



# #L09 – Without Which None: Key Data Points for IT Governance Metrics

Jennifer Bayuk, CISA, CISM, CGEIT

*Independent Information Security Consultant*

*[www.bayuk.com](http://www.bayuk.com)*

## Session Content

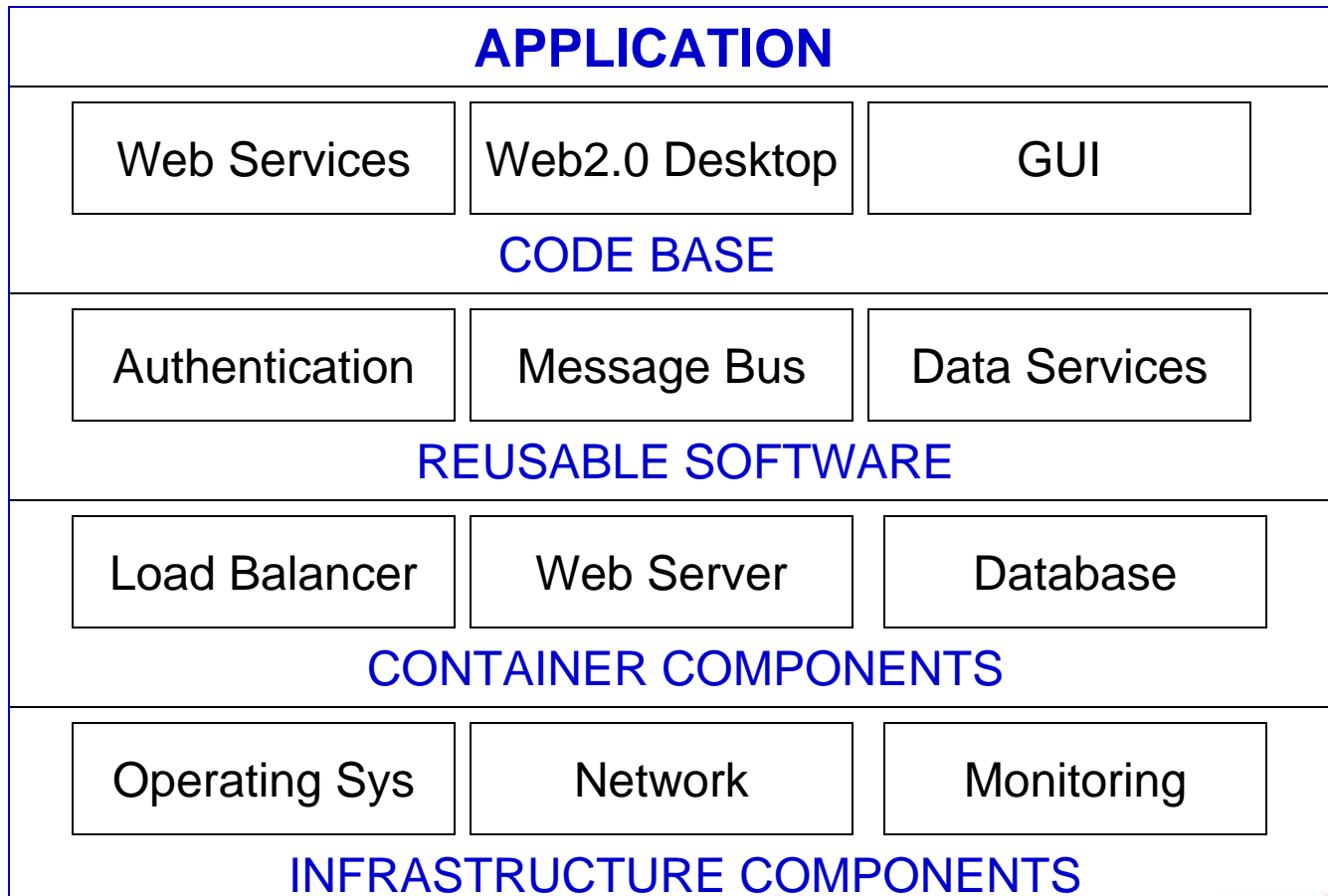
1. How to compartmentalize complex IT infrastructures in order to label them
2. Application component labeling
3. Index-sharing requirements for commonly used metrics
4. Simple and effective ways to efficiently collect data on IT-related initiatives
5. How to align risk assessment activities with accountability for IT project and service delivery



