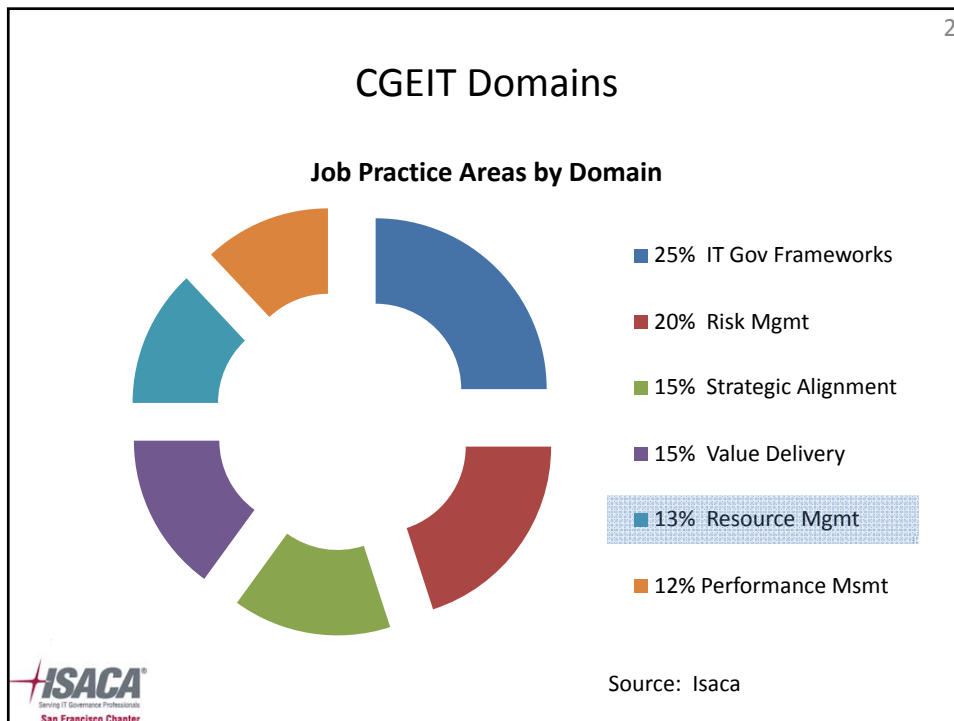



Resource Management


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Definitions of Resources

ISACA	People, apps, information, & infrastructure
ITIL	People, products, processes, & partners
BSC	Human, information & organization capital




The logo for ISACA San Francisco Chapter, featuring the acronym 'ISACA' in a stylized font with a red starburst, and the text 'Serving IT Governance Professionals' and 'San Francisco Chapter' below it.

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IT Resource Management

- **ISACA Thumbnail Description**
 - Optimal investment in, and the proper management of, critical IT resources -- applications, information, infrastructure and people
- **Key issues**
 - Optimization of system knowledge, technical infrastructure, business value chains, and IT management




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Benefits of IT Resource Management

- Strengthen IT and business unit working relationships
- Improve accountability for results
- Reduce enterprise risks
- Enhance IT service quality and effectiveness
- Engender more efficient use of IT resources
- Focus IT spending on business drivers, values, needs, and priorities
- Facilitate effective project and contract management
- Reduce IT project complexity
- Facilitate more effective IT planning




CGEIT Domain Task Statements

- Ensure that IT has sufficient, competent, and capable resources to execute strategic objectives
 - Design & establish resource planning programs
 - Train & develop staff
 - Analyze gaps
 - Allocate against requirements
 - Integrate resource management into strategic & tactical planning (identification, classification, allocation, periodic evaluation)
 - Standardize IT infrastructure; focus on economy of scale principles; interoperability
 - Manage & protect IT assets throughout lifecycle

Key Functions



- Assess baseline
- Analyze gaps
- Gap remediation
- Acquisition
- Training & Maintenance
- Support
- Performance
- Monitoring



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CGEIT Domain Knowledge Statements


- **Know**
 - Corporate, business & IT resources
 - Resource acquisition processes
 - Required skill and technology mix
 - HR management processes
 - Outsource and offshore processes
 - How to maintain workforce competency
 - Enterprise business strategies
 - Methods for monitoring & reporting resource performance



