

IT GOVERNANCE SURVEY 2014

IT governance comprises the set of mechanisms to ensure that the use of IT adds value to businesses and organizations, with acceptable risks. They are organizational structures, processes, controls and other components that aim to avoid or mitigate weaknesses in the management of an organization, such as lack of staff training, inadequacy of the planning process, recurrence of unsuccessful projects and contracts that do not meet business needs.

IT governance became a specific focus of the TCU in 2007, with the completion of the first survey in order to assess the state of IT governance in the Federal Public Administration (Administração Pública Federal - APF) (Judgment 1.603/2008-TCU-Full Court). Due to the concerning scenario identified, this Court determined to be carried out further surveys for this purpose. Complying with the Judgment 2.308/2010-TCU-Full Court, which addressed the second survey, conducted in 2010, Sefti established a work process for evaluating IT governance in two-year cycles. Thus, the third survey was conducted in 2012 (Judgment 2.585/2012-TCU-Full Court) and this audit, carried out in 2014, was the fourth edition of the survey.

Objective of the survey

The objective of this survey was to collect information on the state of IT governance in the APF, updating the panorama outlined in 2012 (Judgment 2.585/2012-TCU-Full Court). The information obtained in this study allows the TCU to identify the most vulnerable points of IT governance in the APF, guiding the action of the Court as a driver of the IT governance improvement process and, at the same time, help to identify good examples and models to be disseminated.

The IT Governance Index (iGovTI), created for the 2010 survey, aims to reflect the general situation of each evaluated organization and, thereby, to encourage the establishment and enhancement of IT governance in the APF.

The individual report submitted in compliance with Judgment 3.117/2014-TCU-Full court allows each organization to assess its IT governance in relation to good practice and to other organizations of the APF. This instrument, if properly used, can be a valuable input in the definition of objectives, in the planning and in the maturation of IT in the organization.

In the period between February and September of 2014, 372 organizations were assessed by an electronic questionnaire, whose items were based, mainly, on established legal practices, on the precedents of the TCU and on models of good international practices.

Main findings of the TCU

The scenario unfolded by the IT Governance Survey 2014 confirms the trend of the developments identified in previous researches. Nevertheless, the level of adoption of practices, in general, is still far from satisfactory for the Federal Public Administration.

Among the identified positive aspects, the highlights are:

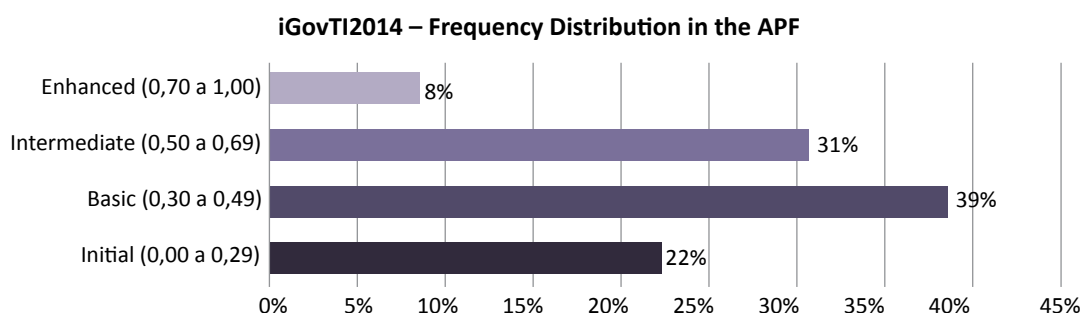
- evolution towards the adoption of practices related to the fundamental mechanisms of corporate governance and IT structure, as, for example, the increase in the number of organizations with IT committees, indicating recognition of the importance of this collegiate as a supporting structure in the decision-making process;
- significant results obtained in planning and management practices for IT service contracts, which contributes to better meet business needs.

Regarding negative aspects raised, the following cause concern:

- lack of recognition of the importance of IT risk management for the success of organizational actions, despite the high values managed, and the historic problems related to unsuccessful projects and activities;
- adoption levels of people management practices, taking into consideration that the success of IT policies and plans are intrinsically related to the ability of managers and technicians responsible for its leading and implementation;

- the high percentage of organizations that do not execute IT management processes, increasing the risk of project failure, mainly by the complexity of development and implementation of IT solutions, in most cases.

Depending on their Governance Index (iGovTI2014) results, organizations were classified in different levels of ability to govern IT. In the current cycle, a (basic) level was added to the previous three, applied until the 2012 survey. It is worth noting that 22% of the organizations have initial capacity, which indicates a low level of adherence to the IT governance and management practices established in the questionnaire. In this group, IT hardly contributes, in an effective way, to deliver value to the business. On the other extreme, 8% of the organizations presented enhanced capacity, that is, with better chances for IT to optimize its contribution towards the achievement of organizational results. This is a group that adopts potential good practices to be shared with other federal public organizations. The following figure illustrates this situation:



The TCU's Deliberations

The situations identified in this work deal mostly with issues already addressed by TCU, by issuing determinations and recommendations to superior governing bodies (Judgments 1.603/2008, 2.308/2010, 1.233/2012 and 2.585/2012, all of the Full Court). Considering that many of the deliberations will still be monitored and that the data collected will undergo further validation, by conducting local verifications in a subset of the evaluated organizations, which will give a better understanding of real situations, there was no specific resolution issued aimed at correcting the weaknesses found.

Yet, it is worth highlighting the determination for Sefti to publish the data collected in this survey without individual identification of respondents, allowing for society and other interested parties to explore and present additional conclusions about IT governance in the APF.

Expected Benefits

The greatest benefit of this audit is to foster continuous improvement of IT governance and IT management in the APF, which tends to result in better performance of the organizations in providing public services to society.

Also, considering the increasingly intrinsic relationship between IT and business, the information collected enables the estimation of risk levels of the agencies and entities surveyed in terms of performance to conduct public policies and to execute programs and other institutional actions, allowing the TCU to improve the planning of its control actions.

Judgment

Judgment: 3.117/2014-TCU-Plenary

Date of session: 12/11/2014

Rapporteur: Substitute Minister-Augusto Sherman Cavalcanti

TC: 003.732/2014-2

Technical Unit responsible: Department of External Control of Information Technology (Secretaria de Fiscalização de Tecnologia da Informação - Sefti)

www.tcu.gov.br