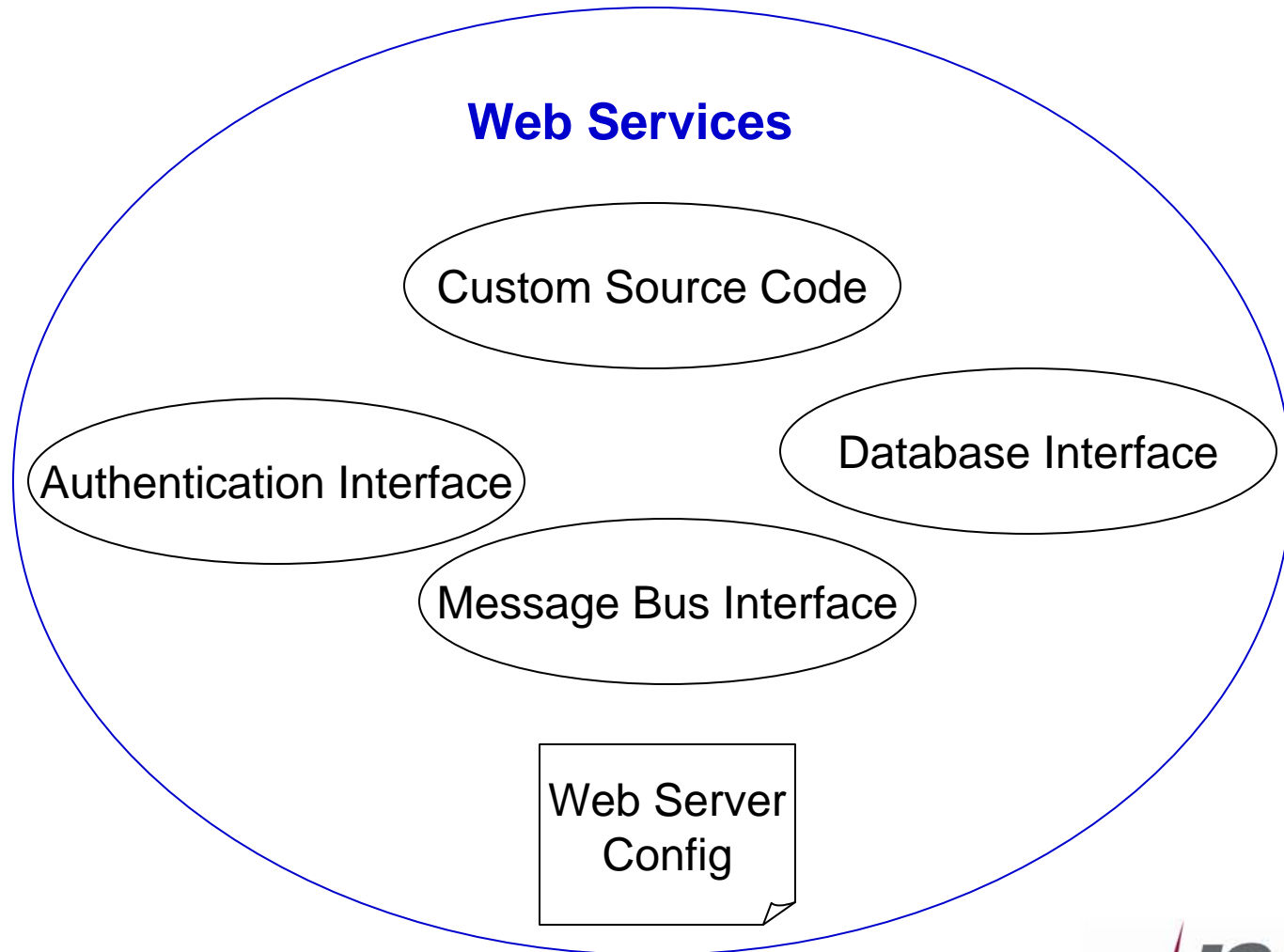
# IT Architecture Components

- Application components
- Component to software mapping
- Component to hardware mapping
- Virtual machines
- Data Sources

