

IT GOVERNANCE (ITG): CONCEPTUAL AND IMPLEMENTATION

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ResearchGate



IT GOVERNANCE DEFINITIONS

Terdapat banyak definisi dari kalangan peneliti, namun terdapat kata kunci (*Key word*) yang sama:

“strategic alignment between business and IT”



Istilah lain: Tata Kelola TI

IT governance is sometimes referred to as part of the bigger discipline of **corporate governance** (Korac-Kakabadse & Kakabadse, 2001; Weill & Ross, 2004).

The **strategic alignment of IT with business**, such that maximum business value is achieved through the development and maintenance of effective IT control and accountability, performance management and risk management (Webb, Pollard and Ridley, 2006)

IT governance is **the process that ensures the effective and efficient use of IT** in enabling an organization to achieve its goals (Gerrard, 2010)

Relationship between IT and Business



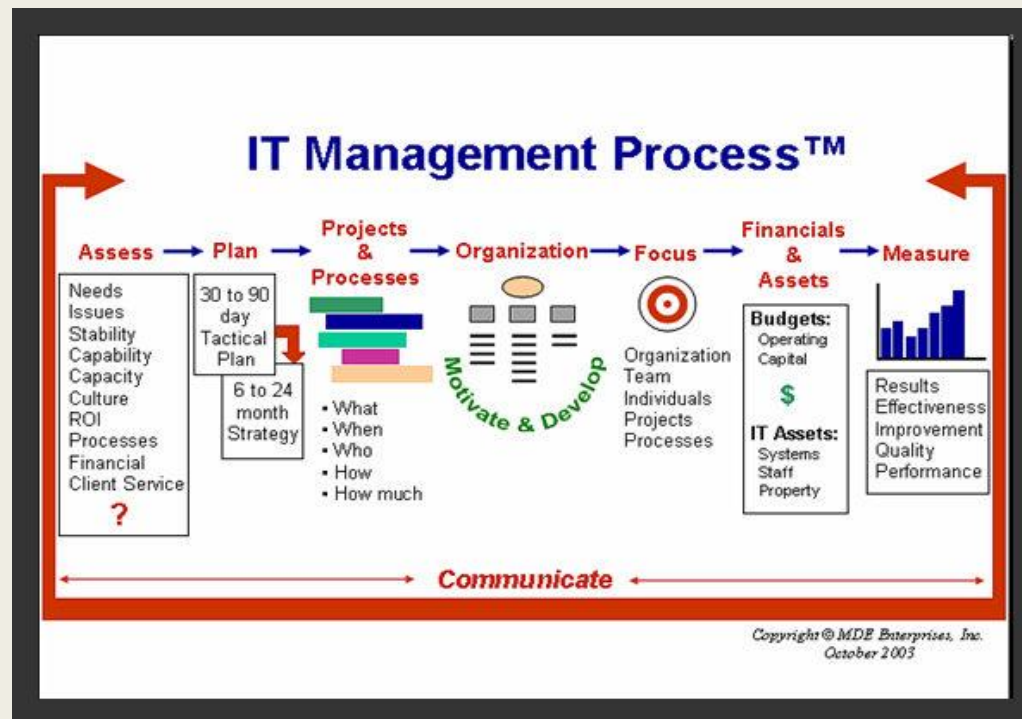
- Business activities became largely **dependent in IT systems**.
- Thus business **failure and success are increasingly dependent on IT**
- IT should deliver value to business and be **aligned with the organization's goals**.
- Response to **fast changes in business environment**.
- Ensure **business continuity**.



IT Management vs IT Governance

IT Management

focus on the supply of IT services, products and operations.



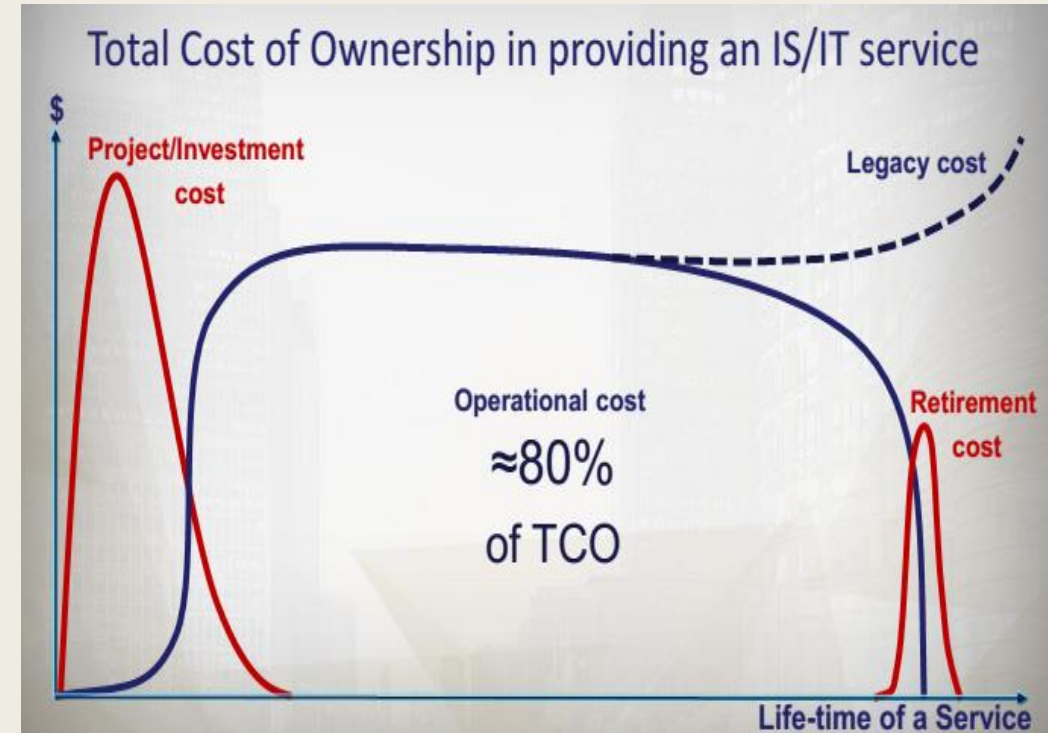
IT Governance

much broader and focus on present and future demand of IT and Business.



Mengapa Perlu Implementasi ITG?

