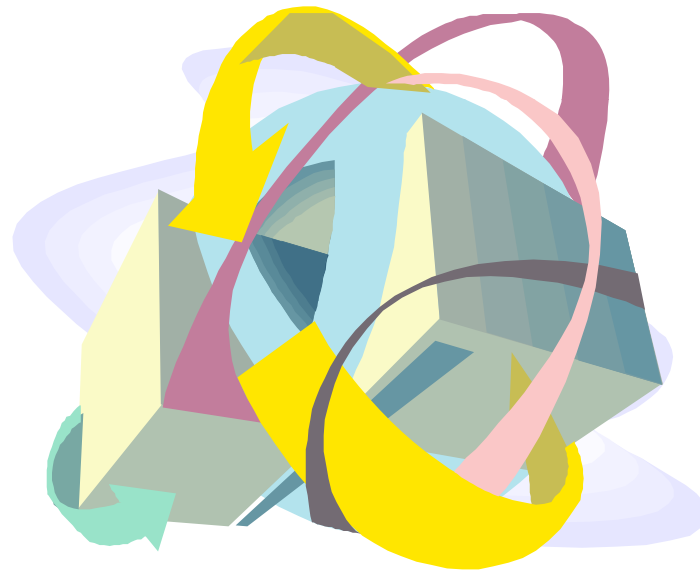


GIS Governance in the Context of IT Decision Making & Accountability



Cliff Bacon
(Retired)
15 May 2009

Agenda

- The Context of IT Decision Making and Accountability
- Definition of IT & GIS Governance
- Key GIS Decisions and Archetypes of GIS Governance
- End Note: Review of the Role of GIS Governance

Acknowledgement

- This presentation makes extensive use of the research of Dr Peter Weill (Chairman and Senior Research Scientist) at the Centre for Information Systems Research (CISR) at the MIT Sloan School of Management, and Dr Jeanne W. Ross (Director and Principal Research Scientist) at the MIT Sloan School's Center for Information Systems.

References

- (1) Weill, Peter & Ross, Jeanne W. (2004) *IT Governance on One Page*. CISR WP No 349, Centre for Information Systems Research, MIT Sloan School of Management, November 2004
- (2) Weill, Peter (2004) *Don't Just Lead, Govern: How Top-Performing Firms Govern IT*. CISR WP No 341, Centre for Information Systems Research, MIT Sloan School of Management, November 2004