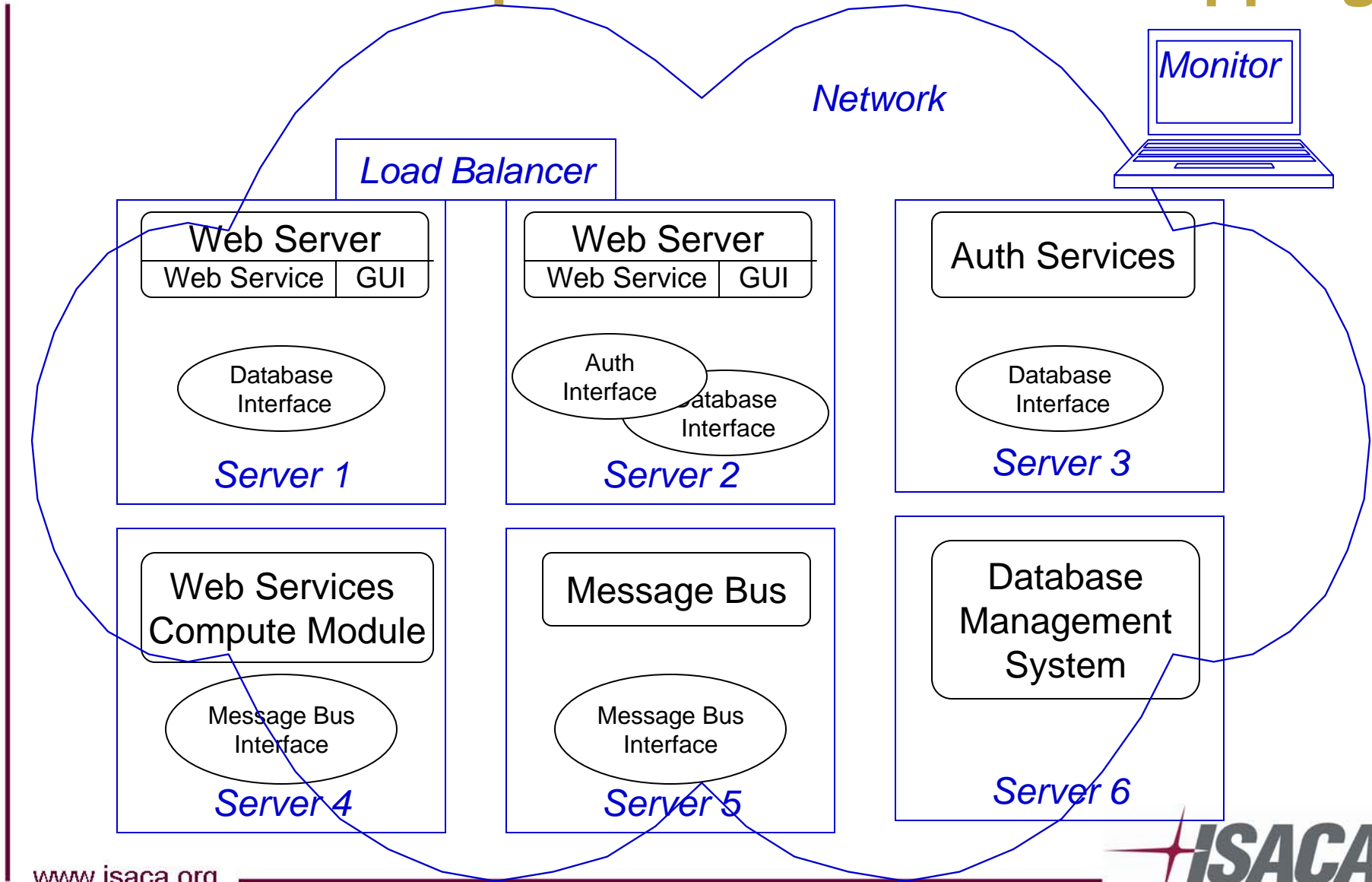
# Application components



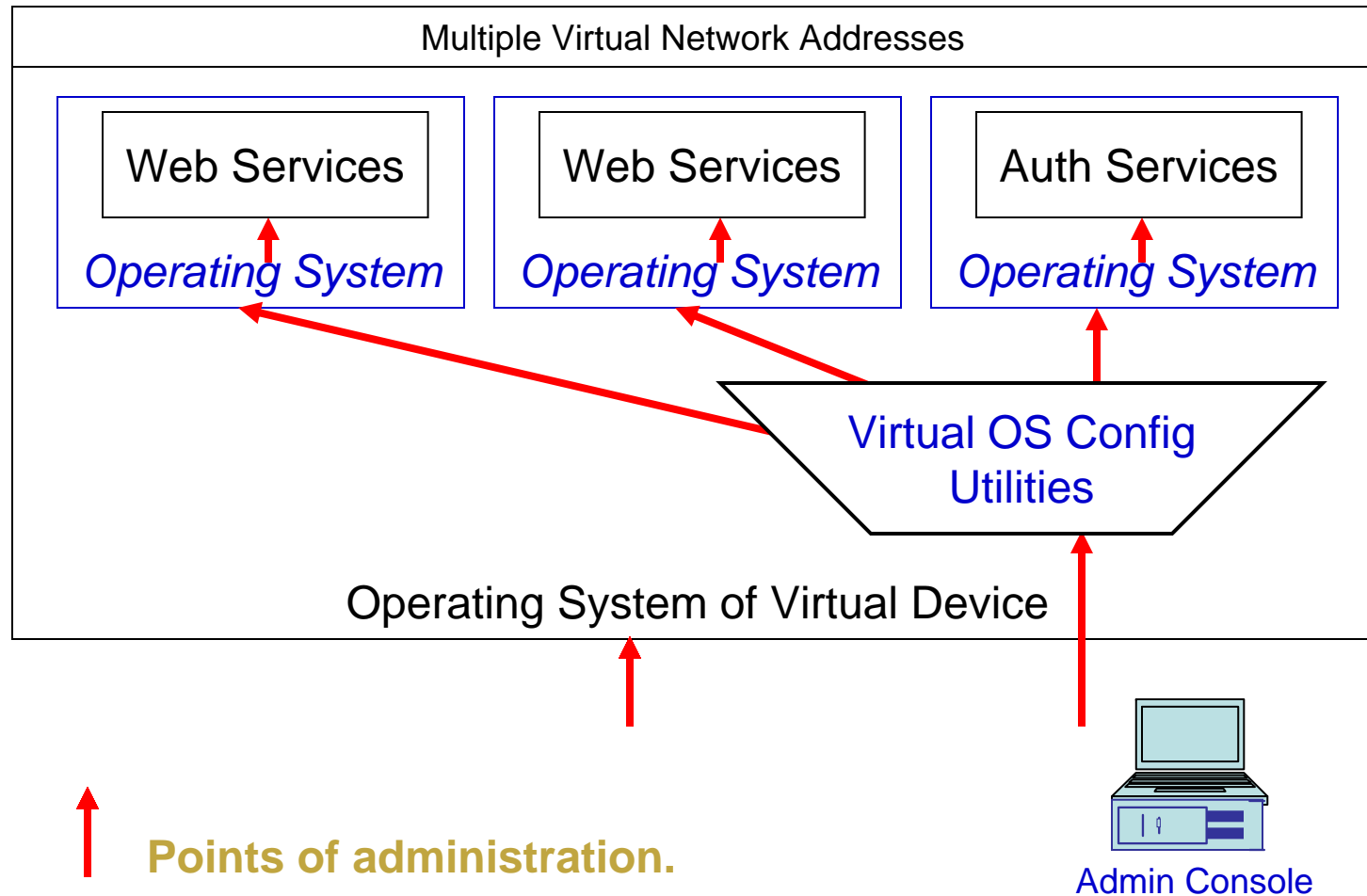
# Component to software mapping



# Component to hardware mapping



# Virtual machines



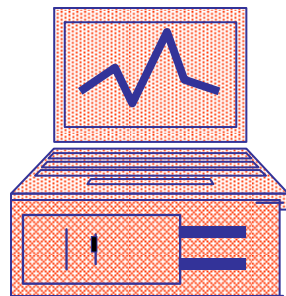


## Potential Data Sources

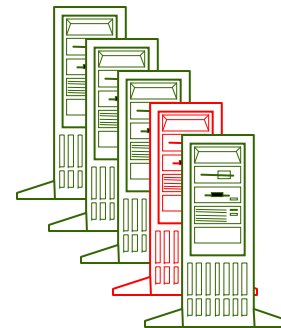
- Enterprise Management System
- Configuration Management Database
- Application Inventory

