



IT Project Review Board Roll out

- An experience sharing by Credit Suisse - NY

Date : Jan 20th , 2010
Place : Rutgers University – New Brunswick, New Jersey, USA
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Agenda

- Introduction
- The Ground Realities as we started the PRB Initiative
- New Global CS IT mandate
- Design Considerations
- Case Study – IT Operations Processes – Complex Structure
- Key Challenges
- Abbreviations and Acronyms used in this Presentation

Introduction

A global network to serve our different business needs around the world

Major Financial Centers: IT supports business with a focus on development and running of high-touch, mission critical IT Services requiring direct interaction

New York

Main Business:
Investment
Banking



London

Main Business:
Investment
Banking



Zurich

Main Business:
Private Banking,
Private and
Corporate Clients



Raleigh

Captive near-shore,
primarily
supporting NY
activities



India

Outsourced and
co-managed
offshore in
different locations



Singapore

Captive offshore
supporting NY,
ZH, London and
onshore Asia



Introduction

IT Division Facts & Figures

Financials / Human Capital Portfolio

- IT budget is ~3 billion CHF, whereof
~60 % Run-the-Bank (RtB)
~40 % Change-the-Bank (CtB)
- IT headcount is ~11'000, whereof
~8'000 permanent FTE
~3'000 contractor FTE
plus additional fixed price contractors in
offshore delivery centers
- One central IT Division with people in
64 different legal entities globally

Other key figures

- 50'000 supported users in 550 locations
- 650'000 external users (DirectNet, ATS etc.)
- 4 main hub Production-DR pairs of data
centers consuming 28 MW of power
- Hardware
 - 97'000 Workstations / Laptops
 - 29'000 Servers
 - 14 Host / Mainframe CPUs,
providing 43'900 MIPS
- Software
 - 5'300 Applications

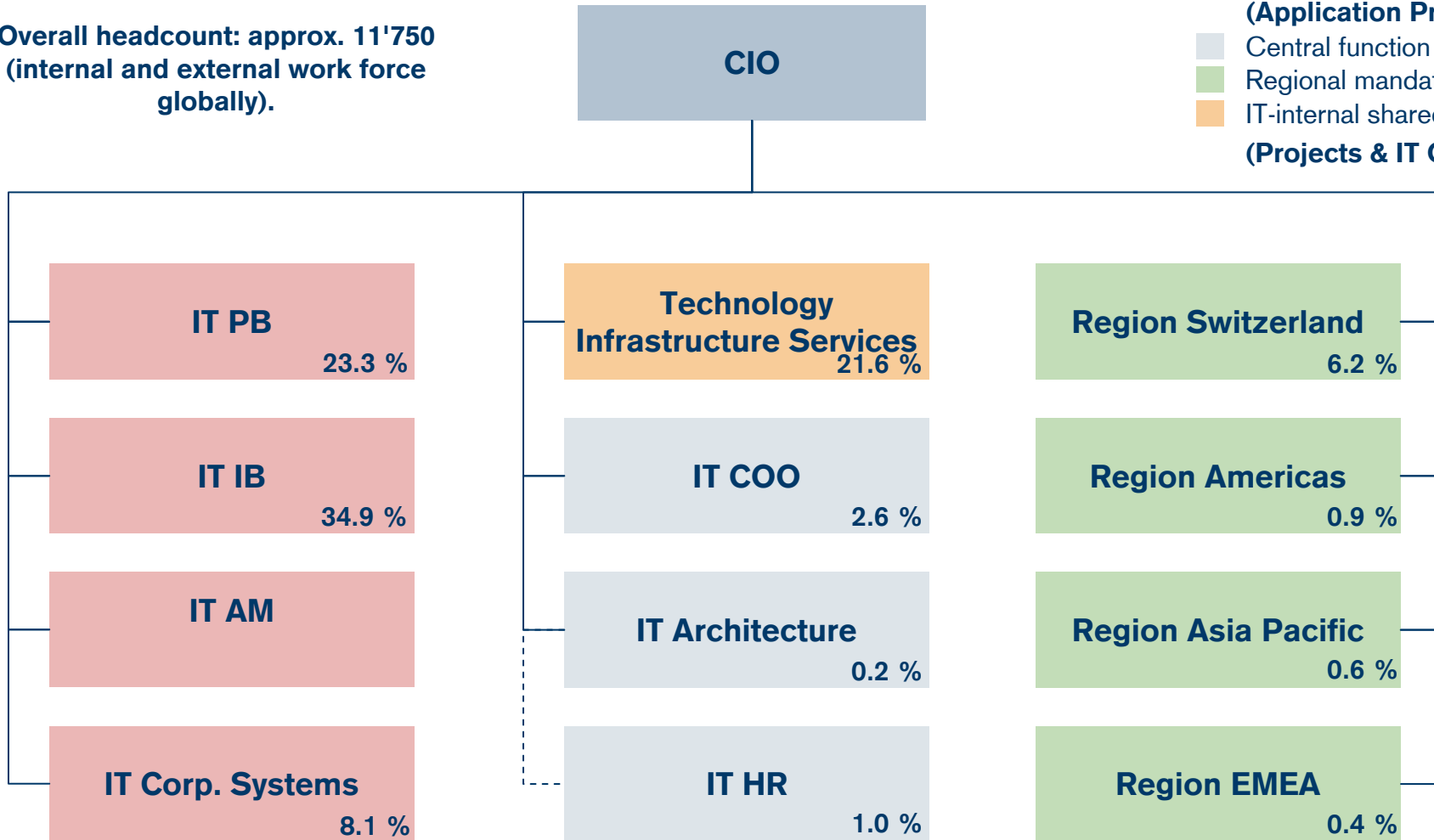
Anzahl user der IT Plattform SBIP - es sind ca. 650000 externe (DN, ATS, etc.).