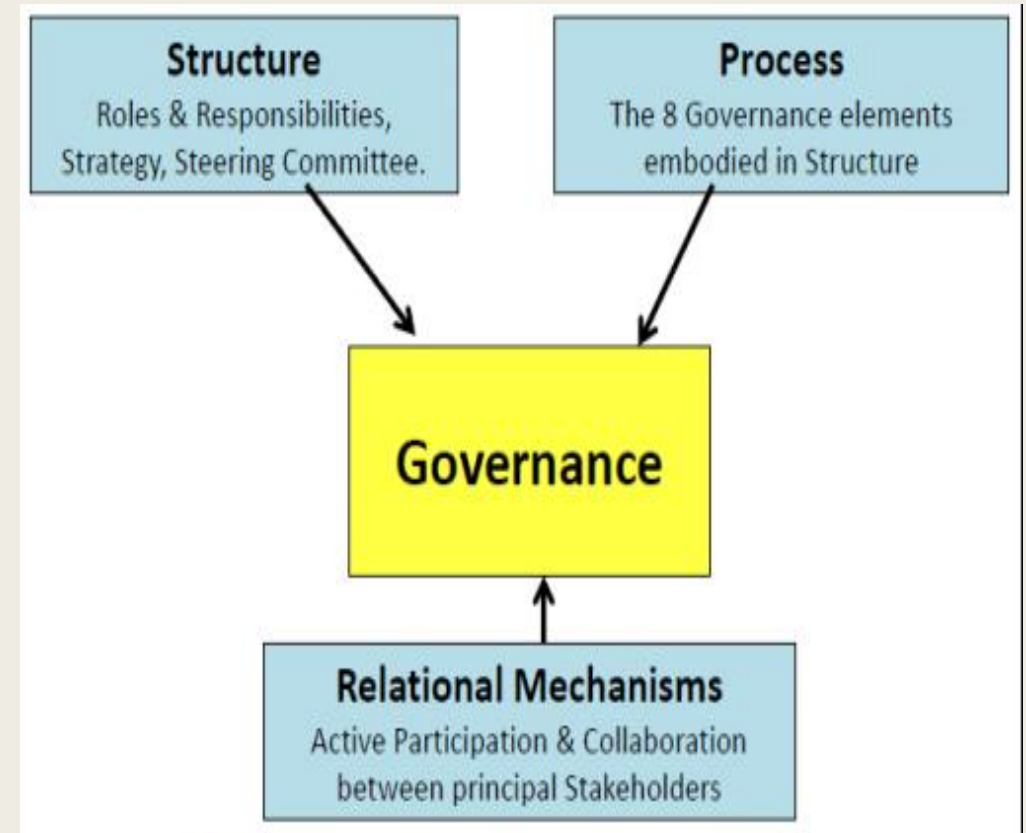
- Organisasi yang menerapkan **Tata Kelola TI** secara tepat (**proper IT Governance**), akan berdampak pada organisasi yang **berkinerja tinggi** dan mampu menghasilkan **returns on IT investment** sampai dengan **40%** lebih besar dari kompetitornya yang belum atau masih lemah dalam ITG (Weill dan Broadbent, 2004)
- Sehingga Value Creation dari Investasi TI bisa dioptimalkan (ITGI, 2003)



IMPLEMENTASI IT GOVERNANCE

ITG is implemented through **structures**, **processes** and **relational** mechanisms.

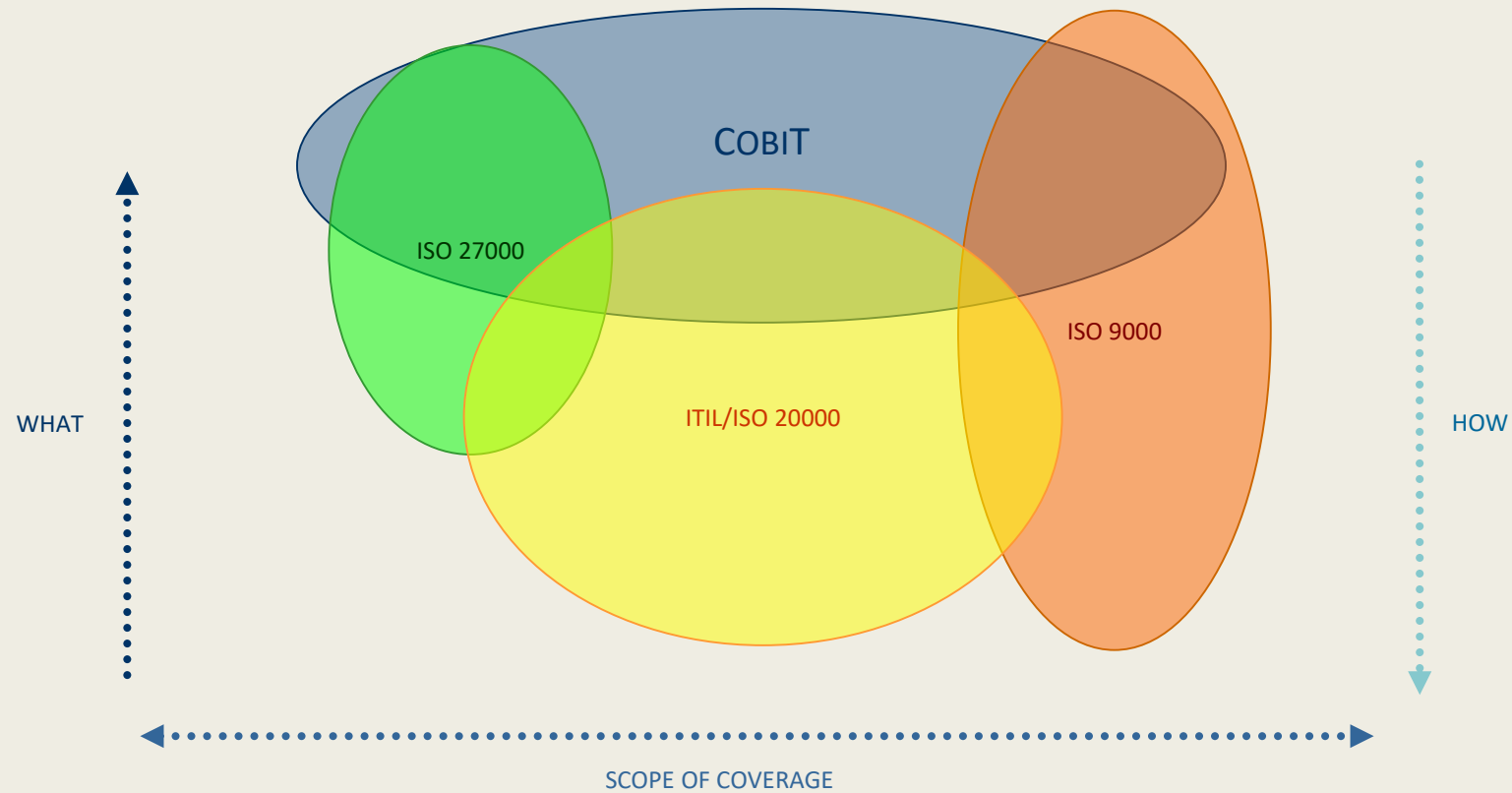
- IT governance **structures** enable **contact between IT and business management**.
- IT governance **processes** relate to **formalizing the procedures** that make and monitor strategic IT decisions,
- The **relational mechanisms** relate to the **collaborative relations between business and IT management** together with executive level management (De Haes & Van Grembergen, 2009)
- In the practitioner arena, there are a various versions of **frameworks** and **standards** dealing with the ITG:
 - *ISO/IEC Standard 38500, ITIL V3, and COBIT,*
- COBIT has been recognized as the most used framework (Price waterhouse Coopers, "IT Governance Global Status Report," 2008)