# Potential data source on components architecture

- Enterprise Management System
  - IP centric asset inventory
  - OS and Infrastructure focused
  - Requires coordinated data entry or feeds to align with business process

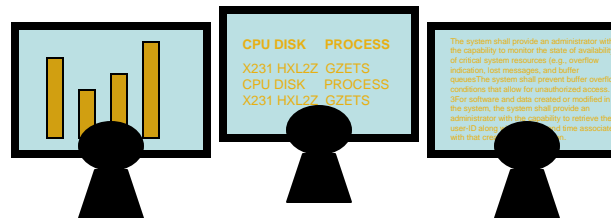


Typically snmp, may be client-server-based.



# Potential data source on components architecture

- Configuration Management Database
  - Operations focused
  - Provides relationships between configuration items
  - Requires coordinated data entry or feeds to align with asset inventory and/or business process



Typically used to support operations and service desk.

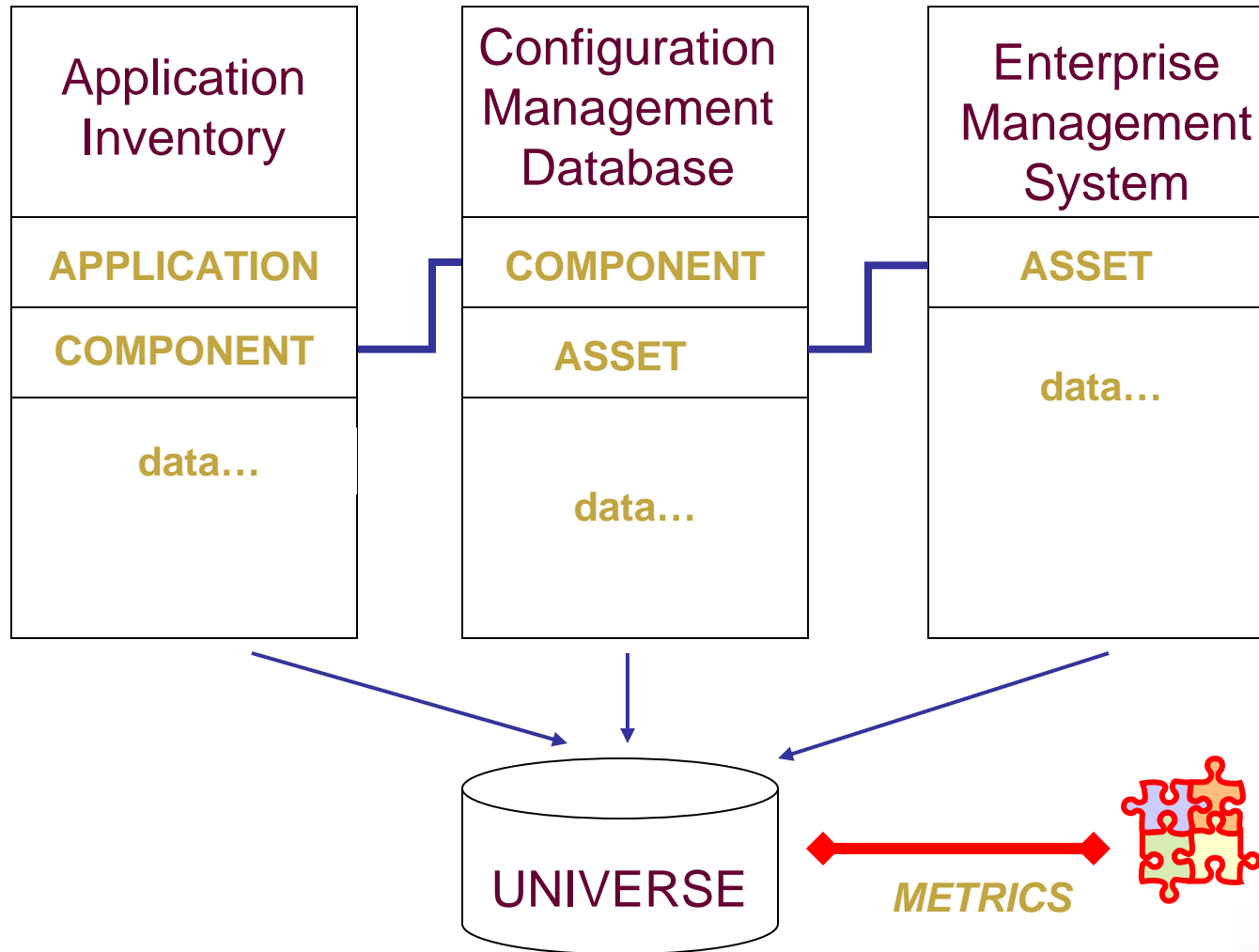
# Potential data source on components architecture

- Application Inventory
  - Development focused
  - Provides accountability for maintenance of software
  - Requires coordinated data entry or feeds to align with asset inventory

Acronym	MGR	DEPT	Components
APPACRO	Smith, Deb	Legal & Comp	Web
SALES	Jones, John	Sales Services	Mainframe
FINANC	Mathews, David	Enterpr Finance	SAP
MARKET	Edison, James	Sales and Market	Web
MGMTAPP	Johnson, Kelly	Network Mgmt	Desktop
OTHAPP	Williams, Peter	Corp & Admin	Mini

Typically used to justify IT Spend to Business Customers.