Introduction

Credit Suisse IT Organizational Chart (09 / 2009)

Overall headcount: approx. 11'750
(internal and external work force globally).

- Client aligned mandate
(Application Projects)
- Central function
- Regional mandate
- IT-internal shared services
(Projects & IT Operations)



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The Ground Realities as we started the PRB Initiative

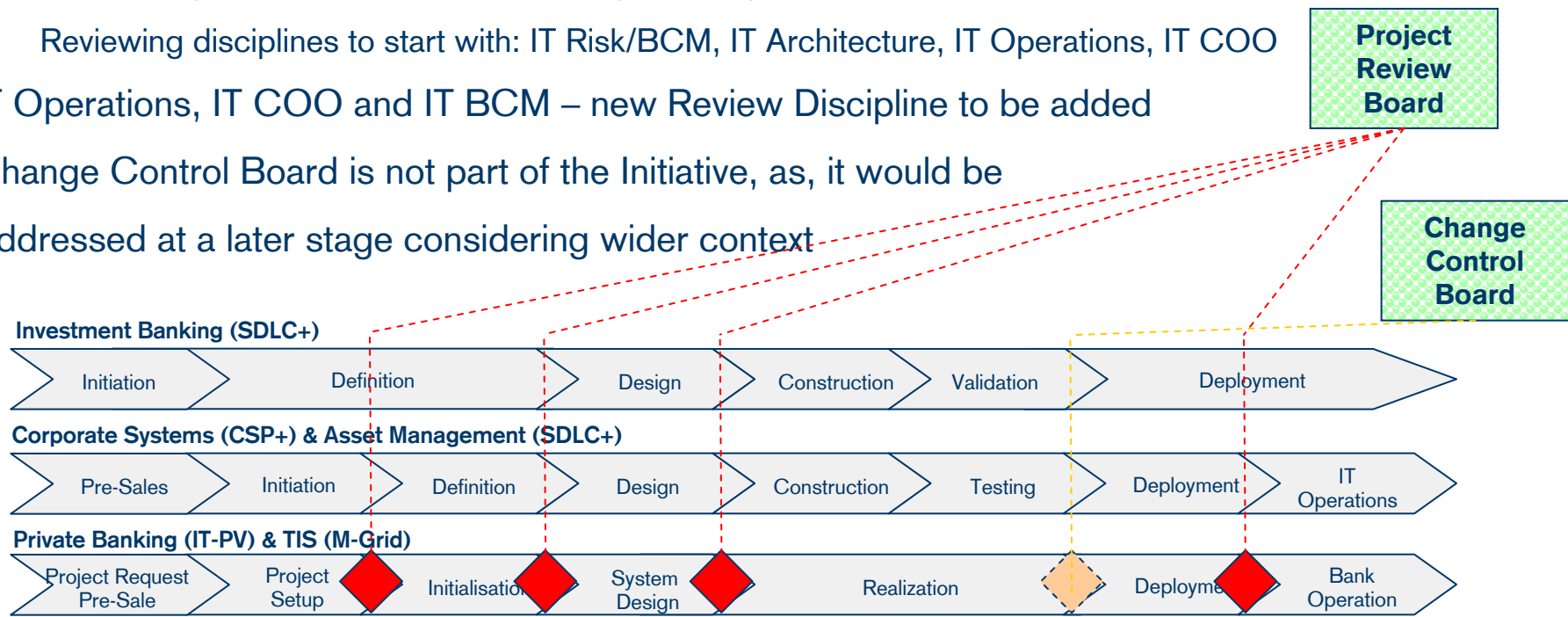
- Various industry standards are well known and applied within CS IT such as:
 - CMMI as a best practice framework (applied in particular in IT PB and Corp. Systems)
 - PMI, SPICE & IPMA as project management standards
 - Waterfall, RUP and SCRUM as well as internally developed project management methodologies
 - ITIL as a framework to structure IT Operations processes
 - First contacts with CITIL a new to be standard combining advantages of CMMI and ITIL
- Level of process maturity varies remarkably throughout CS IT from division to division and within division
- Despite the many standards, CS IT is still in the process of mastering major challenges such as:
 - how should the Review Disciplines be involved in the project work
 - how should we best support the projects in understanding and implementing the Review Processes
- Geographically, we are massive in deployment structure and there are diverse cultural set-ups both organizational and personnel
- Portfolio constitutes complex Programs to small projects and had several Millions worth per project