Framework & Standard

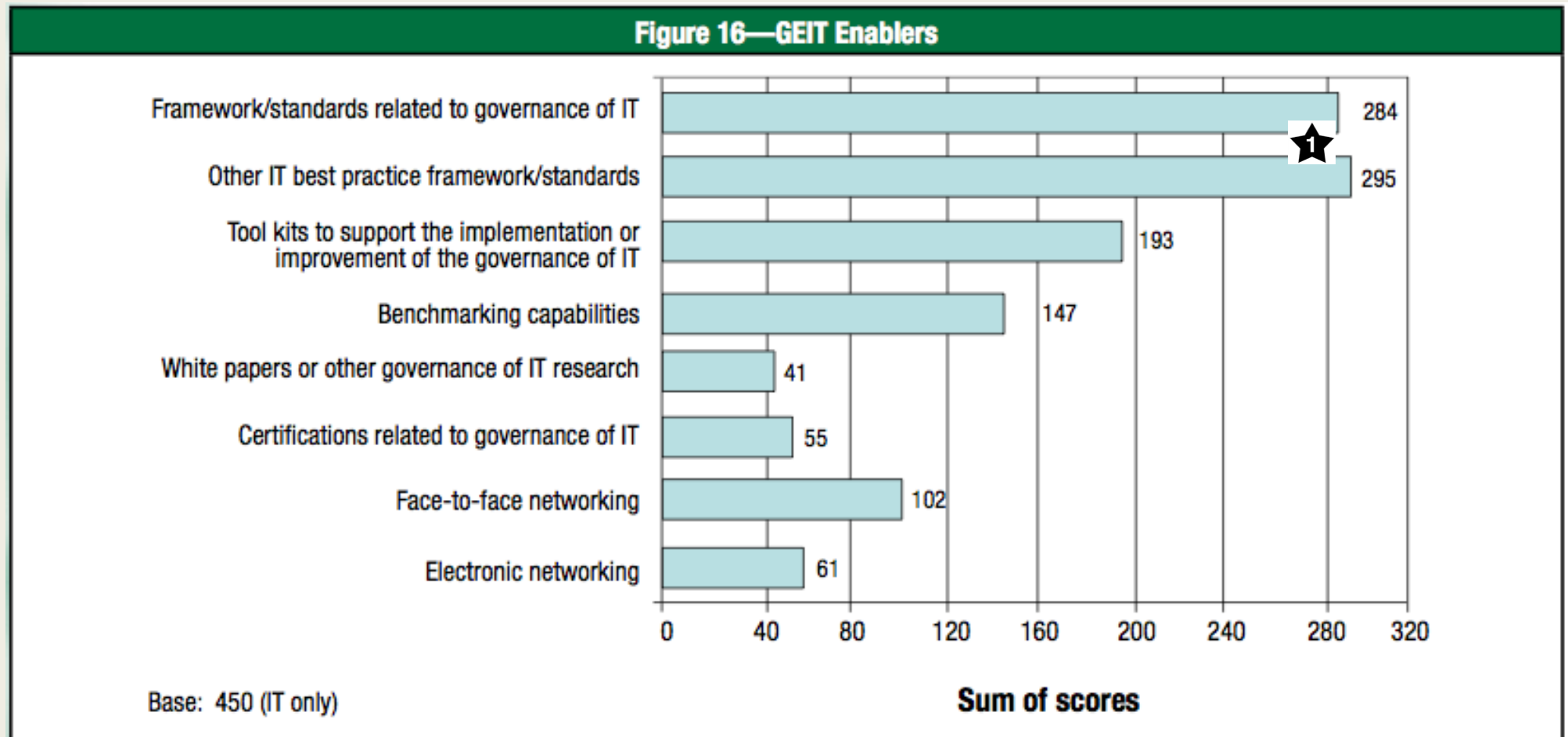
Bagaimana penerapan Framework dan Standard untuk IT Governance?

Hubungan antar IT Governance Framework tersebut?