# Data Source Consolidation





## Metrics How-to:

- Start with known data on environment
- Quantify or otherwise represent unknowns
- Link control-relevant data to known data
- Anticipate decision requirements
- Design presentations



## Known Indexes for consolidation

1. Application Index or Acronym
2. Vendor Software Release Identifier
3. Network IP Address
4. Equipment Serial Number

## Identify Gaps

1. Application Index or Acronyms
  - e.g.: without associated equipment
2. Vendor Software Release Identifier
  - e.g.: not associated with any application
3. Network IP Address
  - e.g.: with no equipment serial numbers
4. Equipment Serial Number
  - e.g.: not associated with any vendor



## Potential control-related extensions

1. Security Software Configuration
2. Change Authorization Correlation
3. Security Review or Audit Scope
4. Information Classification
5. Outsourcing Arrangements
6. Application Impact
7. Business Recovery Objectives
8. System Development Projects



## Potential accountability extensions

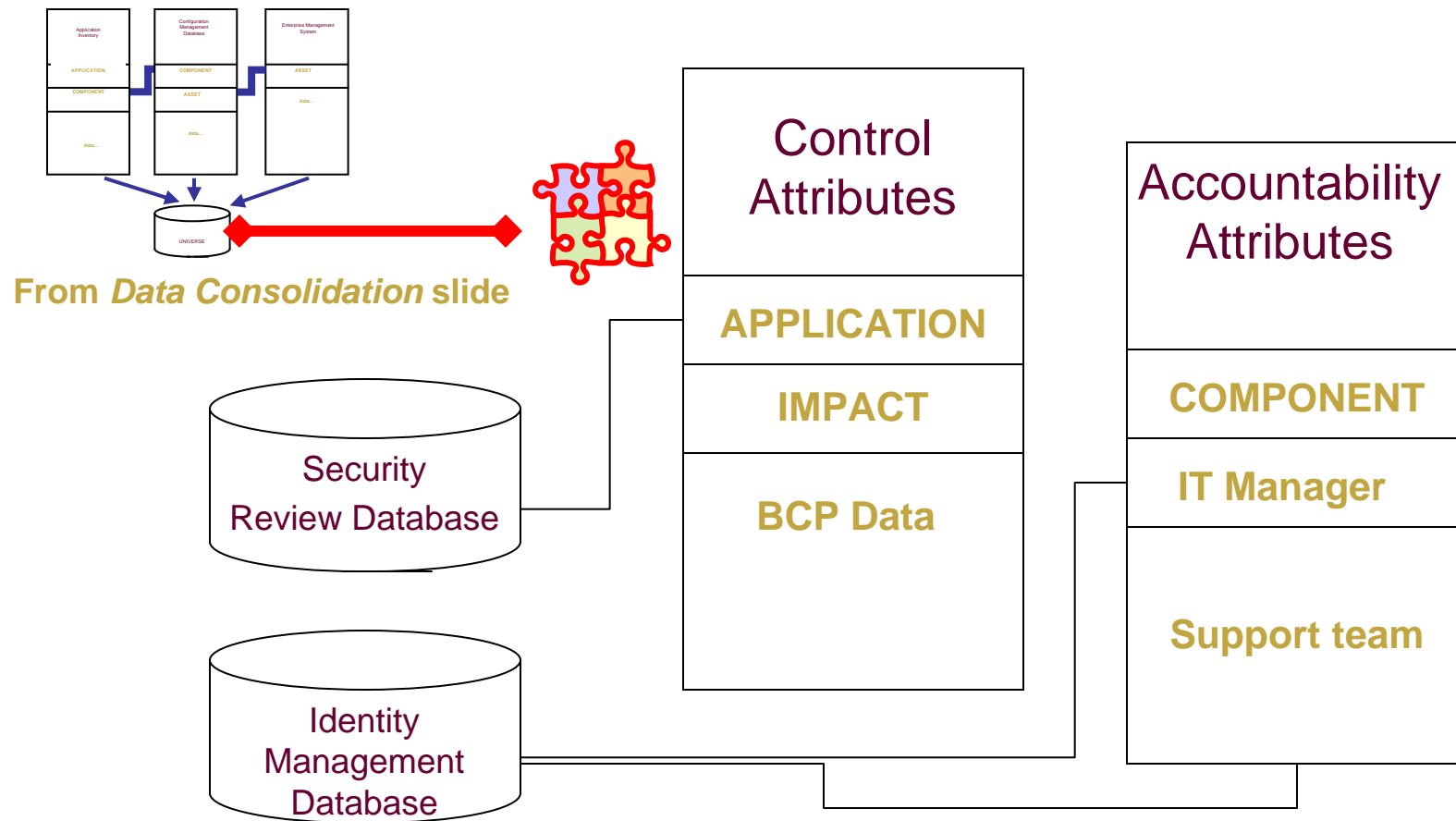
1. Line of Business
2. Development Team Acronym
3. IT Manager Realm of Responsibility
4. Support Escalation Chain
5. Identity Management System



