

CALGARY CHAPTER

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ISACA INSIDER

www.isaca-calgary.org



A newsletter for Calgary Chapter members about ISACA news updates, events and articles of interest

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President's Message

Dear Members,

I think that the appropriate theme for my newsletter message is "time flies"! Summer has passed by quickly, and we are already starting the ISACA 2007-2008 season. It's also the beginning of my fifth year on the board, more than two of which I've served as President! With that in mind, I want to let you know that after some reflection and consideration of my current priorities, I've decided that it's now time for me hand over the reigns to Sanjeev Saha, our current Vice President. This will allow me to continue to contribute to the board in a less demanding capacity, while keeping my main focus on other pursuits that I have undertaken.

Sanjeev will be working to keep the initiatives the board has already started moving forward, as well as taking on the challenge of new ones that are already on the horizon, such as ISACA's new IT Governance certification set to launch next year.

In the meantime, the board has worked very hard during the past couple of years to improve the services that we offer to our members. This newsletter, our completely new website, implementation of new event planning technology, and great events like the 2007 Calgary Conference this month simply wouldn't be possible

without the tireless efforts of the fantastic people on the board who make it happen! My deepest thanks to all of them for making my job as President much easier!

Lastly, thanks to all of you who keep coming out to our events and supporting our work. You keep our profession fresh and vibrant, and it's through your enthusiasm that we stay motivated to keep improving what we do.

Thanks again, and best wishes to everyone! I'll look forward to seeing you at upcoming events!

Greg Winters

Monthly ISACA Luncheon Dates

Upcoming Dates: November 20 and December 12. Check www.isaca-calgary.org for future announcements of luncheon topics. The December luncheon will be held jointly with the IIA Calgary Chapter. Please note that the October luncheon has been cancelled, due to the Chapter's focus on the Conference and the Social Event taking place this month.

Time: 11:30 AM to 1:00 PM

Location: Palliser Hotel, 133 - 9th Avenue SW, Calgary
Please note that dates and times are subject to change. Speakers and topics will be updated on the website as they are confirmed. For more information, please go to www.isaca-calgary.org.

Call for Volunteers!

The Calgary Chapter has undertaken several new ventures this past year, with more exciting initiatives planned over the next few months. Each person on the Board of Directors has a set of responsibilities which were designed to bring value to the membership. Highlights include:

- Greg Winters, our President, and Sanjeev Saha, our Vice-President, have been developing a long-term strategy for the Chapter, which includes succession planning.
- Jarka Winters, our Communications Director, has been planning and implementing the new chapter website. This involved gathering requirements from the Board, coordinating with Non-fiction Studios Inc., and contracting Cvent to provide event planning features on our new website.
- Shahid Qureshi, our Education Director, hit the ground running by planning and organizing the 2007 Calgary Conference / Education Week as soon as he joined the Board!

- Jagruti Sampat, our Membership Director, will be working on improving membership activity and understanding the needs of our membership.
- Diego Tabares, our Program Director, is involved in planning and organizing the monthly luncheons as well as all of the logistics that go along with it.
- Louis Fernandes, our CISA/CISM Coordinator, works with the Directors in understanding the certification-related needs of the membership.
- Linda Chan, our Newsletter Editor, prepares an e-newsletter for the Chapter, which is published four times a year.

The Board would like to welcome Maria Hession and Poonam Singh, our newest volunteers! We are currently recruiting volunteers for the following positions: Technology Director, Webmaster and Assistant Editor. General volunteer positions are also available. Please contact Sanjeev at vicepresident@isaca-calgary.org for information on the application process.