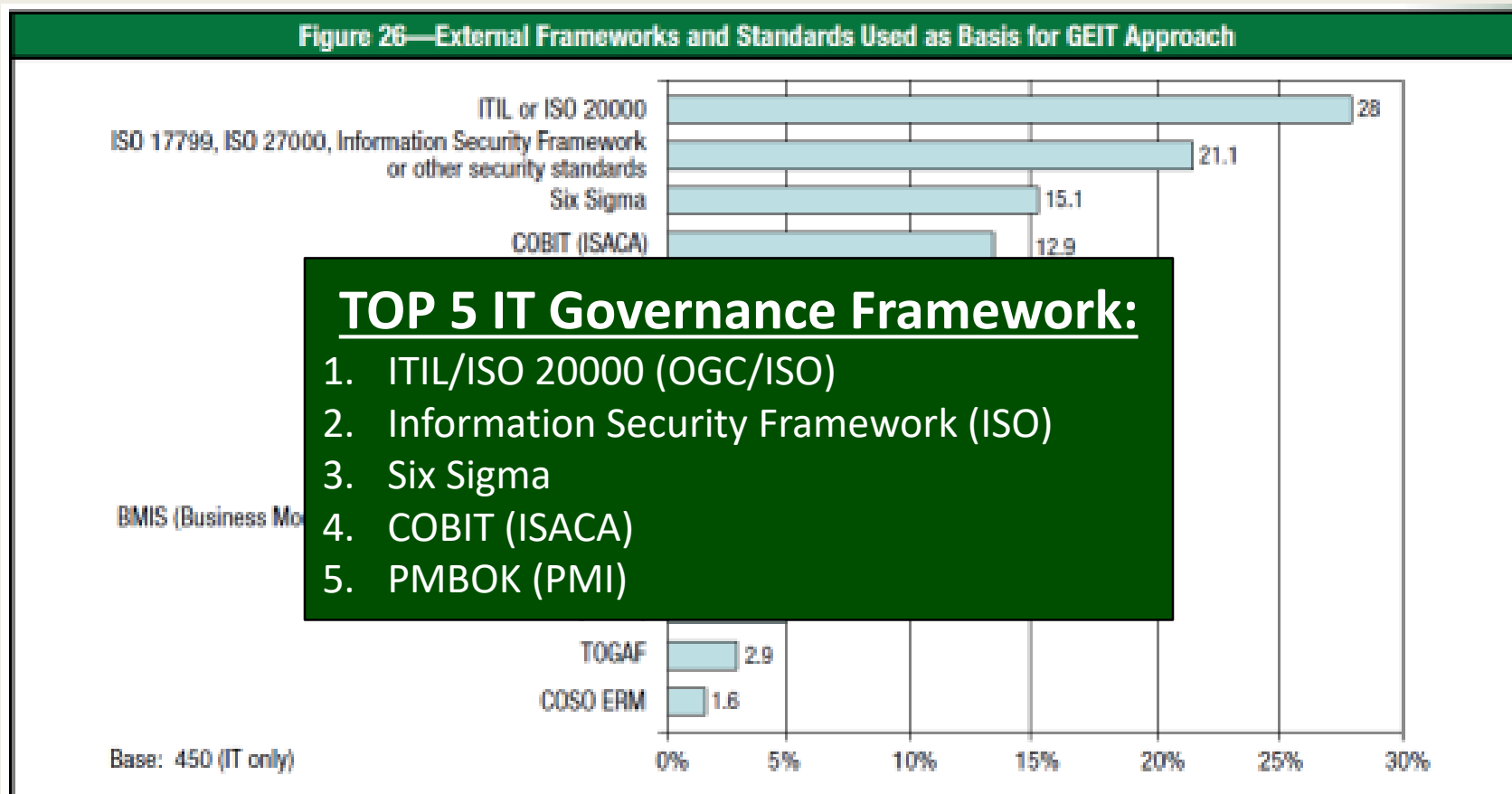
IT Governance Practice & Maturity

Bagaimana perusahaan mengimplementasikan IT Governance dan Mengukur tingkat kematangan dalam implementasinya?



TOP 5 IT Governance Framework

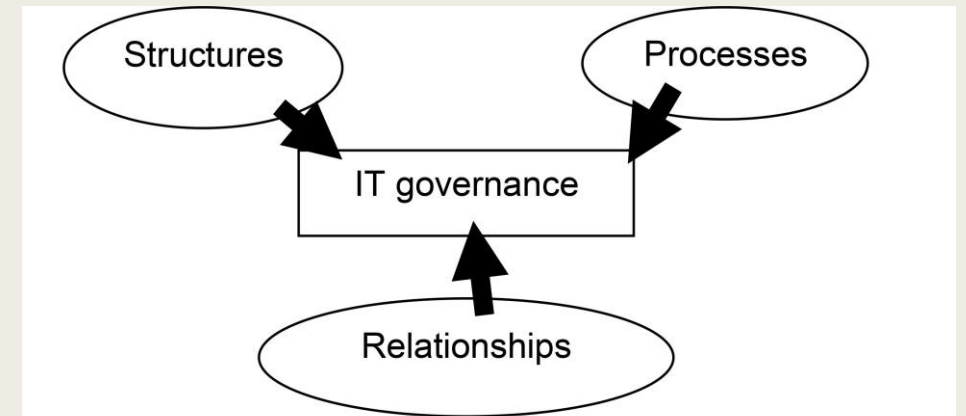
Berikut adalah hasil penelitian IT Governance Institute (ITGI) mengenai framework yang paling banyak diacu dalam penerapan IT Governance tahun 2011:



IT Governance Concepts in COBIT

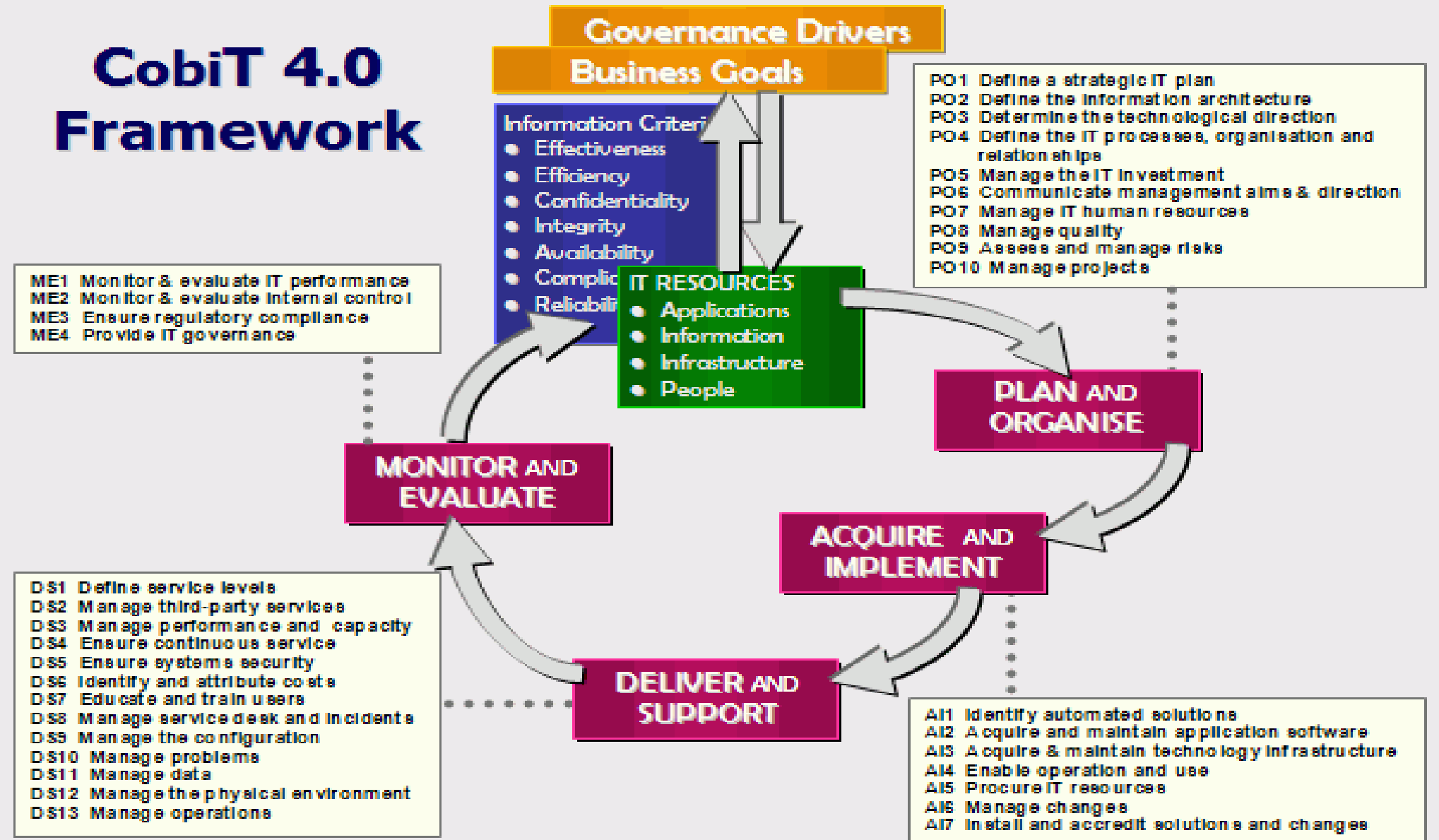
COBIT 4.1

- 12 IT Governance **structure** practices,
- 11 IT Governance **process** practices
- 10 IT governance **relational mechanism** practices