## Link Indexes for Control and Accountability to Management Strategies

- Risk Assessment Reports
- Role and Responsibility Assignments
- Business Recovery Test Plans
- Outsourcing Statements of Work
- Project At-Risk Reports

# Link Indexes

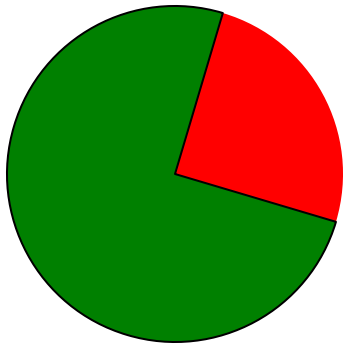


**Common Indexes cannot be expected to exist in different realms and different management domains.**

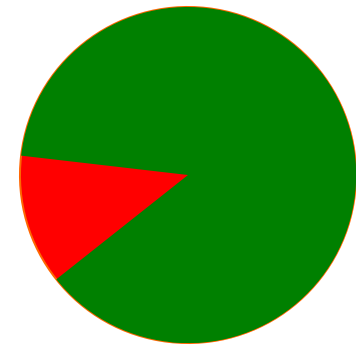
**Expectations for linkage must be articulated.**

# Example: Strategic Alignment

LOB1



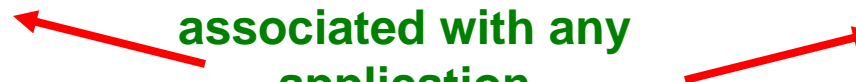
LOB2



Vendor- provided Software  
charged to LOB not  
associated with any  
application