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New Global CS IT mandate

- CS IT Management Committee decided to introduce the concept of 'Project Review Boards' across CS IT Solution Development
 - Objective of the Initiative is to define a global process that allows IT to review and monitor IT investments from all perspectives: governance, financials, architecture, IT Risk, compliance, IT Operation. Underlying motivation to monitor adherence to technical standards is cost efficiency and production stability
 - Type of review is mainly 'Technical Solution Review'. The global PRBs, as well as the TIS PRB, is meant to check compliance adherence with existing internal policies and technical standards
 - Reviewing disciplines to start with: IT Risk/BCM, IT Architecture, IT Operations, IT COO
- IT Operations, IT COO and IT BCM – new Review Discipline to be added
- Change Control Board is not part of the Initiative, as, it would be addressed at a later stage considering wider context



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Design Considerations

The Starting Point to Establish project Review Board across IT

- Each project eligible for a PRB review goes through exactly **one PRB** (also in case of multi-location development/deployment). Projects can easily identify which PRB to go to
- Projects eligible for PRB need to undergo a specific review by CTO, TIS and COO organizations, which own **architectural, operational, IT Risk & BCM, financial management standards and principles**. Reviews could be expanded if necessary to Platform Engineering, Quality Management etc.
- At least twice in its development the eligible projects need to undergo a **specific solution design review** by the reviewing organization. This is at inception of the project and after design phase of the respective life cycle model.
- The findings and obligations for the respective projects and their provider to be **binding**.
- The Project Review Board has a well-structured Governance to allow checks and balances (e.g. authority allocation, escalations, continuous improvement) of the PRB-process itself.
- In case of several PRBs, all need to follow a minimal bar of requirements
- All Project Review Boards have to support any organizational approved methodologies

Design Considerations

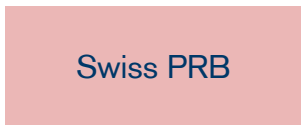
Key Aspects considered during the Design of PRB



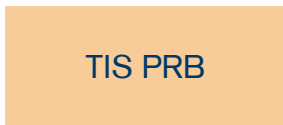
Design Considerations

Legacy PRB landscape

Projects deploying to SBIP

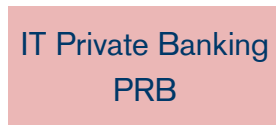


TIS Projects

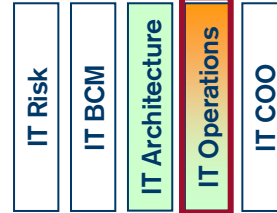


Current global PRB landscape

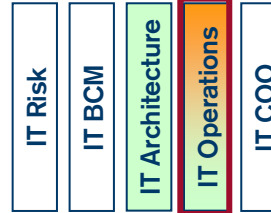
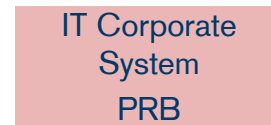
IT PB Projects



