Learning Objectives

By attending this session, attendees will:

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- Explore Nationwide's journey to auditing with agility.
- Understand the benefits of an audit focused on value and agility
- Learn how to strengthen their relationship with their auditors, work together with them for a common, value-focused goal, and have fun doing so.

Nationwide is a Top Financial Services Company

#1
in 457 retirement plans

2nd
largest writer of
corporate life insurance

8th
largest life
insurer

9th
largest writer of
variable annuities

#1
writer of pet insurance

4th
largest U.S.
domiciled excess
and surplus insurer

E&S

8th
largest homeowners
insurer

9th
largest provider of
defined contribution
retirement plans

#1
writer of farms
and ranches

8th
largest auto
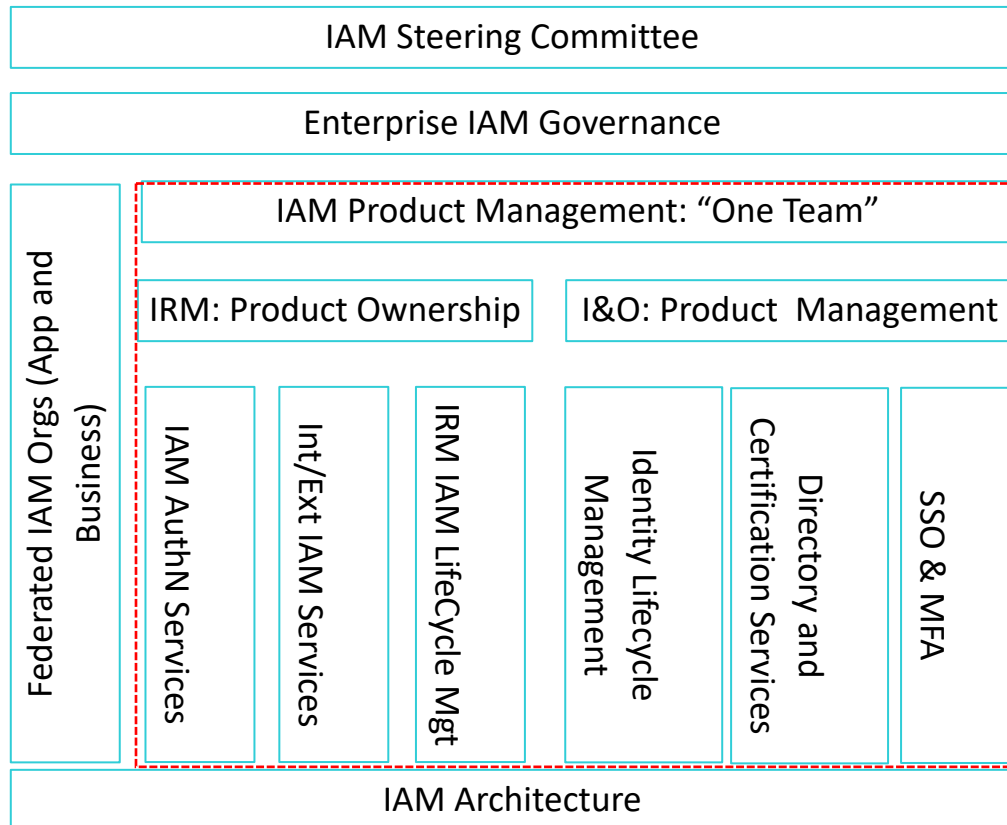insurer

9th
largest commercial
insurer

28,000+
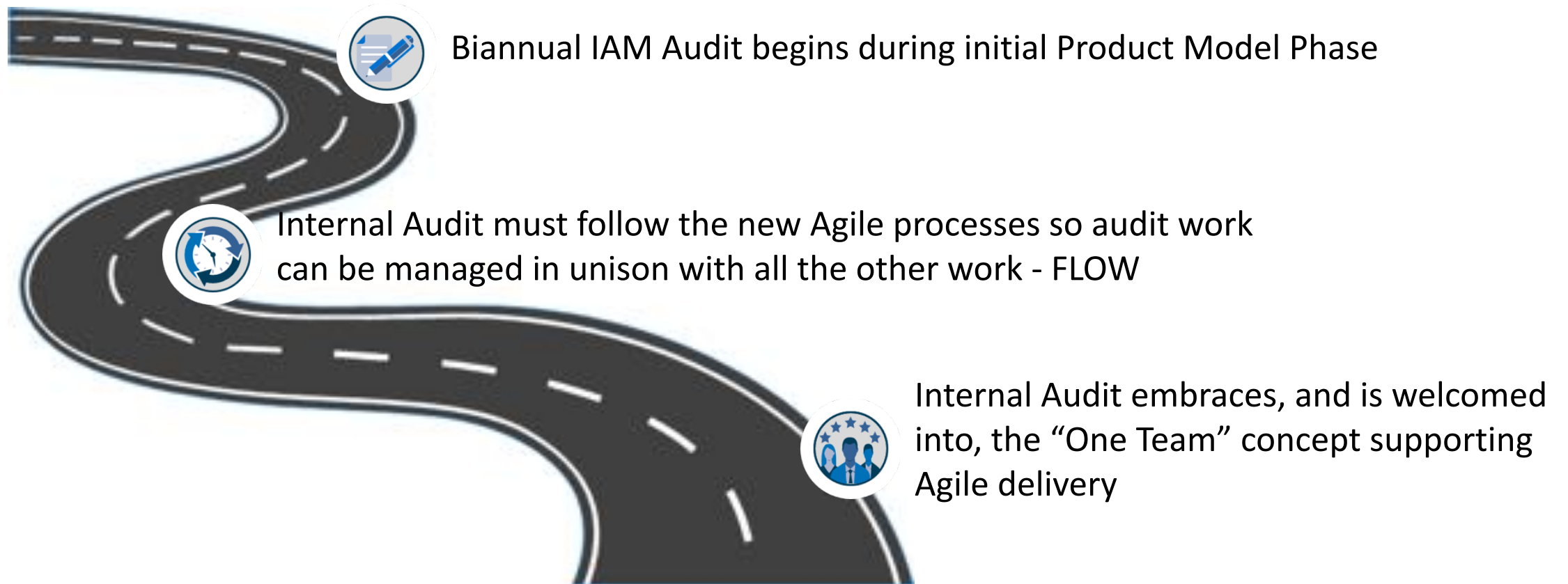Nationwide Associates
working across the United
States

I&O Product Model and Agile Journey

Nationwide's development teams focused on developing Agile and DevOps practices starting in 2006.   But what about Infrastructure?

IAM Steering Committee

Enterprise IAM Governance

Federated IAM Orgs (App and Business)

IAM Product Management: "One Team"

IRM: Product Ownership

I&O: Product Management

IAM AuthN Services

Int/Ext IAM Services

IRM IAM LifeCycle Mgt

Identity Lifecycle Management

Directory and Certification Services

SSO & MFA

IAM Architecture

- The combined I&O IAM Team and the IRM IAM Product Team form an overall IAM Product Team

- The overall IAM Product Team is accountable for all delivery and operations of the IAM products

- The combined team is "One Team" they win together and fail together

Turning Left: Bringing Audit into the IAM Product Model

Biannual IAM Audit begins during initial Product Model Phase

Internal Audit must follow the new Agile processes so audit work can be managed in unison with all the other work - FLOW

Internal Audit embraces, and is welcomed into, the "One Team" concept supporting Agile delivery

Challenges Faced - Auditors

❌ Fear of violating professional auditing standards

❌ Lack of Agile and DevOps experience

❌ Cultural and procedural changes

Challenges Faced – IAM Team Members

The sprint approach (documenting and aligning on issues per sprint) lessened the visibility on the total roll up of issue at audit completion
<u>Solution:</u> Track and discuss total issues per sprint review

Put a bigger emphasis on up front planning. Defining the scope per sprint, testing methodologies and evidence expectations
<u>Solution:</u> Spend extra up-front time to define sprints