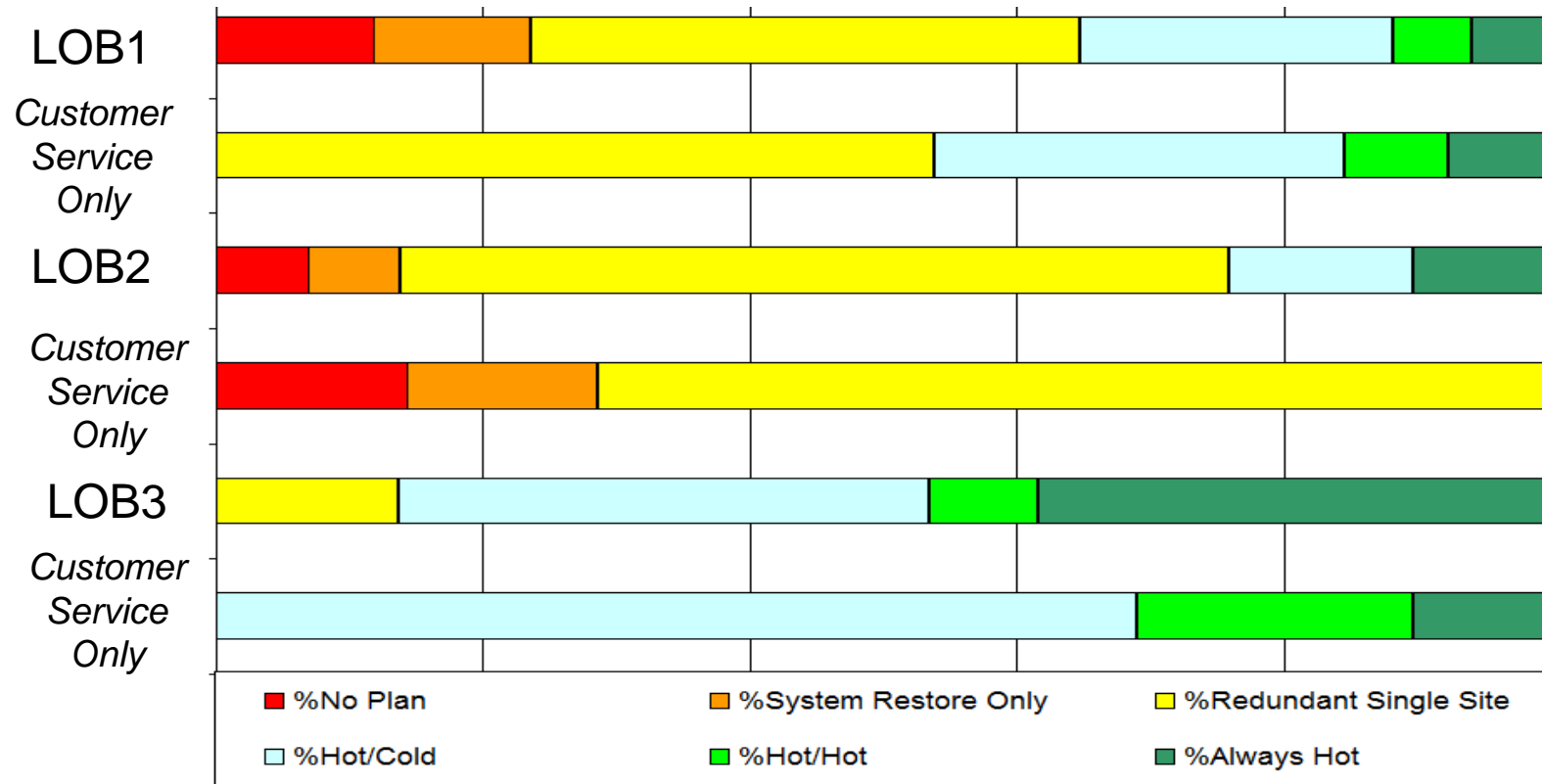


Hardware owned by LOB  
personnel not  
associated with any  
application



# Example: Risk Management

*Percentage of Applications by Recovery Type*



# Example: Value Delivery

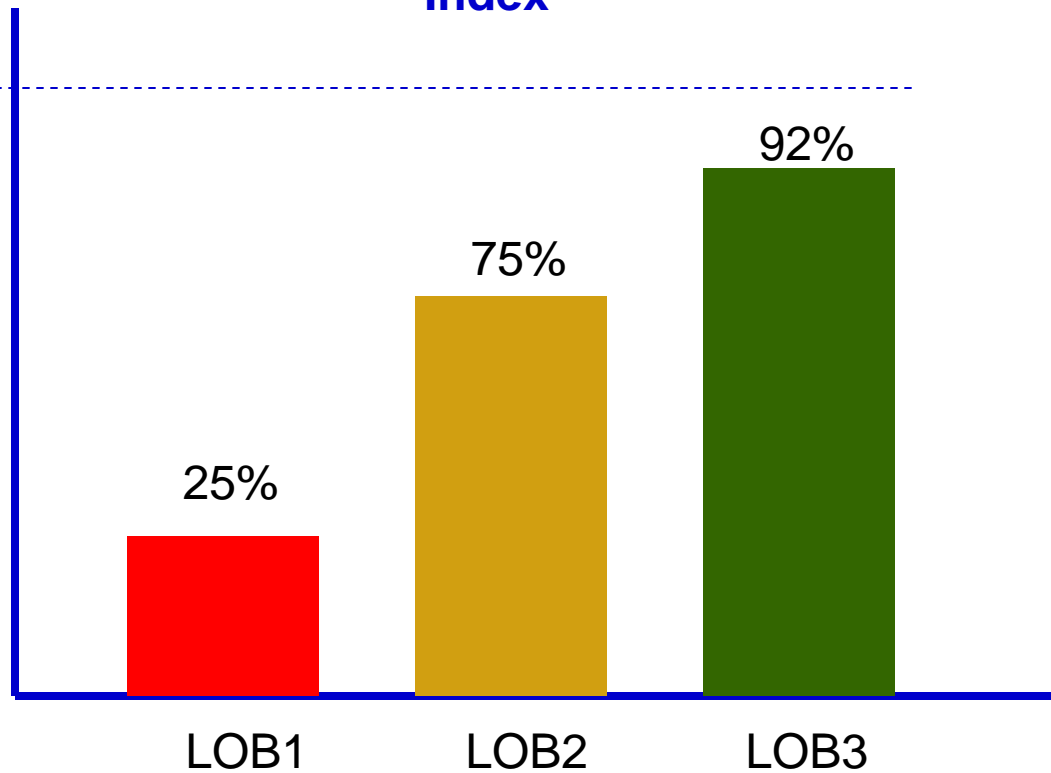
## Application Satisfaction Index

Business Leader Survey 2008  
This is the list of applications that IT supports for your business unit. For each application, please rate each statement T or F::

1. The application provides value to my business.
2. The application budget is worth the product delivered.
3. Application functionality meets expectations.
4. Support for the application is adequate for user needs.