**Calgary's leading conference for
IT governance, control, security
and assurance professionals**



CALGARY CONFERENCE

October 17-19, 2007

**Telus Convention Centre
AGENDA**

	Session Name	Speaker
Wednesday, October 17	Control Self Assessment: Useful Tool or Novelty? Control Optimization Implementing COBIT, ISO 17799 and ITIL	Alan Sterling, Deloitte Poonam Singh, Deloitte Alistair Bryden, PricewaterhouseCoopers Robert Stroud, International VP, ISACA and ITGI
Thursday, October 18	Demystifying the Security Value Proposition The Information Systems Impact of International Financial Reporting Standards (IFRS) The Role of IT Governance in Value Creation: Implications for Internal Audit, IT Professionals & Business Leadership	Daniel Chervenka, Axia NetMedia Corporation Elaine Wong, KPMG John Thorp, The Thorp Network Inc.
Friday, October 19	Using IT Audit and CAAT's in Cost Recovery Efforts Striking the Right Balance: The Pros & Cons of IT Risk and Control Spending Understanding the Principles and Benefits of the Global Technology Audit Guide (GTAG®) The One-Two Punch: Scoping IT Controls Appropriately and Moving Controls Testing into IT Management	Peter Armstrong, Sunera Shawn Hendry, Sunera Heriot Prentice, The Institute of Internal Auditors Ed Hill, Protiviti Gene Kim, Tripwire, Inc.

Space is limited, so register today!

For more information, go to ISACA Calgary website at

www.isaca-calgary.org

The CISA Exam Review Course (Oct 13-16) has been cancelled due to low demand. We apologize for the inconvenience.

Former President of ISACA Calgary Named “Top 40 Under 40” by Calgary Inc. Magazine

The September 2007 issue of *Calgary Inc* magazine featured Calgary's top 40 individuals under the age of 40, who have made a contribution to our city. According to the magazine, the individuals who earned this distinction “stand out in a city teeming with bright young professionals.” Two selection committees had to evaluate several hundred nominations to narrow the list to just 40. The ISACA Calgary Chapter would like to congratulate Kevin Okabe for being named to this list. He was Treasurer of the chapter from 1997 to 1999, President from 1999 to 2000 and Past President from 2000 to 2001. Currently, Kevin is a Senior Manager, Business Risk Services at Grant Thornton LLP.



About ISACA

With more than 65,000 members in 140 countries, ISACA® (www.isaca.org) is a recognized worldwide leader in IT governance, control, security and assurance. Founded in 1969, ISACA sponsors international conferences; publishes the Information Systems Control Journal®; and develops international information systems auditing and control standards. It also administers the globally respected Certified Information Systems Auditor™ (CISA®) designation, earned by more than 50,000 professionals since 1978; the Certified Information Security Manager® (CISM®) designation, earned by 7,000 professionals since 2002; and the new Certified in the Governance of Enterprise IT™ (CGEIT™) designation.

How Top Performers Manage IT Governance

By Sunil Sharma, gantthead.com

In a series of research studies conducted from 1999 to 2003, Peter Weill (the director of the Center for Information Systems Research at the MIT Sloan School of Management) and Jeanne W. Ross (Principal Research Scientist at CISR) made an interesting conclusion. They studied IT governance in more than 300 multi-business units of for-profit and not-for-profit enterprises in over 20 countries and found that organizations with above average IT governance following a specific strategy had more than 20 percent higher profits than firms with poor governance following the same strategy.

In the days when regulators and company boards are especially attentive to governance--whether corporate, enterprise or IT--this is something that cannot be ignored. Regulator pressures are not the only reason that the importance of IT governance is increasing. Weill and Ross prove that effective IT governance not only ensures compliance with the overall vision and principles, but also encourage and leverage the ingenuity of all the enterprise's people, which often results in increased profit and shareholder wealth.

In their book, *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results*, Weill and Ross define IT governance as specifying the decision rights and accountability framework to encourage desirable behavior in using IT. Based largely upon their multi-year research, the book lays out a persuasive case for effective IT governance.

Various case studies support the claim that the significant amount of management time and attention required by IT governance is worth the effort. IT has become quite pervasive within large organizations, and its central management is no longer feasible. IT is also expensive as the average enterprise's IT budget is more than 4.2 percent of its revenue. Coupled together, these two factors--large budget and de-centralized management--call for well-designed IT governance arrangements that distribute the IT decision making to those responsible for the performance of the IT departments.