Auditor knowledge of the Agile methodology. Auditors were newer to this (but now they are experts!)
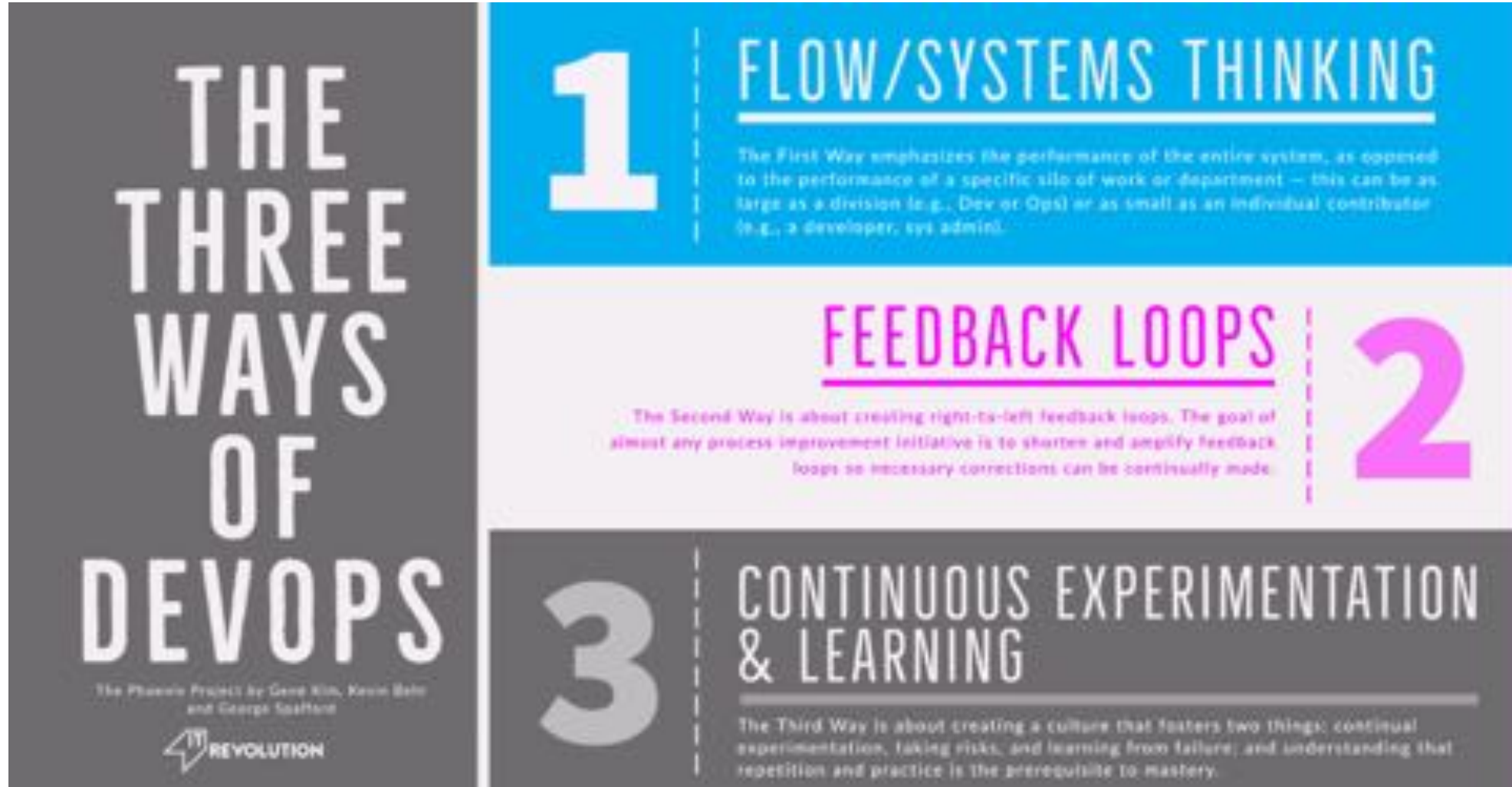<u>Solution:</u> Invest in Agile training for the auditors and consider including technology teams in the training
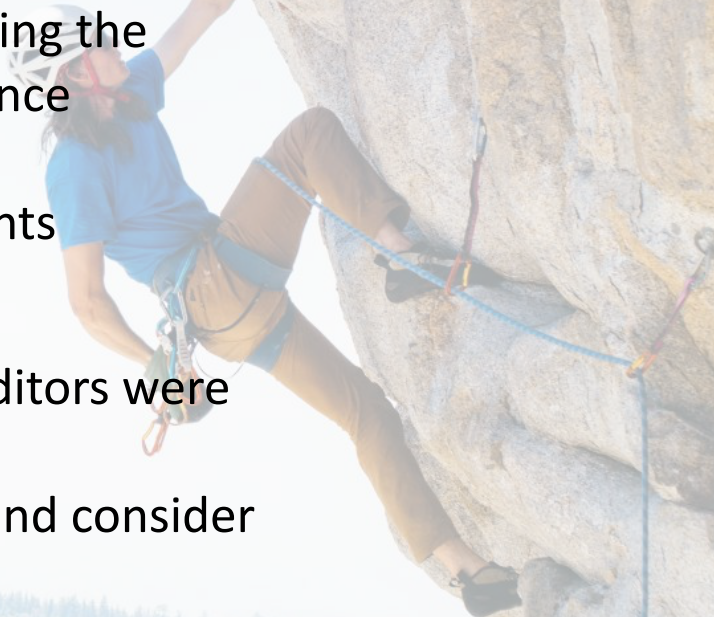
Internal Audit: Waterfall to Agility