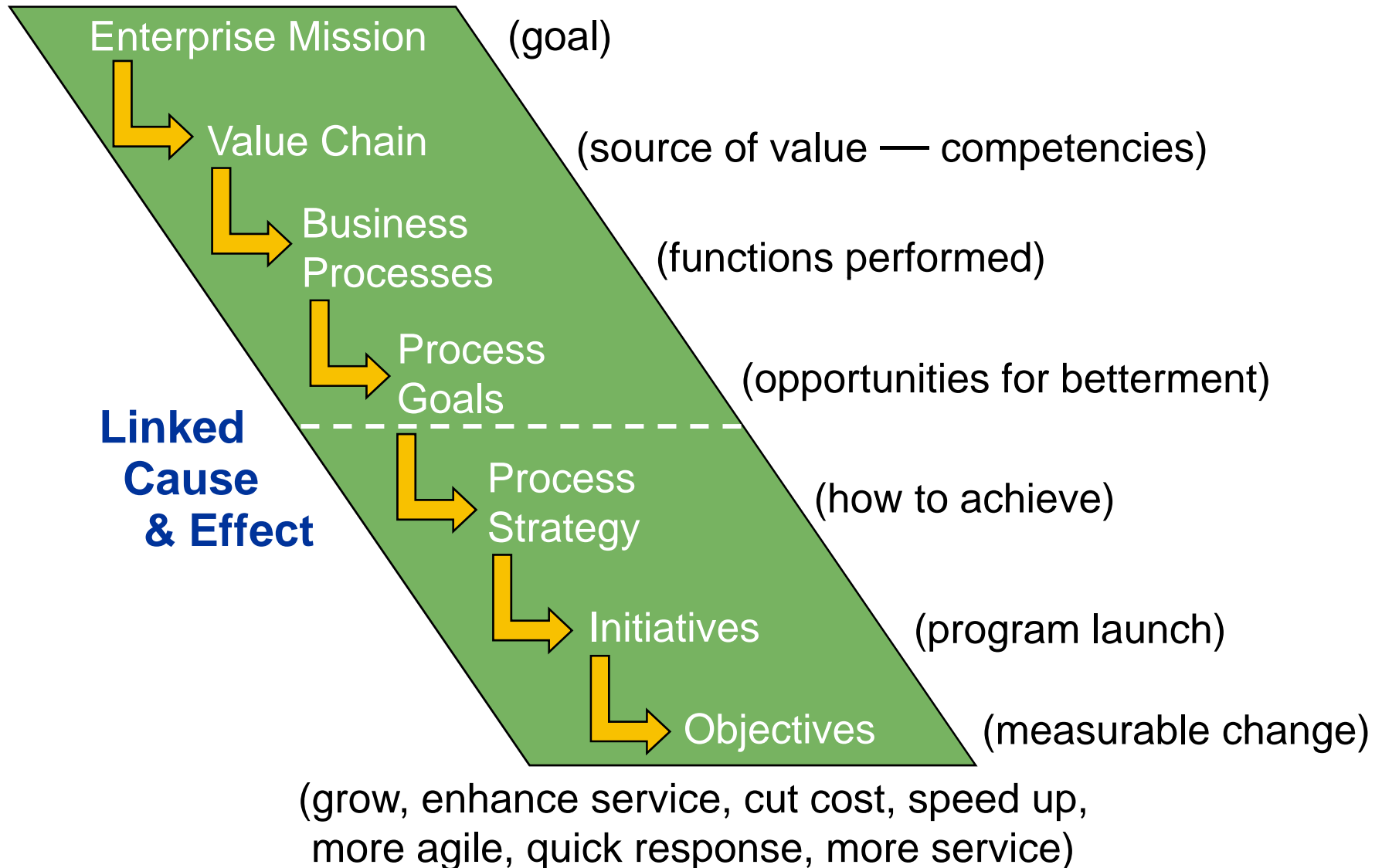
References

- (3) Weill, Peter & Ross, Jeanne W. (2004) *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results*. Harvard Business School Press, Boston, MA, 2004.