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New ISACA IT Governance Certification: Certified in the Governance of Enterprise IT™ (CGEIT™)

ISACA® is pleased to announce a new credential program specifically developed for professionals who have responsibilities for managing and/or governing the IT-related contribution in an enterprise. The new Certified in the Governance of Enterprise IT™ (CGEIT™) credential is intended for a wide range of professionals who wish to be recognized for their knowledge and application of IT governance principles and practices. The job practice, which is available at www.isaca.org/cgeit, will serve as the basis for the exam and for the experience requirements. This job practice consists of task and knowledge statements, organized by content areas. These statements and areas were the result of extensive research and feedback from subject matter experts from around the world. Numerous reference sources were utilized including research conducted by the IT Governance Institute® (ITGI™). To earn the CGEIT credential, an individual will be required to:

- Pass the CGEIT exam
- Adhere to the ISACA Code of Professional Ethics
- Agree to comply with the CGEIT continuing professional education policy
- Provide evidence of appropriate IT governance and/or management experience as defined by CGEIT's job practice

The initial exam is expected to be administered in December 2008. A grandfathering program will be announced shortly, through which highly experienced professionals may apply for CGEIT certification without taking the exam.

Assistant Editor Needed!

The Chapter is in need of a volunteer to assist the Newsletter Editor in preparing, compiling and editing an e-newsletter, published each January, April, July and October. Responsibilities include researching articles, compiling information on ISACA events and programs, and preparing the newsletter in Microsoft Publisher. For more information, please email Linda at newslettereditor@isaca-calgary.ca.

To Advertise

This newsletter is circulated to ISACA Calgary members and non-members who have voluntarily signed up for our mailing list.

Advertising Fees per Issue

1/4 Page \$ 100

1/2 Page \$ 150

Full Page \$ 200

Please add GST to the above prices. For advertising inquiries, please contact the Editor at newslet-ter@isaca-calgary.org.

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How Top Performers Manage IT Governance

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The authors say that the top performing enterprises designed governance structures linked to the performance measures on which they excelled--like growth or return on assets. They harmonized governance approach and mechanisms with business objectives, performance goals and metrics. The net result of such governance design has been that the enterprises following it delivered superior results on their IT investments.

Five Key IT Decisions

Weill and Ross contend that extracting greater value from IT is not just the matter of working harder; it is involving more competent people in IT decisions, designing ways for a better decision-making process and implementing those decisions. They identified five key IT decision areas and questions that top performers answer to address those decision areas.

1. IT Principles: What is the role of IT in the business? What are the IT-desirable behaviors? How will IT be funded?
2. IT Architecture: How are the core business processes related? What information drives them? What technical capabilities and activities should be standardized? What technology choices will guide IT initiatives?
3. IT Infrastructure: What infrastructural services are most critical to achieve strategic objectives? What are the service-level requirements for those services? How should they be kept up to date? What must be outsourced?
4. Business Application Needs: What are the opportunities for new business applications? How can the business needs be addressed within architectural standards? When does a need

justify an exception? Who will own the outcome of each project?

5. IT Investment and Prioritization: What process changes are strategically most important? Are the current IT portfolios consistent with strategic objectives? Do the IT investments reflect their relative importance to the enterprise?

Seven Characteristics of Top Governance Performers

The way top performing enterprises address these questions separates them from others. They proactively seek value from IT by clarifying business strategies and defining the role of IT in achieving them. They measure and manage the value received from IT and assign accountability for the organizational changes required to implement new IT capabilities. Finally, they learn from each implementation and become more adept at sharing and reusing their IT assets. The analysis of Weill and Ross highlights seven characteristics common to top performers.

1. More managers in leadership positions in top performing organizations are aware of IT governance and the role that it plays in the success of its IT strategies and projects.
2. The top performing companies engage their manager more often and more effectively. They alert governance changes promptly. They use formal committees for governance. They have a recognized advocate (the CIO) who is the owner of IT governance. They work with managers who don't follow rules and educate them. They have a single place for governance information.
3. In top performing companies more senior leaders--CEO, CIO and other business unit leaders--are directly involved in IT gov-

ernance.

4. Top organizations have clearer business objectives for IT investment. The most common objectives were reducing costs, improving customer service, providing information to management, enhancing customer communication, supporting new ways of doing business, enabling complete view of the customer and improving product quality. The more focused the objectives, the easier it is to design an IT governance mechanism. Having a larger number of objectives leads to confusion.
5. Top governance performers had more differentiated business strategies based on value disciplines such as customer intimacy or product innovation. Governance performance was lower in enterprises pursuing operational excellence, which is a less differentiated strategy because it focuses on efficiencies and cost.
6. Top governance performing enterprises have fewer renegade architectural exceptions and more exceptions that occur through a formal approval process.
7. Top organizations implement fewer changes in governance from year to year. Time to implement a change in IT governance usually varies from six months to a year, and frequent changes create confusion, impeding the performance.

