

MEETING THE GERSHON CHALLENGE

RECOMMENDATION 2 – STRENGTHEN AGENCY GOVERNANCE

QUICK START SERVICE: VALUE GOVERNANCE

Delivering the value of ICT investments needs organisational effectiveness - good leadership, policies, relationships, organisational structures, processes and accountabilities. This is Value Governance. Is your agency organised to ensure your projects are on track to achieve their objectives? The Gershon recommendation will require all agencies to:

- Assess their current capability,
- Identify a target capability level, and
- Develop a capability improvement plan to address any gaps between the two.

Value Governance is essential for directing the progress of a complex portfolio of programs or projects to ensure they are on track to achieve their objectives. Good Governance enables agencies to implement better ICT decisions faster. It ensures boards know what is going on in ICT, risks are managed and ICT is put to best use for the agency.

Symptoms of ineffective Governance include:

- Senior Management lacks an understanding of ICT Governance structure and processes
- The mechanisms to make ICT decisions are slow or contradictory
- ICT is seen as a barrier to implementing new policies
- ICT projects do not run to budget or timelines.
- Senior Management senses low value from ICT investments
- Senior Management sees outsourcing as a quick fix to ICT problems

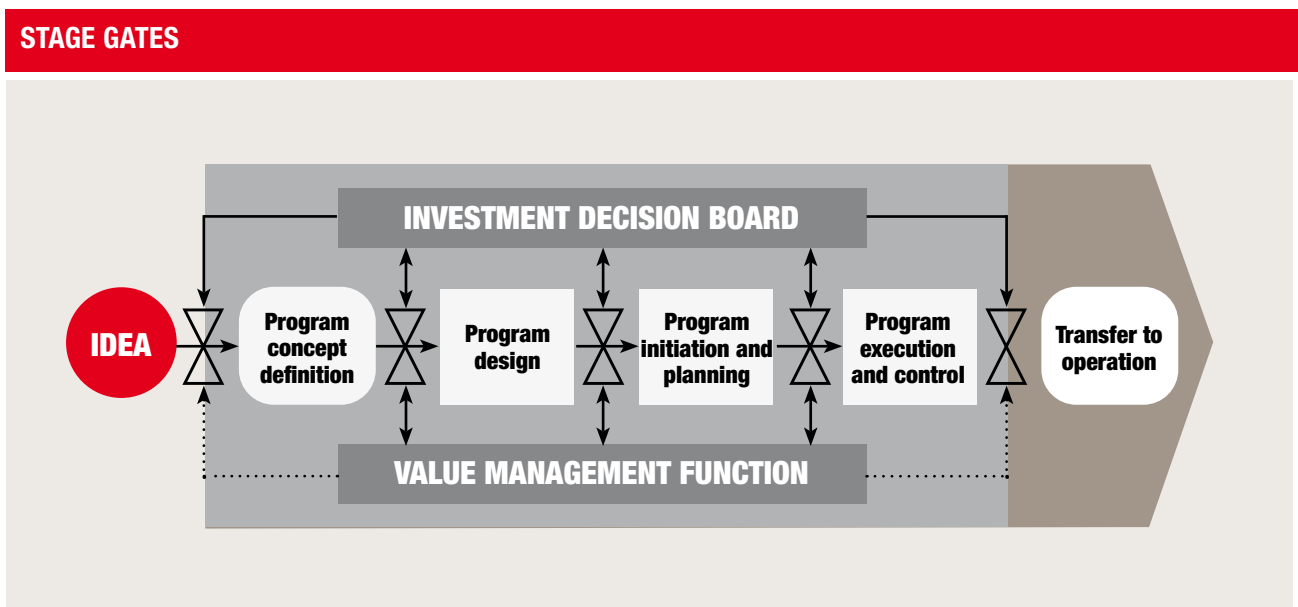
HOW CAN FUJITSU HELP?

Fujitsu has worked with a number of Commonwealth and state agencies to establish 'full cycle governance' structures from investment decision to implemented solution and the delivery of the full value of each ICT investment¹. Our Value Governance approach is about establishing leadership, process and structure to ensure the enterprise's ICT enables and supports the organisation's strategies by defining:

- What key decisions need to be made
- Who is responsible for making them
- How they are made
- The process and supporting structures for making them, including monitoring adherence to the process and the effectiveness of decisions.

Central to our approach is the use of "Stage-Gates" and the progressive commitment of resources and funds at critical stages of the investment life cycle to minimise risk exposure.

This approach ensures increasing rigour in business case review and decisions as more detailed information on what is to be done becomes available or as there are changes in factors that impact on what is to be done. It brings focus on the Business Case as an operational tool, ensuring it is updated and re-assessed at each stage-gate.



¹Fujitsu's associated Portfolio Management and Benefits Realisation "Quick Start" services provide elements of the 'full cycle governance' framework delivered by our Value Governance services.

FUJITSU'S VALUE GOVERNANCE SERVICES



EXECUTIVE AWARENESS:

Fujitsu draws on its experience of working with Commonwealth and State agencies to offer an awareness session in Value Governance that will bring your executives up to date with key concepts, methods available, and leading practices.

Executive Awareness Details:

- 2 hour session for up to 10 participants

CAPABILITY GAP ANALYSIS:

Fujitsu consultants will help you assess your agency's current capability in Value Governance, identify a target level of agency capability with respect to Gershon standards, and analyse the gap between the two. This will enable you to understand what you have to do to meet the Gershon challenge.

Gap Analysis Details:

- **Workshops:** 4/5 workshops x 3/4 participants
- **Deliverables:** An assessment of your agency's current capability in Value Governance, how they must change to meet your target capability, and the change required change initiatives in the form of an outline change road map.
- **Duration:** 4 weeks

RESPONSE PLANNING:

Based on the gap analysis, Fujitsu consultants will assist you in developing your detailed capability improvement plan for Value Governance.

If you want to know more, contact:

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ABOUTFUJITSU

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