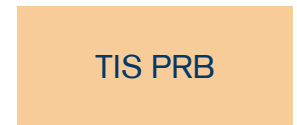
IT IB Projects



IT CoS Projects



TIS Projects



Reviewing Disciplines – minimum standard

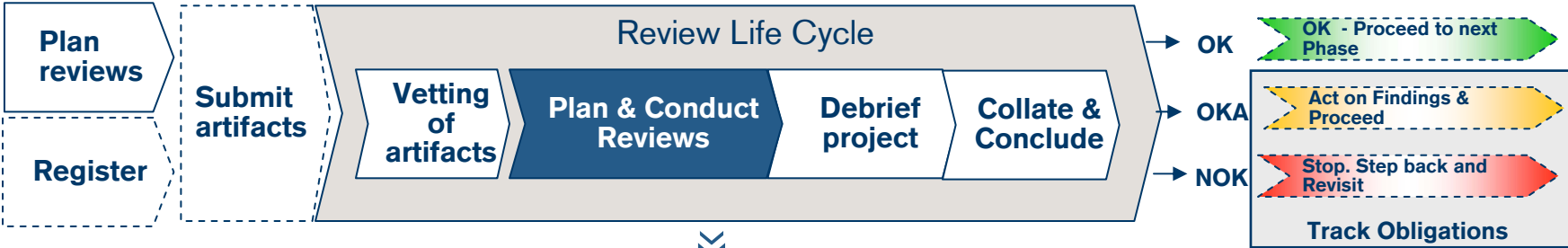
- Client aligned mandate
(Application Projects)
- IT-internal shared services
(Projects & IT Operations)

- Involvement of Technology Infrastructure Services:
- → brown: TIS' engagement: coordination and lead
 - → green: TIS' engagement: global reviews

TIS's role in PRBs was complex and organizationally demanding

Design Considerations

Generic SIPOC for Project Review Board



Suppliers	Inputs	Sub-Process	Outputs	Customers
<ul style="list-style-type: none"> IT Project Manager Quality Manager of Projects Requirement Engineers Solution Architects of Projects Configuration Manager 	<ul style="list-style-type: none"> Baselined Artifacts End of Phase 	Reviews By <ul style="list-style-type: none"> CTO TIS IT COO IT Risk Other - (..) 	<ul style="list-style-type: none"> Consolidated Findings/ Decisions [Project Ratings and Phase Clearance] Finding Report of each discipline and obligations thereof Reviewed Artifacts Meeting Minutes Lessons Learned 	<ul style="list-style-type: none"> IT Project Management Provider Sponsor Reviewer
	<ul style="list-style-type: none"> Checklists Standards/ Guidelines 			

Project PRB Process

Design Considerations

Project Review Board – Life Cycle Elements

Register for PRB	Preparation	Conduct Review	Collate & Consolidate	Conclude	Track & Report
Roles involved					
<ul style="list-style-type: none"> ▪ PRB Manager ▪ Project Managers ▪ QMP/ QMO ▪ Project Portfolio Mgr. 	<ul style="list-style-type: none"> ▪ Project Managers ▪ Quality Manager 	<ul style="list-style-type: none"> ▪ PRB Members ▪ Reviewers ▪ Reg. PRB Mgr. ▪ Global PRB Mgr 	<ul style="list-style-type: none"> ▪ Reviewers ▪ Project Managers 	<ul style="list-style-type: none"> ▪ PRB Manager ▪ PRB Members 	<ul style="list-style-type: none"> ▪ PRB Manager ▪ Reviewers ▪ ITPL
Performed and Conducted Activities					
<ul style="list-style-type: none"> ▪ Eligible Projects are selected from BoW ▪ Track open obligations 	<ul style="list-style-type: none"> ▪ Review for Completeness 	<ul style="list-style-type: none"> ▪ Distribute artifacts Review Artifacts ▪ Review order for regional and/or global reviews 	<ul style="list-style-type: none"> ▪ Collated Findings 	<ul style="list-style-type: none"> ▪ Reviewed Findings and Rating 	<ul style="list-style-type: none"> ▪ Check Due Obligations. ▪ Sign-off obligations
Outputs					
<ul style="list-style-type: none"> ▪ Updated Global PRB BoW ▪ Eligible Project Registration ▪ Updated Global PRB Calendar 	<ul style="list-style-type: none"> ▪ Baseline of Artifacts for Review 	<ul style="list-style-type: none"> ▪ Review order ▪ Review Plan ▪ Obligation Notification 	<ul style="list-style-type: none"> ▪ Review Plan ▪ Obligation Notification Component ▪ Rating of Findings 	<ul style="list-style-type: none"> ▪ PRB Review Decisions ▪ Obligation Notification Component 	<ul style="list-style-type: none"> ▪ Updated Obligation Reports ▪ Lessons Learned ▪ Feedback