Governance Arrangements that Work Best

There are two critical parts to effective IT governance: providing input and making decisions. So what types of arrangements work best for these two critical areas? Weill and Ross contend that top performing organizations employ the federal input

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You're Invited to Our Chapter Social Event!

Thursday, October 18, 2007

Telus Convention Centre, 4:30 pm to 7:00 pm, Glen 203 Hall

Admission to the event is free for members

Members of ISACA Calgary chapter are cordially invited to our professional networking event. This social evening is being organized to provide our members an opportunity to meet thought leaders in the field of IT Governance. Speakers from the ISACA Conference (being held at the Telus Convention Centre from Oct 17 to 19) as well as the Chapter Board of Directors will be in attendance. We have arranged for complimentary appetizers.

Registration for this social is required. Please register by Friday, October 12 by sending an email to:

Jarka Winters at communications@isaca-calgary.org or

Shahid Qureshi at education@isaca-calgary.org

We look forward to seeing you there!

e-Symposia Archive

The ISACA e-Symposium on October 30, 2007 is called, "The Identity Management Challenge for Auditors." To register for the October e-Symposium and take the first step toward earning three free CPE credits, please visit www.isaca.e-symposium.com. For more information, please visit www.isaca.org/webcasts.

Date	Topic	CPE Hours
Dec 11, 2007	Making Data Protection Compliant	3
Nov 20, 2007	Compliance	3
Oct 30, 2007	The Identity Management Challenge for Auditors	3
Sep 25, 2007	Data Governance	3
Aug 28, 2007	Managing IT Risk for Compliance	3

How Top Performers Manage IT Governance

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model for IT principles and business application needs, whereas the lower-performing enterprises used a duopoly input model.

The federal input model balances the responsibilities and accountability of multiple governing bodies. Since different governing units are responsible for their areas of operations and respond to their specific incentive systems, they at times may give preference to their immediate needs rather than the needs of the whole enterprise. This makes them less effective in decision-making but excellent in articulating their requirements or providing input for the decision-making process.

The duopoly model is a bilateral agreement between IT and one other business unit. This model does not provide input from all units, which may limit the information and its usefulness for decisions that would affect the whole organization. However, since it involves the two units immediately affected by the IT initiatives, it is somewhat better positioned for decision-making. With complete information coming in through the federal model, the duopoly model improves the decision making. It allows for joint decision making by IT and business units, and remains focused on the specific business issue at hand. That is why the top performing enterprises use it for two most strategic key IT decision areas--IT principles and IT investment.

IT governance is increasing in prominence within the corporate boardrooms and the way large enterprises organize their operations. It also affects the bottom line. There are certain characteristics and arrangements that work best, and the top performers are following them. That is why they are more effective in answering three critical questions that IT governance deals with: What decisions must be made to ensure appropriate management and use of IT? Who should make those decisions? How should those decisions be made and monitored? ■

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ISACA International News

ISACA and ITGI Join IT Policy Compliance Group

ISACA and ITGI are pleased to announce that they have joined the IT Policy Compliance Group, which is comprised of a select group of organizations that work together in the development of research designed to assist IT security professionals in meeting the policy and regulatory compliance goals of their organizations. The IT Policy Compliance Group recently released its latest benchmark research report, "Why Compliance Pays: Reputations and Revenues at Risk." According to the report, nine in 10 firms are exposed to financial risk from data losses and thefts that can be cost effectively avoided. The benchmarks show that the organizations excelling at compliance are the same firms with the fewest data losses and the fewest business disruptions from IT downtime. In addition to this report, the IT Policy

Compliance Group also offers a web site (www.itpolicycompliance.com) featuring content by leading experts in the world of compliance and published reports containing primary research. Research and benchmarks sponsored by the group produce fact-based insight and recommendations about what is working and why. The group is made up of members from several leading organizations, including ISACA, ITGI, the Computer Security Institute, the Institute of Internal Auditors, Protiviti and Symantec Corp.