Source: Adapted from Van Grembergen, Haes, & Guldentops, 2004, p. 5

CobiT 4.0 Framework



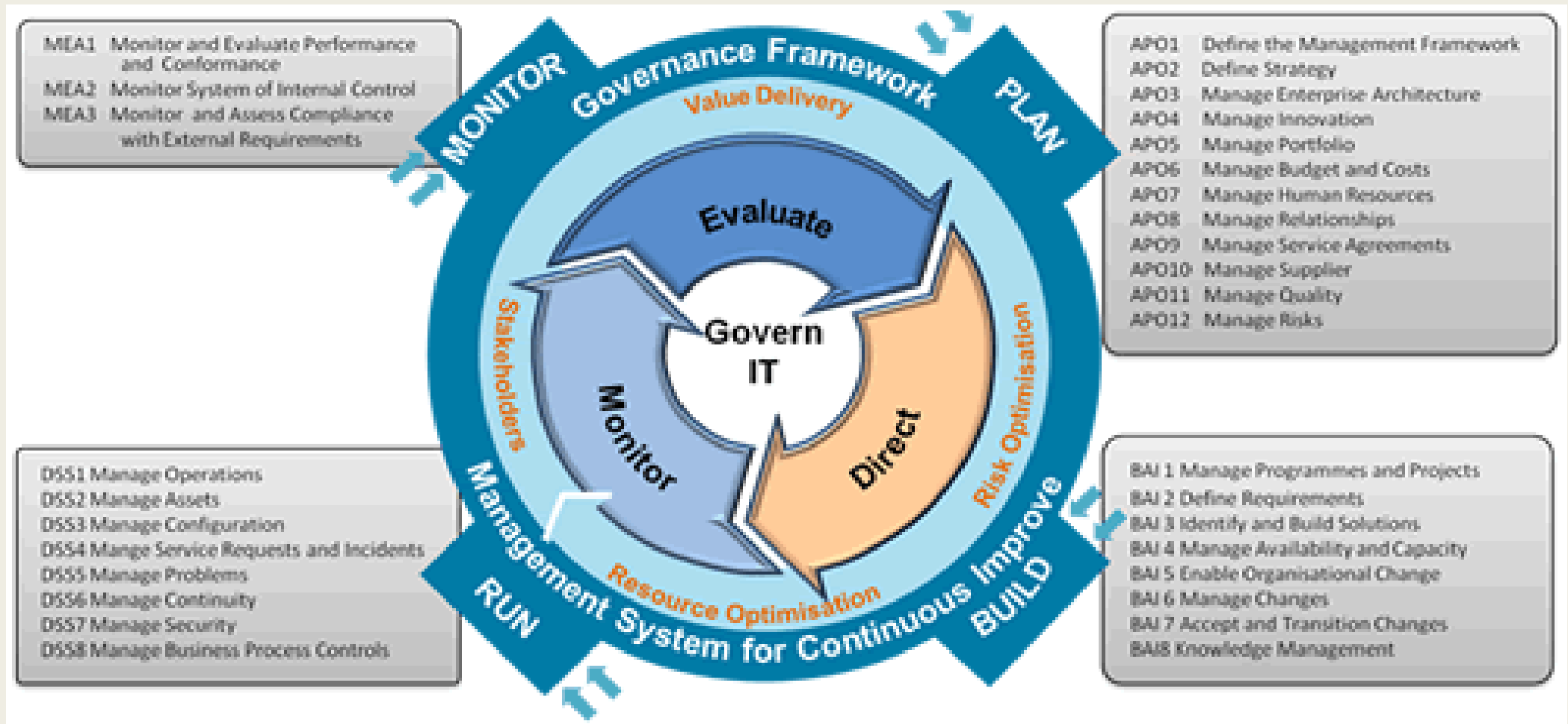
COBIT 5 (2012)

COBIT principles → sebagai panduan ITG

- Principle 1 → menekankan pada goal dan kreasi nilai diantara berbagai stakeholder yang mempunyai keinginan berbeda untuk TI
- Principle 2 → COBIT tidak hanya terbatas pd departemen TI saja tetapi mencakup seluruh organisasi.
- Principle 3 → COBIT menyediakan panduan terintegrasi yang dapat digunakan oleh framework lain.
- Principle 4 → menunjukkan bagaimana hubungan antara komopnen ITG dan critical success factors (enablers).
- Principle 5 → secara tegas menunjukkan pemisahan antara **governance** and **management**

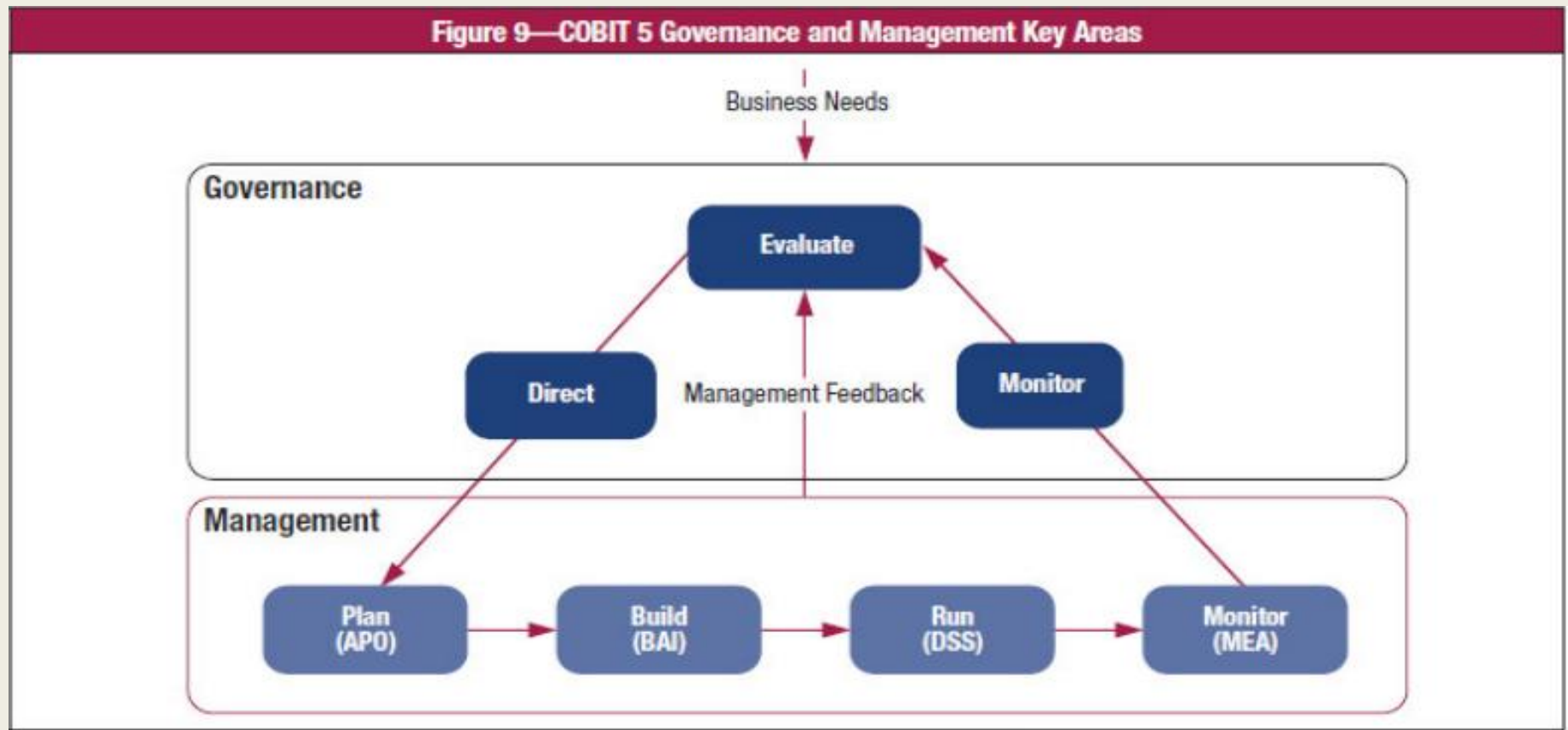
Principles
Principle 1 - Meeting Stakeholder Needs
Principle 2 - Covering the Enterprise End-to-End
Principle 3 - Applying a Single Integrated Framework
Principle 4 - Enabling a Holistic Approach
Principle 5 - Separating Governance from Management