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Resource Management Roles


- **Board**
 - Monitor how management determines what IT resources are needed to achieve strategic objectives
 - Ensure a critical review of resource allocations—proper balance of IT investments between sustaining and growth objectives
- **IT Strategy Committee**
 - High level direction for sourcing & use of IT resources
 - Oversee aggregate IT funding
- **CEO**
 - Capitalize on knowledge & information
 - Establish business priorities & allocate resources for IT performance
 - Organize for & facilitate IT strategic implementations
 - Define the CIO role



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Resource Management Roles


- **Business Executives**
 - Allocate business resources for effective IT governance
- **CIO**
 - Provide the IT infrastructure to facilitate knowledge & information creation/sharing
 - Ensure availability of IT resources for strategic objectives
 - Define value creation roles within IT
 - Standardize architecture & technology
- **Management Committees**
 - Balance sustain/growth proposals
 - Advise on infrastructure needs
 - Architectural design
 - Manage complex projects
 - Monitor & report on results



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Two Distinct Components


- **IT Resource Planning**
 - Demand driven
 - Ensure focused resources are aligned with strategic IT objectives and investments
 - What resources are needed to ensure success to the business strategy
 - What processes are required to support the resources (acquisition, maintenance, automation, training, operations, etc)
 - How to ensure resources are being used efficiently and effectively
 - IT Project and non-project resources (operations and support functions)
- **IT Project Management**
 - Supply driven
 - Focus on best utilization of available resources
 - Time, cost, space concerns



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Resource Categories


- **People**
 - Skill sets
 - Certifications
 - Productivity
 - Morale
- **Processes**
 - Costs
 - Productivity
 - Availability (ARMSS)
 - Change & Configuration Mgt
- **Products**
 - Knowledge & information re customers, markets, processes
 - Infrastructure
- **Partners/Suppliers**
 - Relationships
 - Diligence
 - Escrows
 - Second sourcing
 - Equity positions



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Kaplan and Norton


- **Human**
 - Ensure right skills are available for the business needs
- **Organization**
 - Build the supporting culture
- **Information**
 - Deliver relevant, high quality, and timely information



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Resource Management Starts with Alignment

- **Strategic Objective: Operational Excellence**
 - Minimize problems
 - Provide rapid response
- **Strategic Job Identification**
 - Quality managers
 - Six sigma
 - Problem management
 - Call center agents
 - Customer interaction skills
 - Problem management
 - Team building



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Resources Aligned to Strategy


- **Strategic Objective: Innovative Market Leader**
 - Understand customer segments
 - Develop new products
- **Strategic Job Identification**
 - Consumer market managers
 - Market research
 - Advertising
 - Cross business processes
 - JV managers
 - Relationship mgt
 - Negotiation skills
 - E-commerce knowledge



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Human Resource Planning


- **Core activities**
 - Start with strategic objectives
 - Identify strategic job families
 - Define competency profile
(skills, experience, values, knowledge)
 - Assess status
 - Report gaps
 - Plan for Gap remediation
 - Execute Gap Plan



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Values, Skills, Knowledge, Experience


Strategic Objective	<ul style="list-style-type: none">• Achieve a high performance service culture
Values	<ul style="list-style-type: none">• Anticipate customer needs• Services easy to use• Create effective solutions• Expertise inspires customer confidence• Assure quality first time, every time
Profile	<ul style="list-style-type: none">• Follow through on commitments• Hold self accountable• Concentrate on working problems, not fault finding• Ensure highest quality



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Human Resource Planning


- **HR often has its own governance program**
 - Cascading Balanced Score Card opportunities
 - Also needs alignment with business strategies
- **IT human resources shared responsibility**
 - HR takes on the internal process aspects
 - IT takes on the IT skill sets, experience, certification, location, motivation, career development



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IT Human Resource Planning


- **Interrelated to other IT decisions**
- **Example – Move to Cloud Computing**
 - Personnel requirements may change
 - Less need for internal operations
 - More need for system services management
 - More focus on understanding business value chain
 - Less focus on designing and administering system infrastructures



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IT Human Resource Planning


Strategic Objective	<ul style="list-style-type: none">• Achieve a high performance service culture
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Profile	<ul style="list-style-type: none">• Follow through on commitments• Hold self accountable• Concentrate on working problems, not fault finding• Ensure highest quality