ISACA's Career Centre

The Career Centre is dedicated exclusively to information systems audit, control, security and assurance professionals, and it is free for job seekers. Job seekers can look for jobs online and specify criteria to limit each search. The search can be by geography, professional certification, experience level and a number of other factors. The résumé posting and e-mail notification services are reserved for ISACA members only. Available at www.isaca.org/careercentre

December 2007 Exams

Registration for the December 8, 2007 CISA and CISM exams has now closed. Approximately four to six weeks prior to the exam, candidates will be sent a physical admission ticket from the testing agency and an e-ticket from ISACA. If candidates have not received their admission ticket by December 1, please contact the certification department immediately at certification@isaca.org. Please put "admission ticket" in the subject header for quicker processing.

Recognition by the Australian Computer Society (ACS)

The CISA and CISM certifications have been recognized by the Australian Computer Society (ACS) as equivalent to an Australian Qualifications Framework (AQF) diploma for the purposes of skills assessment for immigration. The AQF is a unified system of national qualifications in schools, vocational education and training (TAFE and private providers) and the higher education sector (mainly universities). ACS, the recognized association for information and communications technology professionals, provides advice on skills recognition for prospective migrants to Australia. Under the agreement between the ACS and the Department of Immigration and Citizenship, those seeking to migrate to Australia as an IT professional must complete an assessment through the ACS prior to lodging a migration application.

ISACA / ITGI in the News

An August 14, 2007 *Wall Street Journal* article titled "If You Want to Stand Out, Join the Crowd" featured the professional benefits of associations, including ISACA, and included a quote from an ISACA member. A link to the article is available at www.isaca.org/membership. Other recent news mentions include:

- Shane Shick's *ITWorldCanada.com* article titled "New Certification Reflects IT Governance Expertise," which features ISACA's new CGEIT credential
- A 14 August article in *CIO New Zealand*, which says that COBIT is the most commonly quoted IT governance framework
- Immediate Past President Everett C. Johnson Jr., CPA, as a featured guest on a *CIOTalkRadio.com* segment on IT audits
- A 9 July *Computerworld* article titled "Salary Premiums for Security Certifications Increasing, Study Shows," which notes that CISA and CISM are among the three best-performing certifications

2007 Event Calendar

	ISACA Training Week	ISACA Training Week	Latin America CACS	ISACA Training Week	Information Security Management Conference	Network Security Conference	IT Governance and Compliance Conference	ISACA Training Week
Dates	October 8-12, 2007	October 15-19, 2007	October 21-24, 2007	November 5-9, 2007	November 12-14, 2007	November 12-14, 2007	November 14-16, 2007	December 3-7, 2007
Locations	Athens, Greece	Montreal, Canada	Monterrey, Mexico	San Antonio, USA	Frankfurt, Germany	Frankfurt, Germany	Boston, USA	Scottsdale, USA
CPE Hrs	38	38	40	38	32	32	32	38

Winnipeg, MB		
Nov 20-22	\$525 Members, \$675 Non-members, \$525 Students	www.isaca-wpg.org
Weston, MA, USA		
Oct 27-Nov 10	\$325 USD Members, \$425 USD Non-members	www.isacane.org
Denver, CO, USA		
Nov 1-3	\$1095 USD Members, \$1195-\$1495 USD Non-members	www.certtest.com
San Francisco, CA, USA		
Nov 3-17	\$280 USD Members, \$440 USD Non-members	sfisaca.org/cisa.htm

The above list does not represent a comprehensive list of all courses available nor do we attest to the accuracy of this information as each chapter may change their event dates and pricing. Please check www.isaca.org for more information.

We Welcome Your Feedback!

Please send your feedback on this newsletter to newsletter@isaca-calgary.org.

Call for Articles

We are always looking for interesting technical articles from members of the Calgary Chapter.

Article submissions can be your original article or if it has been published in another publication or source and reprinting permission is obtained.

Interested individuals should contact the editor at newsletter@isaca-calgary.org for a copy of the 'Writers Guidelines.' Please note that only articles that meet the minimum requirements as set out in the Guidelines will be considered for publishing.

Thank you for your interest.