

# Learning Objectives

By attending this session, attendees will:

- Explore Nationwide's journey to auditing with agility.
- Understand the benefits of an agile audit
- 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



# Nationwide is a Great Place to Work



#25 on FORTUNE “100 Best Companies to Work For”



#44 on FORTUNE “Best Workplace for Millennials”



#50 on FORTUNE “100 Best Workplaces for Diversity”



PEOPLE’S Companies that Care

# Nationwide is Proud to be More than a Business



**\$394 million**

contributed by the Nationwide Foundation since 2000 to nonprofit organizations across the U.S.



**\$130 million in grants**

from the Nationwide Foundation to Nationwide Children's Hospital since 2006

**Over 265,000 units of blood**

donated to the American Red Cross and local blood banks by Nationwide associates since 2000



**134,000+ volunteer hours**

from Nationwide associates in 2019



**Over \$7 million**

in associate, agent and retiree pledges through the United Way campaign in 2020 and over \$200 million since 2000



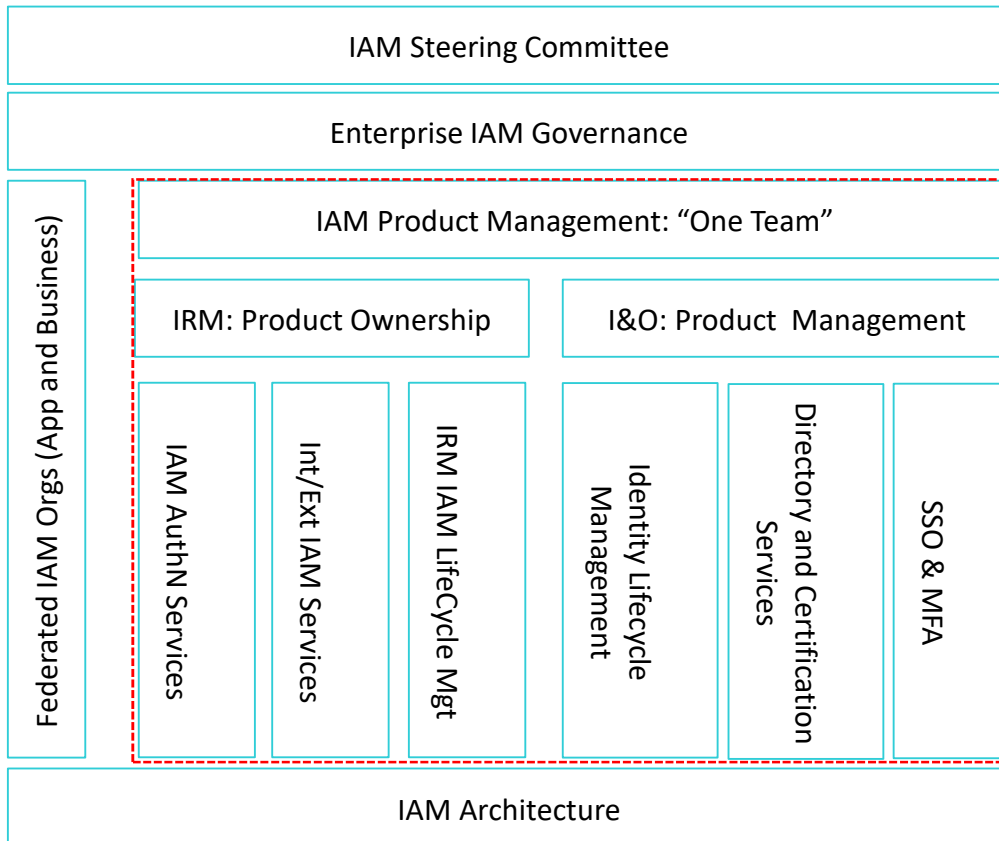
**35+ years supporting hunger relief**

through Feeding America®, Mid-Ohio Foodbank and other agencies across the U.S.