DevOps Concepts Adopted

https://www.facebook.com/itrevolutionofficial/

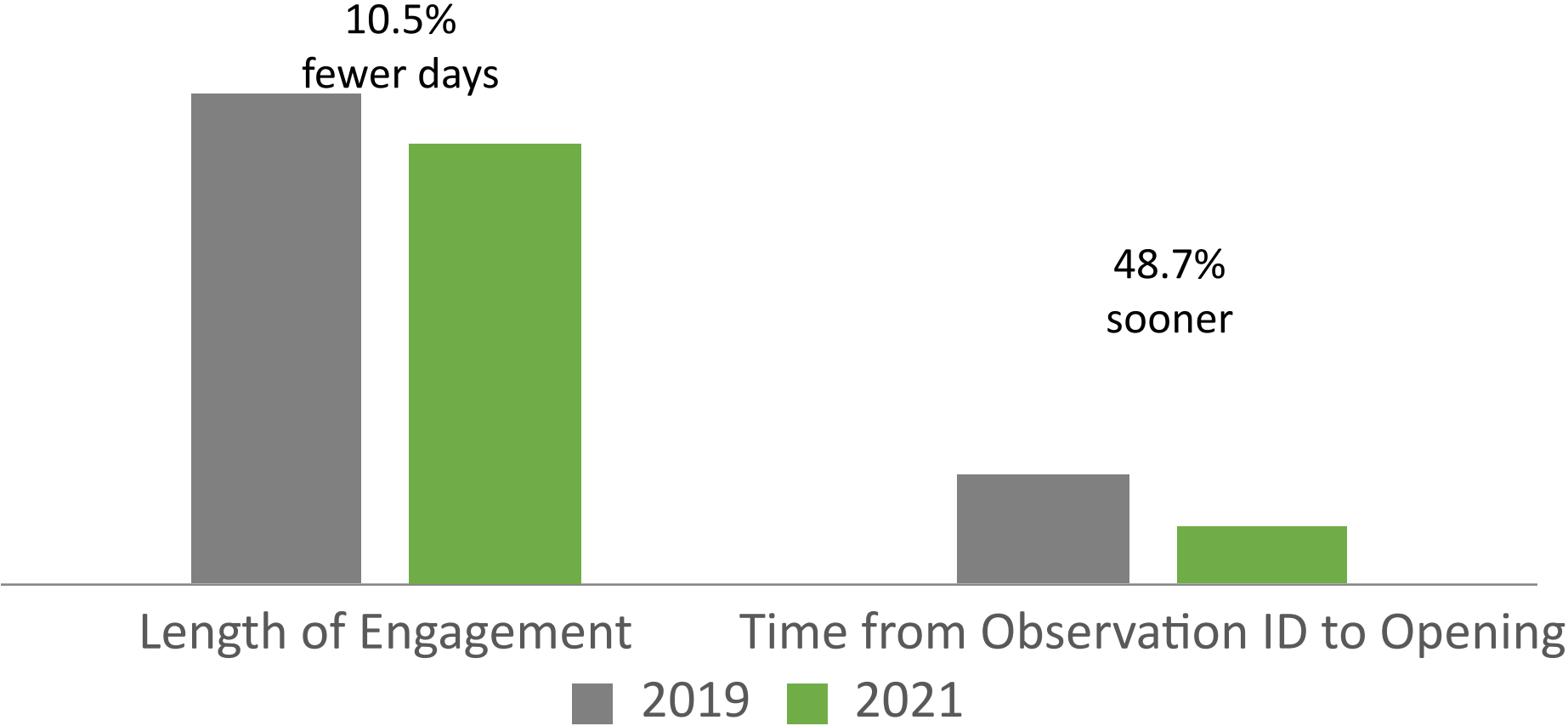# Visible Work, Self-Organizing Teams, and Greater Collaboration

