經忙透了，哪有時間回答你們那麼多問題？
- 我們沒有三頭六臂，打印機 jam 紙也得我們處理嗎？
- 從機構撥下來的 IT 經費少得可憐，每年申請的預算又不獲批准。不少硬件設備都已老化、軟件過時，這些事情老闆都不會明白同情的。
- 各個部門的同事都不受我們支配，連定期更新軟件都不願做，問題出現時只會埋怨我們。
- 每當 IT 部門推出新的應用系統，其他同事只認為我們在加重他們的工作，頻頻抱怨。我們以後也不會再主動提出任何新項目了。

結果：

IT 部門真的成為了“挨踢”部門

“ai ti”



資訊科技管治 (IT GOVERNANCE) 與制定資訊科技政策 (IT POLICIES)

Frequently Used IT Policy Topics

- Behaviors, Values and Service Culture
 - with others in the IT function, the rest of the enterprise, clients, suppliers
 - and other stakeholders
- Contractor / Employee
 - prescribes why, when and how an enterprise selects its human resources from its own employees, other companies or individual contractors

Frequently Used IT Policy Topics

- Electronic Communications Use
 - includes the Internet, intranet, email, blogs, chat rooms and telephones
- Personal Devices and Applications in the Workplace and Connected to the Enterprise's Systems — Use and Connection
 - Personal vs. organizational; data ownership; responsibilities; account removal, etc.

Frequently Used IT Policy Topics

- Procurement

- how procurement is conducted, by whom, and with what approvals and other formalities

- Quality

- describes how fitness for purpose is defined in the enterprise's context, and how it's achieved, e.g. standards such as ISO 9001

Frequently Used IT Policy Topics

- Regulatory Compliance
 - refers to enterprisewide documents, and describes their specific implementation in the IT organization; data privacy requirement
- Security
 - covers the arrangements for guarding against physical or electronic threats; includes an assessment of needs and provisions for disaster recovery preparation

Frequently Used IT Policy Topics

- Service Management and Operational Service Problem Solving
 - Referencing the IT Infrastructure Library (ITIL) and COBIT: ITIL provides guidelines for a set of processes that cooperate to ensure the quality of live IT services, according to the levels of service agreed with (or expected by) the client (see www.itil.co.uk).

Frequently Used IT Policy Topics

- Sourcing
 - prescribes how and in what circumstances the enterprise sources its IT capabilities from in-house or external providers
- Ways of Working
 - Connecting with the policies for the desktop environment and personal devices, as well as organization HR rules and strategies
 - Covers scope and limitations on such processes as working remotely, at non-traditional office; addressing where, when and what levels of support will be provided by the IT organization and the enterprise in general

Frequently Used IT Policy Topics

- Workstation and Client Device Environment
 - Some examples for teams, individuals, desktops: Specify how often enterprise-funded equipment is to be replaced, health and safety guidance and responsibilities, with reference to relevant corporate policies.

IT 管治要做些什麼工作？

以 BGCA 資訊科技委員會為例子

IT Committee Terms of Reference

- a) Be responsible to the Executive Committee in overseeing all major Information Technology (IT) management and governance matters in accordance with BGCA's goals and objectives. 監督主要系統的運行，確保符合目的和指標，並向執行委員會負責。
- b) Advise and make recommendations on IT strategy, direction, policies and procedures to fulfil the missions and goals of BGCA. 提出有關 IT 的策略、方向、政策，確保發展符合 BGCA 目標。

IT Committee Terms of Reference

- c) Advise and guide to ensure effective role and function of IT Department. 為 IT 部門的角色和功能提出建議。
- d) Review and identify needs for IT investment, and recommend priorities for resources allocation for IT systems maintenance and improvement work in consistence with agreed IT strategic objectives and BGCA's strategic direction. 審核會方 IT 資源需求、投入和分配。

IT Committee Terms of Reference

- e) Review and monitor the development, implementation and evaluation of IT initiatives, including but not limited to system enhancement and IT projects approved by the Social Welfare Development Fund (SWDF), through receiving regular reports from IT projects steering teams. 監督重大 IT 項目的執行。
- f) Recommend to the Executive Committee engagement of external professional advisors for consultancy service in relation to IT matters. 向執行委員會建議延聘顧問提供顧問服務。

IT Committee Terms of Reference

- g) Invite other committees to make recommendations to it in order to link together IT issues and implications for other development taking place in BGCA. 邀請會內其他委員會提供意見，以利更有效應用資訊科技於會務上。
- h) Co-opt Members with relevant expertise to serve the Committee. 不時邀請其他人士參與和貢獻其專業知識。

IT Committee Membership

- Chairman
- Vice-Chairman
- Members (3)
- Ex-officio member (representing management committee)
- Executive Director
- Assistant Director (Corporate Development)
- Head of Administration
- Manager – IT
- Officer – IT
- Project steering teams on need basis

Committee Administration

- Frequency of Meetings
 - About 3 times a year
 - tentatively March, July & Nov, 2017
- Quorum
 - 4
- Committee Secretary
 - Manager - Information Technology
- Reporting
 - To the Board (Executive Committee)

IT 管治工作的開始

以 BGCA 為例子

Actions being planned (1)

- To conduct an IT user satisfaction survey
 - Focused on individual staff, identify dissatisfactions, usability / operational improvements...
- To survey on current pain points, expectations, and development directions
 - Focused on how IT could be applied on existing development plans, new services, data sharing and integration, ... for all departments.

Actions being planned (2)

- To improve the communication between central IT and end users, e.g.
 - IT user liaison groups
 - Periodic message (e.g. usage tips / policies) dissemination
- Review existing organization policies relevant to IT; prioritize the development of up-to-date IT policies

結語



How IT is helping and could help us?

- Improve operation efficiency, automation, etc.
- Monitor operating statistics, prepare management report, assess performance
- Analyze data, identify new opportunities and ways of doing things

在社會服務裡應用資訊科技

處理數據和流程
活動登記、報名；
收集資料
發送通知
等

出業務統計和報告
設施、服務使用統計；
成本、預算、財務
分析等

數據分析與拓
通過收集回來的營運數據預示和尋求未來發展方向

三大成熟的發展方向

Role of IT Governance

- IT governance serves as a bridge between board-level management and operations
- IT governance aims at effectively applying IT to the organization
- IT governance targets to bring about change and improvement to the organization

IT Governance and the Organization

- Setting appropriate expectation among (a) management, (b) IT team and (c) user departments
- Policies made need to be announced, justified (explained) and be continuously reminded for staff; be provided in company manuals and during new staff orientation; and be reviewed periodically

謝謝！ 請多指正！