**The Context
of
IT Decision Making and Accountability**

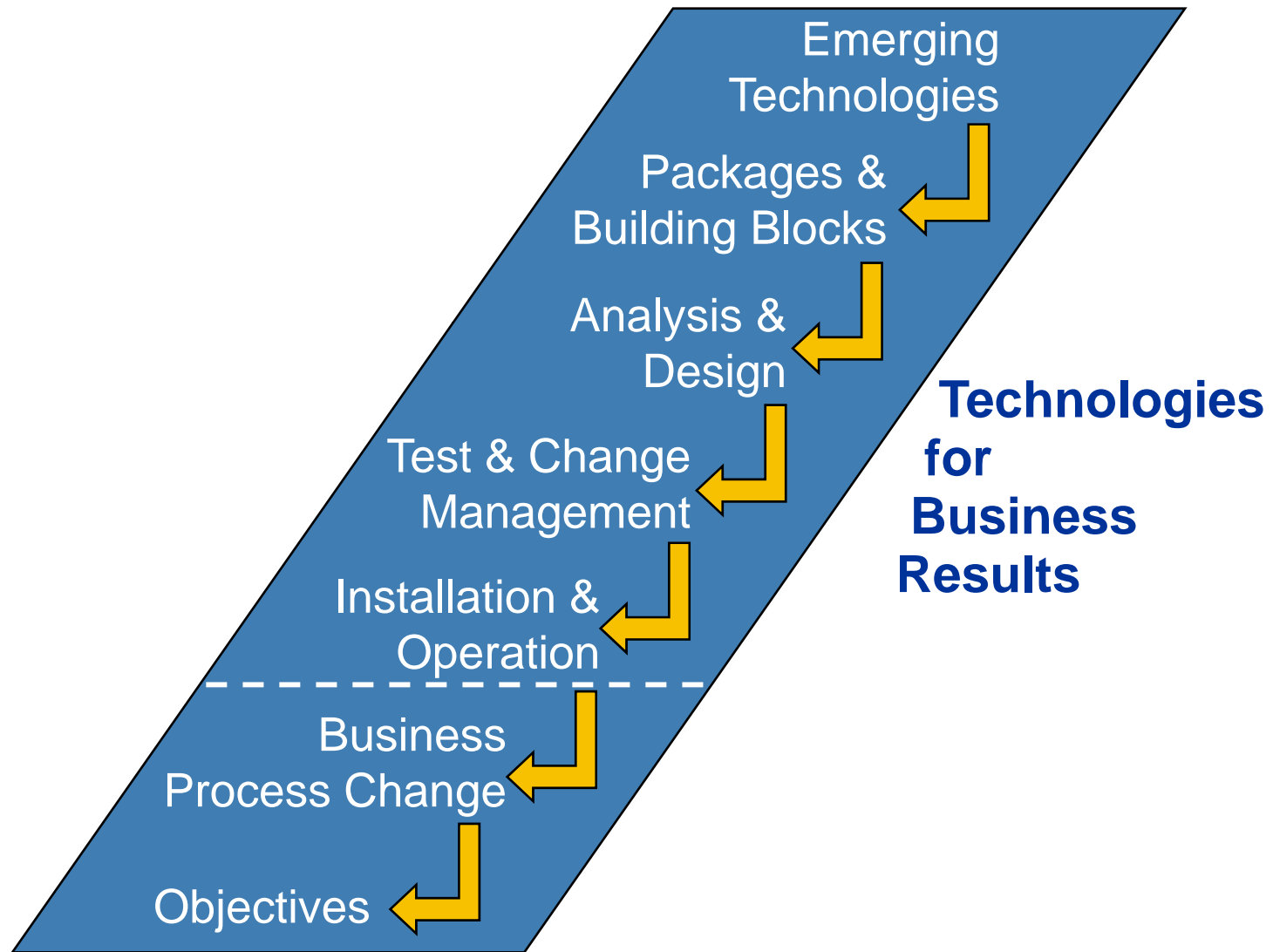
The Context

Business Responsibility for IT Strategy



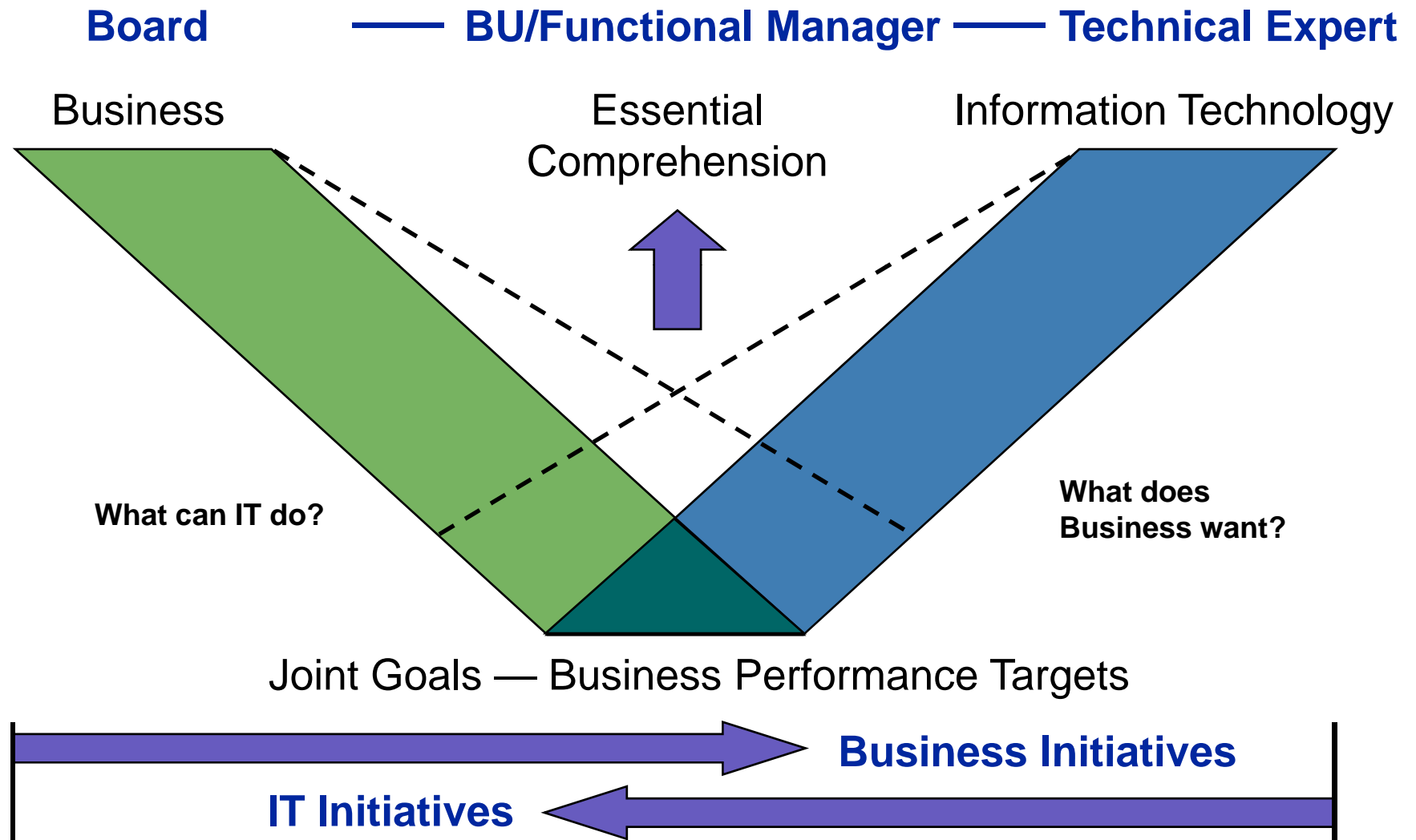
The Context

IT Responsibility for IT Strategy



The Context

Building Joint Goals and Objectives



Definitions of IT & GIS Governance

What is IT Governance?

- The IT Governance Institute (ITGI) defines IT Governance as:
 - *A system of organizational structures, processes and relationships to direct and control the current and future use of ICT in order to achieve the enterprise's goals by adding value while balancing risk versus return.*

What is IT Governance?

- The Australian and New Zealand Standard AS/NZS 8015: 2005, and now ISO/IEC 38500: 2008 *Corporate Governance of IT*, adopt a similar perspective to the ITGI, and defines the corporate governance of IT as:
 - *The system by which the current and future use of IT is directed and controlled. It involves evaluating and directing the plans for the use of IT to support the organization and monitoring this use to achieve plans. It includes the strategy and policies for using IT within an organization.*

What is IT Governance?

- Dr Peter Weill and his colleague Dr Jeanne Ross define IT Governance as:
 - IT Governance specifies the decision rights and accountability framework to encourage desirable behaviour in the use of IT

What is GIS Governance?

- GIS Governance specifies the decision rights and accountability framework to encourage desirable behaviour in the use of GIS

Why is GIS Governance important?

Because:

- GIS governance is critical to organisational learning about GIS value.
- It influences the benefits received from GIS investments.
- GIS Governance links to corporate governance.
- Demand for new uses of GIS is coming from talented people in all areas of the business of organisations.
- GIS is increasingly becoming embedded in the business of organisations.