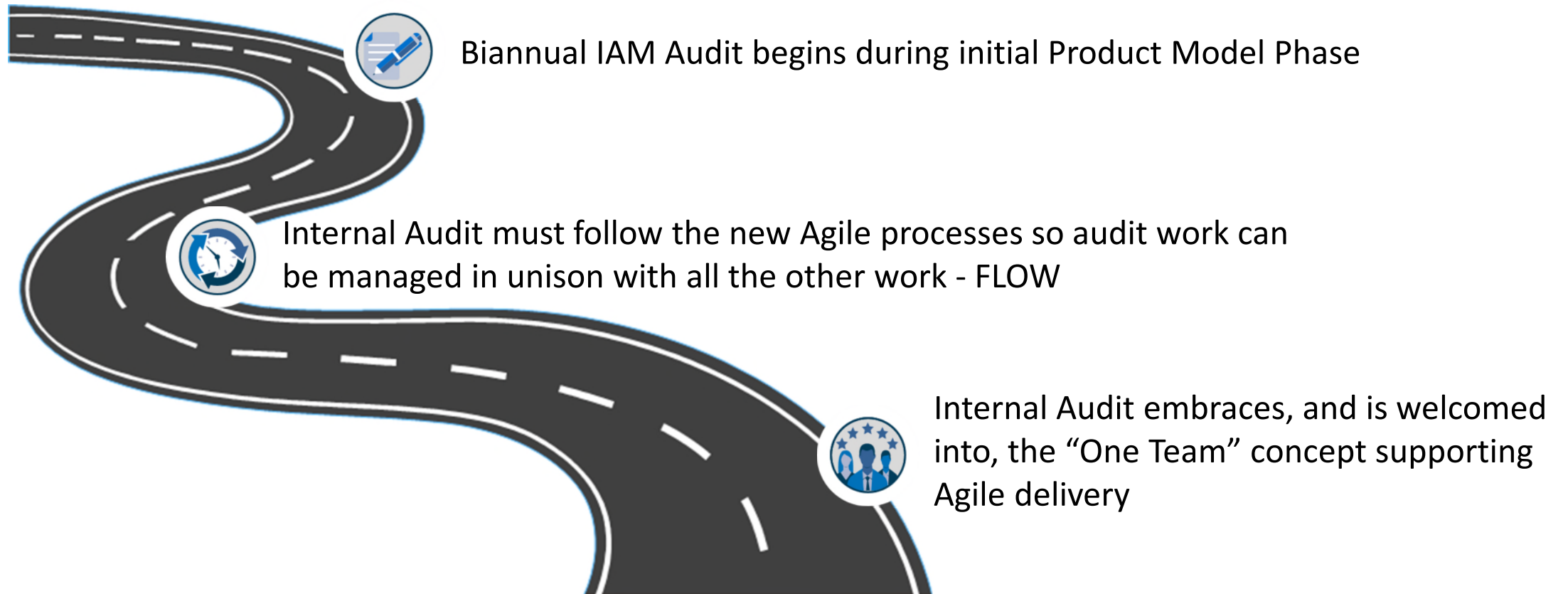
# I&O Product Model and Agile Journey

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



- 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

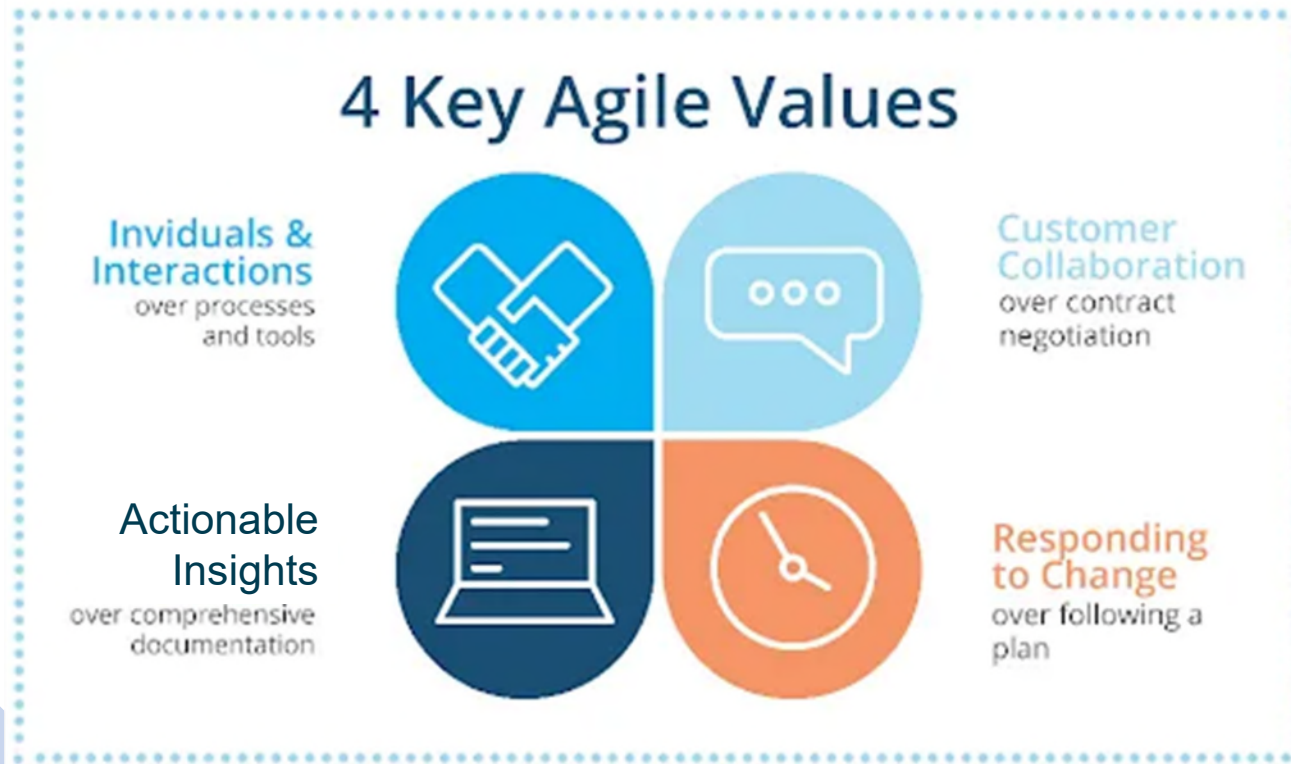




# Internal Audit: Waterfall to Agility



# Agile Concepts Adopted

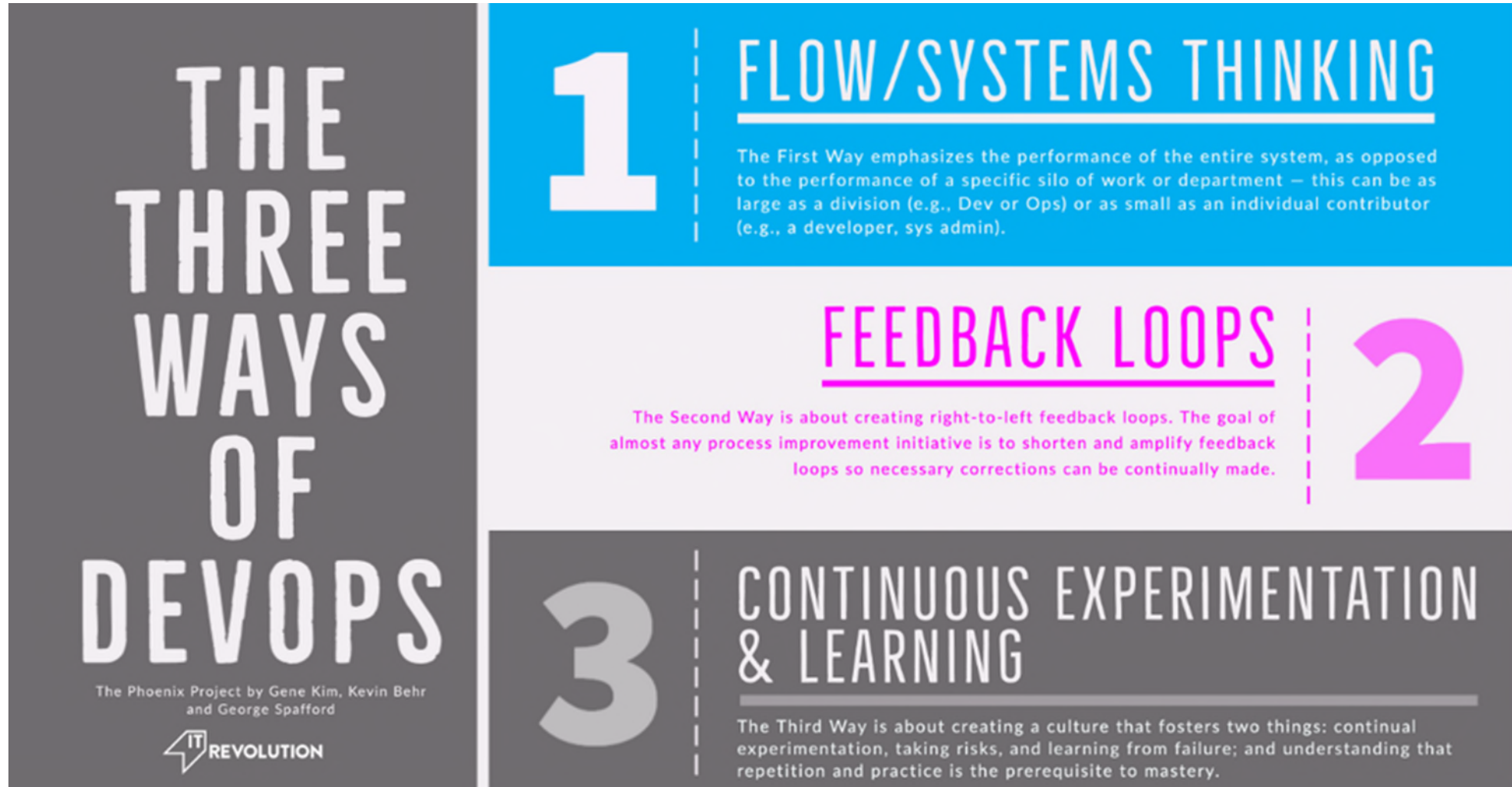


The following Agile practices were successfully implemented on this engagement:

- Self-organizing teams
- Prioritizing customer's needs
- Fostering a collaborative environment
- Delivering results frequently



# DevOps Concepts Adopted



# New Ways of Working





# 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

Solution: Track and discuss total issues per sprint review



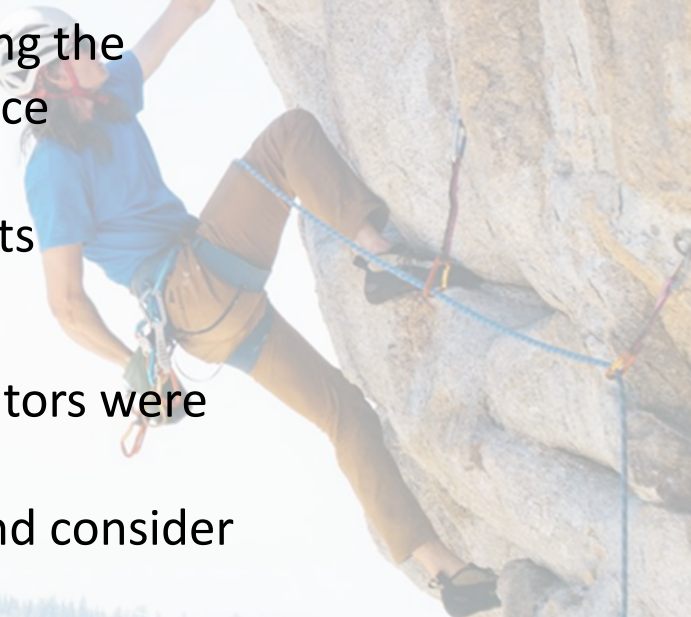
Put a bigger emphasis on up front planning. Defining the scope per sprint, testing methodologies and evidence expectations