COBIT 5 FRAMEWORK



COBIT 5 Governance and Management Areas

Untuk teknis operasional (petunjuk bagi para praktisi), COBIT 5 terdapat 37 proses yang dibagi dalam 2 domain. **Governance domain:** 5 processes dan **Management domain:** 32 proses



Governance Process

- Governance processes will provide direction to management processes based on business needs.
- Then, governance processes will get feedback from management processes to evaluate how well the directions are carried out or whether they are needed to be adjusted.
- Governance actions include **Evaluate**, **Direct** and **Monitor** or **EDM**.
- COBIT 5 sees board of directors is accountable for governance processes while executives are responsible to perform them.

Area	Process
EDM	EDM1 Set and Maintain the Governance Framework
	EDM2 Ensure Value Optimization
	EDM3 Ensure Risk Optimization
	EDM4 Ensure Resource Optimization
	EDM5 Ensure Stakeholder Transparency

Management Process

Management processes are categorized by **IT life cycle**.

- There are four areas:
 - **Align, Plan and Organize (APO)**;
 - **Build, Acquire and Implement (BAI)**;
 - **Deliver, Service and Support (DSS)**;
 - **Monitor, Evaluate and Assess (MEA)**.
- Each area contains different processes.
- COBIT 5 sees that APO and MEA areas are directly linked to governance processes. These process areas contain different ITG activities

APO	APO1 Define the Management Framework for IT APO2 Manage Strategy APO3 Manage Enterprise Architecture APO4 Manage Innovation APO5 Manage Portfolio APO6 Manage Budget and Cost APO7 Manage Human Resources
	APO8 Manage Relationships APO9 Manage Service Agreements APO10 Manage Suppliers APO11 Manage Quality APO12 Manage Risk APO13 Manage Security
BAI	BAI1 Manage Programs and Projects BAI2 Define Requirements BAI3 Identify and Build Solutions BAI4 Manage Availability and Capacity BAI5 Manage Organizational Change Enablement Deliver, Service and Support BAI6 Manage Changes BAI7 Manage Change Acceptance and Transitioning BAI8 Manage Knowledge BAI9 Manage Assets BAI10 Manage Configuration
DSS	DSS1 Manage Operations DSS2 Manage Service Requests and Incidents DSS3 Manage Problems DSS6 Manage Continuity DSS5 Manage Security Services DSS6 Manage Business Process Controls
MEA	MEA1 MEA Performance and Conformance MEA2 MEA the System of Internal Control MEA3 MEA Compliance with External Requirements

OTHER FRAMEWORK

ITIL Framework

Merupakan sebuah **framework** yang memberikan **panduan** dan **petunjuk** mengenai **tata kelola layanan teknologi informasi**

Framework yang dibuat berdasarkan **best practice**, **good practice** dan **common practice** bahkan menjadi **standard practice** dalam pengelolaan teknologi informasi di berbagai industri dan sektor

ITIL v3 Processes

ITSM (IT Services Management) merupakan solusi terbaik dalam pengelolaan layanan TI yang komprehensif, sehingga mampu mendorong efisiensi dan efektivitas penggunaan sistem informasi dalam mendukung perkembangan bisnis organisasi (Universitas).

Service Strategy

- Service Portfolio Management
- Financial Management
- Demand Management
- ROI

Service Design

- Service Catalog Management
- Service Level Management
- Supplier Management
- Capacity Management
- Availability Management
- IT Service Continuity Management
- Information Security Management



Continual Service Improvement

Meningkatkan efektivitas dan efisiensi proses dan layanan IT

Service Transition

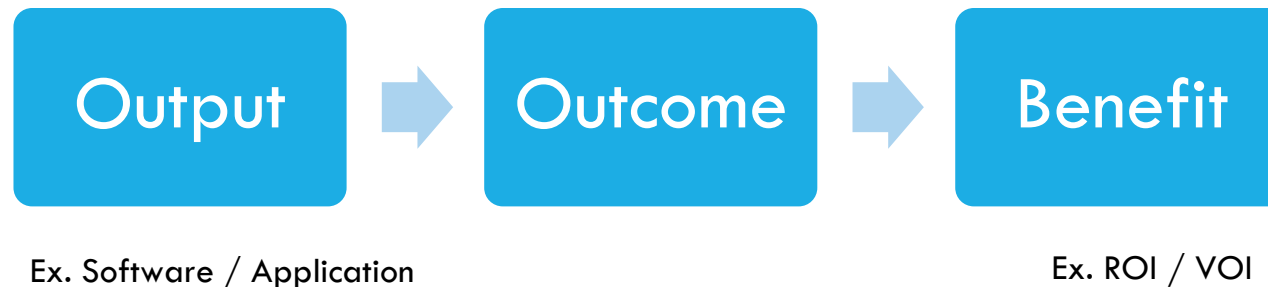
- Transition Planning and Support
- Change Management
- Service Asset & Configuration Management
- Release & Deployment Management
- Service Validation
- Evaluation
- Knowledge Management

Service Operation

- Event Management
- Incident Management
- Problem Management
- Request Fulfillment
- Access Management Functions
 - Service Desk
 - Technical Management
 - Application Management
 - Operations Management

WHAT IS A SERVICE?

- A service is a means of delivering **value** to customers by facilitating **outcomes** customers want to achieve without the ownership of specific cost and risks
- An outcome is the result of carrying out an **activity**, following a **process**, or delivering an IT Service



EXAMPLE OF SERVICES



Service Catalog



Service Desk

EXAMPLE OF SERVICES

- Tidak perlu tahu siapa pemilik McD
- Tidak perlu tahu siapa yang masak
- Yang konsumen perlu tahu
 - Menu apa yang ditawarkan
 - Berapa harganya
 - Berapa lama waktu delivery-nya??