**Key GIS Decisions
and
Archetypes of GIS Governance**

GIS Governance must address three questions

1. What decisions need to be made?
... Decisions about major **GIS domains**
2. Who has decision and input rights?
.. Rights are exercised in different **governance styles**
3. How are the decisions formed and enacted?
... Multiple **mechanisms** make governance work

1. What Decisions Must Be Made?

... Five Major GIS Decision Domains

GIS principles	High-level statements about how GIS is used in the business
GIS infrastructure strategies	Strategies for the base foundation of budgeted-for GIS capability (technical and human), shared throughout the organisation as reliable services, and centrally coordinated such as network, help desk and shared data)
GIS architecture	An integrated set of technical choices to guide the organization in satisfying business needs. The architecture is a set of policies and rules that govern the use of GIS and plot a migration path to the way business will be done (includes data, technology and applications)
Business application needs	Business applications to be acquired or built
GIS investment and prioritization	Decisions about how much and where to invest in GIS, including project approvals and justification techniques

2. Who Has Decision Rights? ... Exercised Through Six Styles

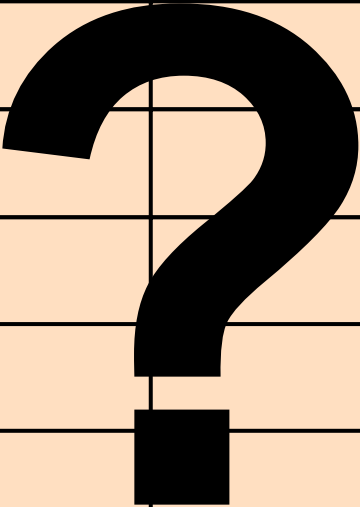
Style	Who makes the decisions?
	Business Monarchy Top -level managers
	GIS Monarchy GIS specialists
	Feudal Business-unit leaders or their delegates
	Federal Organisational centre and business units
	Duopoly GIS group and one business unit
	Anarchy Isolated individuals or small groups

3. How to Form & Enact Decisions ... Many Governance Mechanisms

Governance mechanisms	Objective
GIS Policy Committee	Make organisational GIS policy
GIS Steering Committee	Coordinate GIS across the organisation
GIS Technical Advisory Team	Provide GIS technical advice
Special Purpose Working Group	Recommend GIS solutions
Service-Level Agreements	Specify & measure GIS services
Chargeback Arrangements	Shape behaviour & recoup costs

How Can GIS Governance Arrangements Be Represented?

Domain Style	GIS principles	GIS infrastructure strategies	GIS architecture	Business application needs	GIS investment
Business Monarchy					
GIS Monarchy					
Feudal					
Federal					
Duopoly					
Anarchy					
Don't Know					