Solution: Spend extra up-front time to define sprints



Auditor knowledge of the Agile methodology. Auditors were newer to this (but now they are experts!)

Solution: Invest in Agile training for the auditors and consider including technology teams in the training





A photograph of a person rappelling down a steep, mossy rock face. The person is wearing a red shirt and dark pants, and is suspended by a rope. The background shows a blue sky with white clouds and a rocky landscape with green vegetation at the bottom.

# Challenges Faced - Auditors

- ✘ Fear of violating professional auditing standards
- ✘ Lack of Agile and DevOps experience
- ✘ Cultural and procedural changes



# 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

Metric	Year-over-Year Change
Length of engagement	↓ 10.5%
Coverage	↑ 77.8%
# of Days from Issue identification to opening	↓ 48.77%
Issues with progress* made by report issuance	↑ 243%
Client Survey Results	Improved by 2 rating levels

\*Progress defined by having at least a plan submitted (e.g., the issue in Mitigation, Validation, or Closed status)

# Feedback Received

**“Exceptional”**

**“Great time** working with the team!”

“The team was **very positive** and **worked hard** understand and communicate gaps. All members were **enjoyable to work with.**”

# 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



# Contact Information



Clarissa Lucas, Audit Director  
Nationwide Insurance  
[lucasc5@nationwide.com](mailto:lucasc5@nationwide.com)

[www.linkedin.com/in/clarissalucas](https://www.linkedin.com/in/clarissalucas)



Tod Bickley, AVP, Technology Risk Management  
Nationwide Insurance  
[Tod.Bickley@nationwide.com](mailto:Tod.Bickley@nationwide.com)

<https://www.linkedin.com/in/todbickley/>