User hanya butuh layanan, tidak perlu tahu apa yang dilakukan tim IT



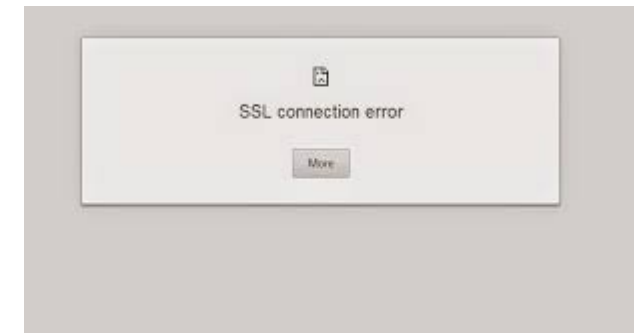
Apakah ITIL Framework bisa menyelesaikan masalah ?

Internet

Data

Aplikasi

- Minta data susah (lama)
- Data yang diminta tidak ada
- Sering minta data berulang-ulang

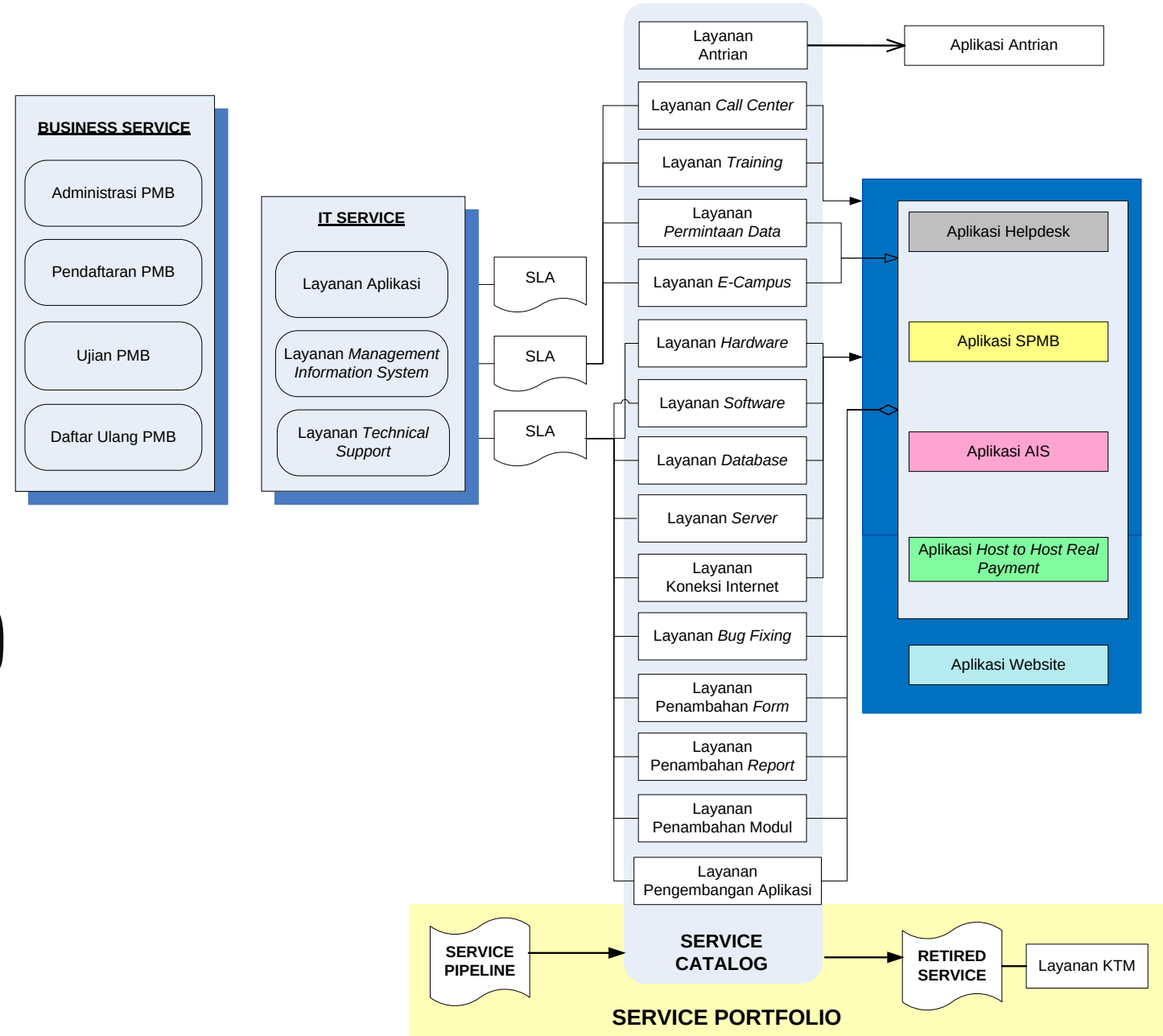


KESEPAHAMAN TENTANG SERVICE

- Layanan harus di definisikan bersama-sama
 - Apa saja layanan di Perguruan Tinggi ?
 - Layanan IT apa saja yang mendukung
 - Kalau belum didefinisikan harus dibuat IT Enterprise Architecture (EA)
- SLA (service level agreement) harus disepakati
 - Menyangkut masalah SDM
 - Infrastruktur IT (datacenter dll)
 - Berhubungan dengan finance
- Evaluasi bersama (KPI)