Survey  
Analysis  
Creates  
Index

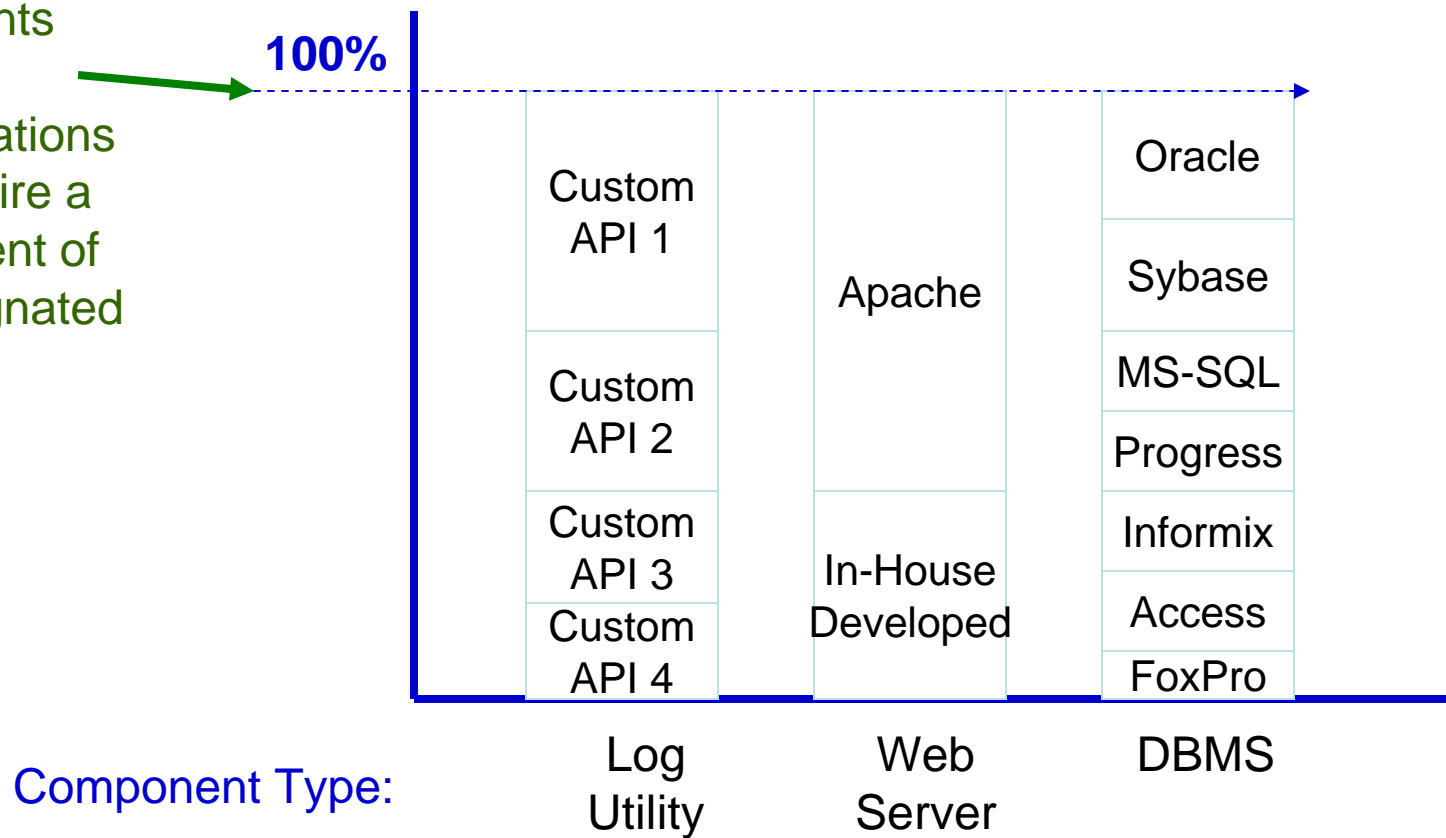
100%



# Example: Resource Management

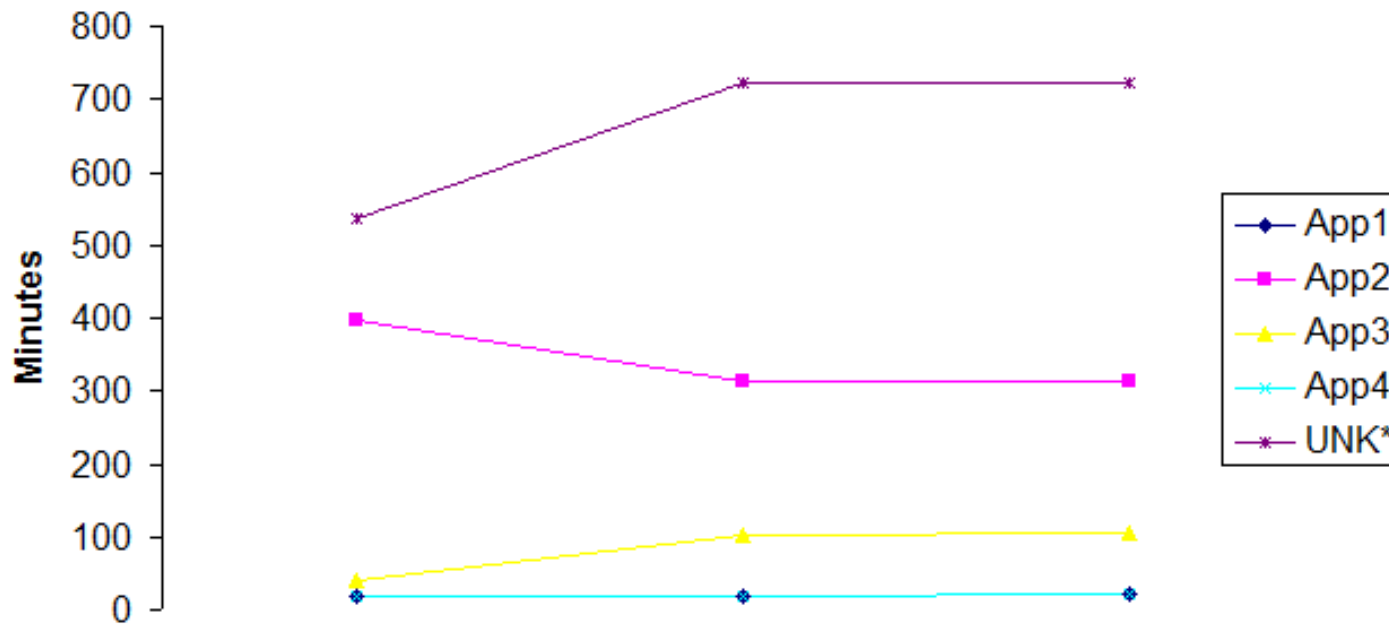
## Component Reuse

Represents number of applications that require a component of the designated type



# Example: Performance Measurement

### Downtime per Application per Week



\* UNK represents down equipment not associated with any application



## Summary

Manage holistically by incorporating architecture, metrics, and risk into one conceptual framework.

Use metrics to visualize it.



## For More Information:

Jennifer Bayuk, CISA, CISM, CGEIT

*Independent Information Security Consultant*

*www.bayuk.com*

*jennifer@bayuk.com*



Jennifer L Bayuk LLC



# Thank you!