



Governance Essentials

Intent

With multiple business initiatives, it was critical that IT resources be appropriately allocated to projects that supported and enabled business intent, rather than to projects without clear strategic value; establishing linkages from intent to strategy through implementation was critical for managing the investment portfolio.

Prioritization

Some projects were more important to the business plan than others. PwC needed to ensure that projects supporting key initiatives were prioritized and executed in a timely, cost-effective manner, taking precedence over less important projects.

Planning

Project and resource dependencies dictate timelines; PwC needed to plan and reserve delivery capacity in order to meet strict initiative deadlines for new capabilities.

Approvals

Initiating a project is a critical business decision, committing resources and funding to the exclusion of other projects; PwC needed to carefully manage the flow of projects at key decision points in the development lifecycle.

Oversight

Plans are one thing; execution is another. PwC needed to monitor projects throughout their lifecycle, exercising appropriate funding and resource decisions where necessary to ensure that key projects completed on time and within budget.

Optimization

IT ROI is primarily a function of productivity, which is a measure of efficiency; PwC needed effective metrics to measure process execution, in order to know where to invest to improve software delivery capability.

Governance at PricewaterhouseCoopers

PricewaterhouseCoopers LLP (PwC) is one of the world's largest financial services firms, with aggregate revenue over \$57B and 147,000 employees in 150 countries. It is the third largest privately owned organization in the United States.

Opportunity

PwC had multiple major business initiatives planned over 18 months. Due to their decentralized management structure, and the divestiture of the consulting unit, there was concern over how to prioritize, how to measure, and a need for a process to support implementation of projects.

Approach

SIBRIDGE was engaged to create and apply a framework for investment rationalization decisions, as part of portfolio management. This was done through organizational restructuring, implementation of processes, tools, and culture changes.

Results

- Integration of investment rationalization, release management, enterprise architecture, and project management processes.
- Introduction of a unified Software Development Lifecycle (SDLC).
- Effective utilization of in-house tools and skills.
- Introduction of performance metrics and capacity management.
- Introduction of SEI CMM maturity measurement concepts.
- Successful deployment of a project management office, project management and portfolio management framework.
- Self-sustaining governance and SDLC processes.

SDLC Essentials

- **Process Phases** – Projects progress through steps, each of increasing complexity. Process Phases provide a conceptual vehicle for grouping and measuring specific activities and resources, and containing investment to focused activities.
- **Approvals and decision gates** – financial, scheduling and resource decisions commitments must be made at specific points in the process. At these points, approvals are sought from governance bodies allowing the project to proceed.
- **Steps and tasks** – work is broken down into well-defined, sequenced units.
- **Work products** – each task produces work products, and may consume work products from other steps or tasks.
- **Roles** – individuals with specific skills must be grouped, managed and assigned to work tasks identified at various steps in the process.
- **Tools** - Roles are mapped to tasks; tasks produce or modify work-products using specified tools; standardization of work products and tools prevents an explosion of disparate, non-reusable skills and artifacts.



SIBRIDGE Consulting helps clients align information technology execution with business strategic intent, to better plan and manage major technology initiatives, to optimize processes, and to achieve higher agility and better returns on their IT investments.

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