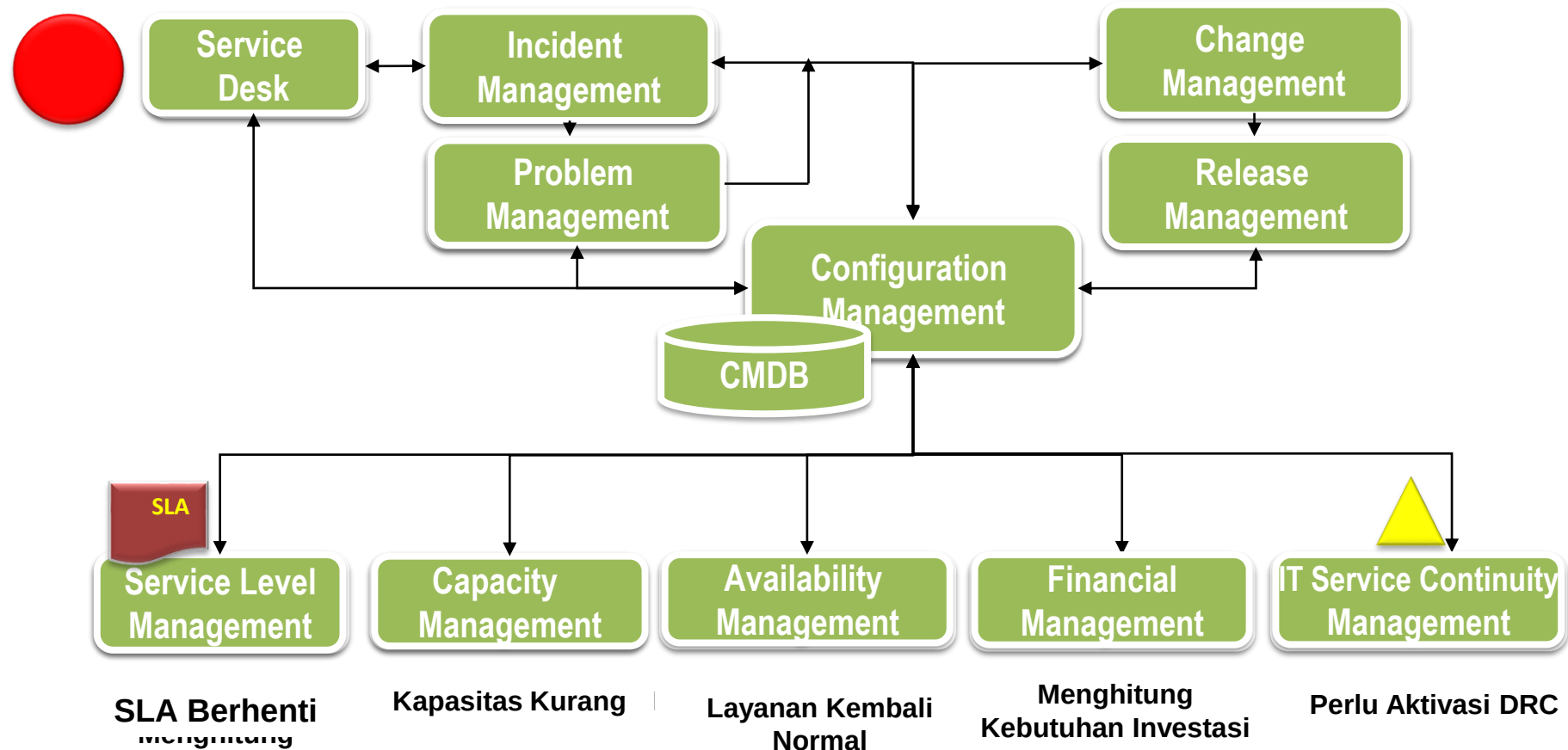


SERVICE PORTFOLIO

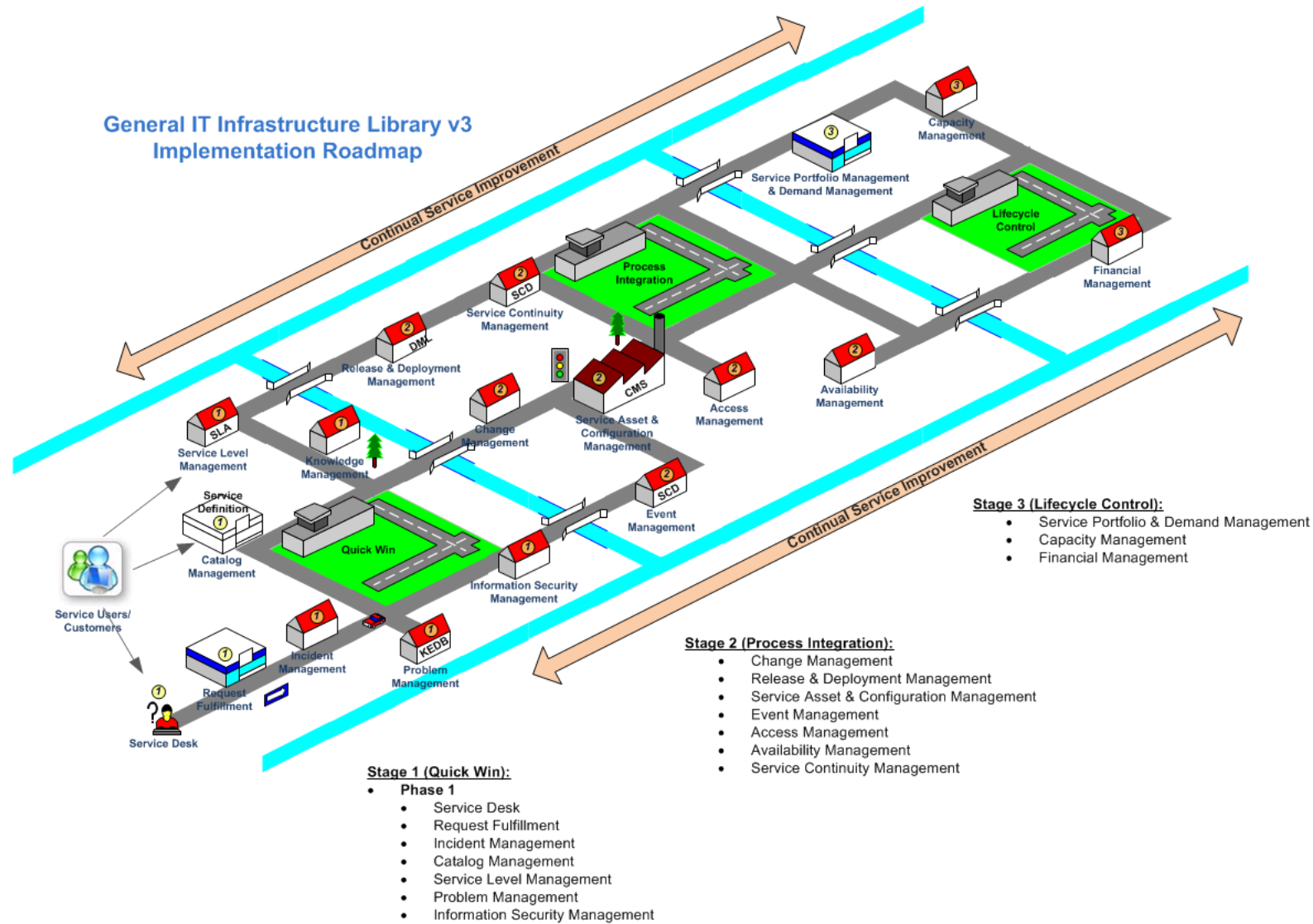


Closed-Loop ITIL Process & Function

Setelah melakukan deployment, CMDB harus dimutakhirkan sesuai perubahan yang terjadi



Roadmap Implementasi ITIL



Road Map

Year 1

- Perubahan organisasi
- Service desk
- Incident Management
- Problem Management
- Request fulfillment
- Catalog Management
- Service level management

Year 2

- Change management
- Asset management
- Event management
- Release management
- Availability management
- Configuration management
- Information Security Management

Year 3

- Capacity management
- Finance management



Satisfied Customers



Pengukuran KPI
Achievement ISO 20000

Pengukuran KPI

Incident Management



Sekian Wassalam

Q & A