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IT Human Resource Planning


Strategic Objective	<ul style="list-style-type: none">• Achieve a high performance service culture
Skills	<ul style="list-style-type: none">• Architecting distributed computing networks• Managing diverse remote access methods• Configuring large-scale virtual storage• Building and reinforcing vendor relationships• Forecasting capacity
Knowledge	<ul style="list-style-type: none">• Service oriented architecture• Cisco product lines• Kerberos and PKI• .Net Programming



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Information Resource Categories


- **Transaction Processing**
 - Systems that automate basic repetitive enterprise transactions
- **Analytic**
 - Systems and networks that promote analysis, interpretation, and share of information or knowledge
- **Transformational**
 - Systems and networks that change the prevailing business model
- **Technology Infrastructure**
 - Shared technology and administration expertise for effective use and delivery of the Information resources



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Information Resource Planning


	Operational Excellence		Innovation	
Strategic processes	Min Problems	Rapid Response	Understand customer	New products
Strategic job families	Quality mgr	Call center agent	Financial mgt	Strategic mgt
Analytical	Service QA	Best practice benchmarking	Customer profitability system	Market research
Transaction	Incident tracking	Workforce scheduling	Customer feedback system	Project management
Transformational		Customer self-help		
Infrastructure	IVR, CTI, CRM stnds, web apps			



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Information Resources


- **Information portfolio**
 - Systems, apps, infrastructure for each strategic job family; sorted by category
 - Level of investment in new information projects
 - Mix of investments to align and meet business requirements
 - Industry benchmarks for competitive spending comparisons
 - Input into IT portfolio management (value delivery)
 - Strategy should impact decisions



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Summary

- **Focus shift**
 - From cost and availability
 - To strategic alignment, with emphasis on the critical differentiating processes
- **Information resources**
 - Managed like other enterprise assets
 - Value measured to indicate contribution to strategy and value delivery
- **Resource Planning**
 - Feeds into IT Portfolio management
 - Business cases
 - Alignment success



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IT PROJECT MANAGEMENT



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COBIT Project Management


- **Focus on Project Management**
 - PO10 Manage Projects
 - Prioritization and coordination of IT projects
 - Master plan, resource assignments, deliverables, approvals, phased delivery, QA, testing, post implementation review
 - Reduce the risk of unexpected costs and project cancellation
 - Improve communication between business units and users
 - Ensure value delivery



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COBIT PO10 Manage Projects


- **Standardize the PM process**
 - Have a methodology
 - Provide enterprise PM guidelines
 - Require enterprise project planning
- **Critical Factors**
 - Commitment
 - Scoping
 - Integrated planning
 - Resource assignments
 - Risk assessment and management
 - Change control
 - Performance metrics and monitoring
 - Formal project closure



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COBIT PO10 Manage Projects


Inputs		Outputs	
PO1	IT Portfolio	Performance Reports	ME1
PO5	Updated IT Portfolio	Risk Management Plan	PO9
PO7	IT Skills Matrix	PM Guidelines	AI 1–7
PO8	Development Stnds	Detailed Project Plans	PO8/AI 1-7
AI7	Post-implementation Review	Updated IT Portfolio	PO1/PO5



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PMBOK and Prince2

- **General project management frameworks (not just for IT)**
 - Both have been mapped to COBIT
 - PO 10 Manage Projects capture most components
- **PMBOK (ANSI/PMI 99-001-2004)**
 - Focus on consistent implementation of a proven framework based on best PM practices
 - Lifecycle approach—initiation, planning, executing, controlling, closing
- **Prince2 (UK Gov't)**
 - Business case driven
 - Focus on the process of project management
 - Segments projects into manageable stages



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Key Resource Management Points

- **Part of the IT Governance process**
- **Purpose is to optimize the planning and availability of IT resources needed for business strategies**
- **Limited ISACA frameworks**
 - ITIL for service management environments
 - BCS—learning and growth approaches—strategic alignment
- **IT Project Management**
 - Part of good governance to have a standard PM methodology
 - But not the same as Resource Planning and Strategic Alignment
 - Detailed knowledge of Prince2 and PMBOK not needed for exam