Benefits Realized

- ✓ Greater collaboration and engagement
- ✓ Focus on areas of greatest value and highest priority
- ✓ Successful adaptation to change
- ✓ Greater buy-in
- ✓ More timely communication of results
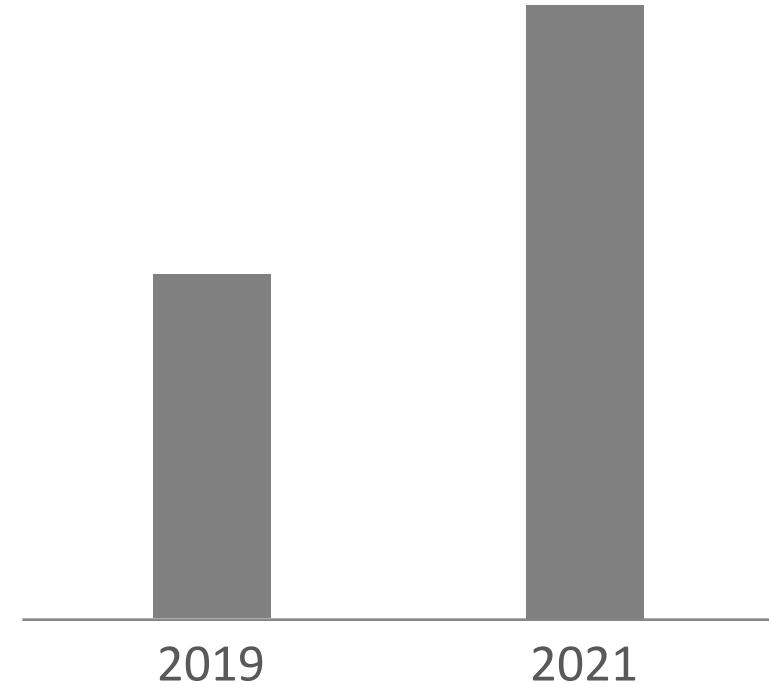- ✓ Reduce wasted time

Measurable Benefits Realized - Better

- More progress made addressing control gaps
- More coverage during the audit
- Higher Client Satisfaction ratings

How can you get there?

- Offer to coach the auditors through the learning curve

- Demonstrate how to run effective standups

- Teach them how to use a Kanban board or Jira to make work visible

- Keep an open mind

- Encourage your teams to increase collaboration with your auditors

- Encourage your teams to buy-in

Help We're Looking For...

- Share your audit "horror stories"

- Are you considering moving away from passwords? If so, where are you on your passwordless journey?

Contact Information

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