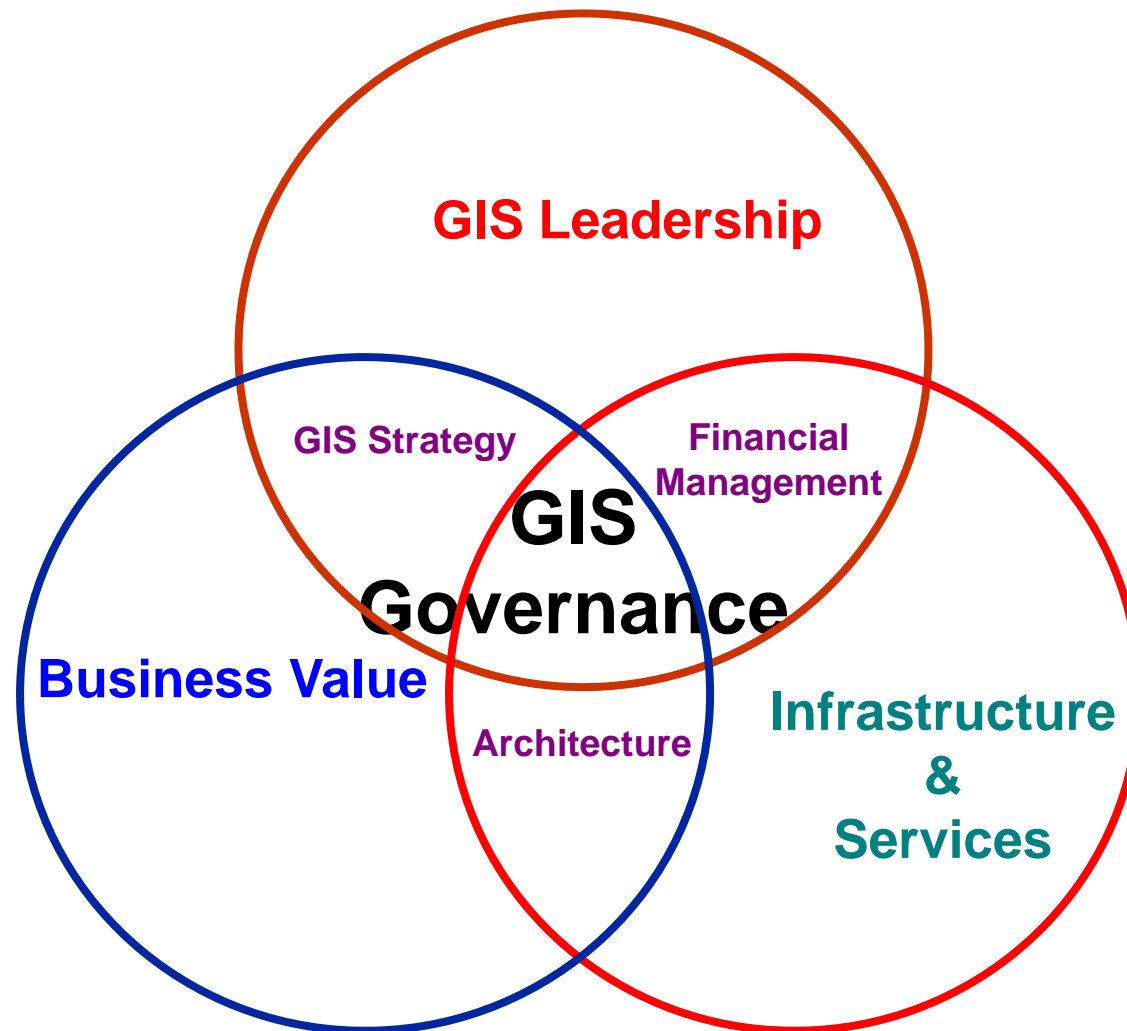


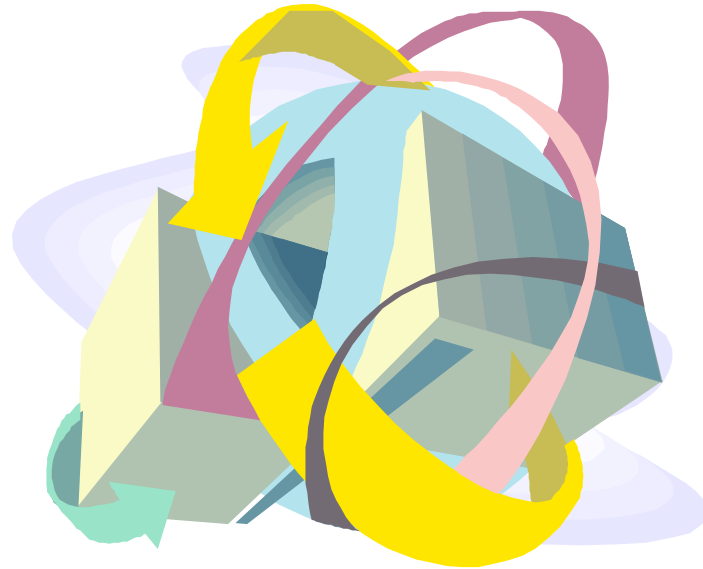
GIS Governance Arrangements Matrix

GIS Governance Arrangements Matrix										
Domain \ Style	GIS principles		GIS infrastructure strategies		GIS architecture		Business application needs		GIS investment and prioritization	
	Input	Decision	Input	Decision	Input	Decision	Input	Decision	Input	Decision
Business Monarchy										
GIS Monarchy										
Feudal										
Federal										
Duopoly										
Governance mechanisms						<input type="checkbox"/> Input rights		<input type="checkbox"/> Decision rights		

End Note

The Role of GIS Governance





Questions

Comments

Discussion