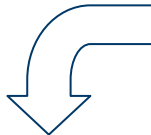
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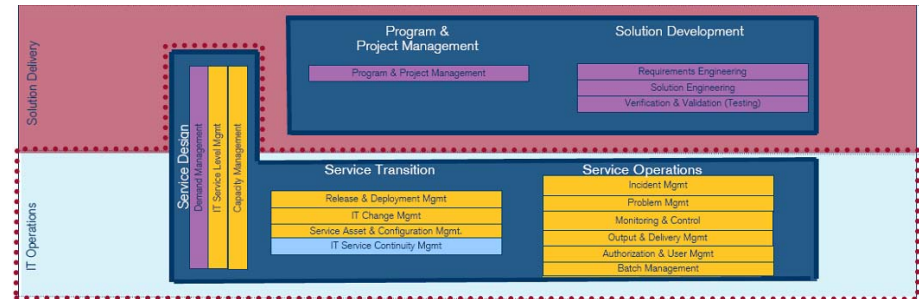
Case Study – IT Operations Processes – Complex Structure

From overall process cluster to the...

... selection of 6 processes for stage 1...



IT Operations cluster (aligned to CS IT Process Map)	
Service Design	
Demand Mgmt	Stage 1
IT Service Level Mgmt	Stage 1
Capacity Mgmt	
Service Transition	
Release Mgmt	
IT Change Mgmt	Stage 1
Service Asset & Config. Mgmt	
IT Service Continuity Mgmt (see IT Risk/BCM)	
Service Operation	
Incident Mgmt	Stage 1
Problem Mgmt	
Monitoring & Control	Stage 1
Output and Delivery Mgmt	
Authorization & User Mgmt	
Batch Mgmt	Stage 1

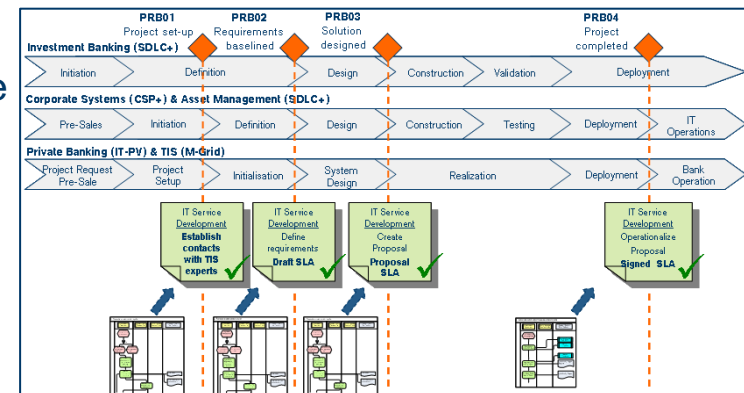


... and the detailing of process requirements ...



1.2 IT Service Level Mgmt
Establish Agreements
Establish Service Catalog
Establish SLAs, OLAs, UCs
Manage Agreements
Establish Monitoring Capabilities
Define Reporting and Review Procedures
Perform Service Reviews
Perform Service Improvement Program

... including the alignment with project life cycles.



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Key Challenges

- Strong Process Management across Reviewing Disciplines
 - Well defined down stream processes
 - Managing and Acquiring a pool of Reviewers per required Competencies and Experience
 - Central Coordination of Review activities
- Communication and training
 - Varied expectations
 - Training was to be tailored to suit all roles across IT [In particular TIS]
- Tool for Review Administration and Deployment
 - MS SharePoint – 2007 Version – used its capabilities completely for Administering Reviews, Performing Reviews, Tracking Obligations to Closure, KPI reporting and Real-Time Activity Tracking
- PRB Cycle Control
 - Bi-Weekly and lean processes

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Abbreviations & Acronyms used in this Presentation

Abbreviation	Expansion	Description
CHF	Swiss franc	Currency of Switzerland
CIO	Chief Information Officer	Top Management Role in IT Organization - Global IT
CMMI	Capability Maturity Model Integration	Framework for Software & Systems Engineering Processes
CPUs	Central Processing Units	The core device in a computers that control and process data
CS	Credit Suisse	Credit Suisse - A Global Bank headquartered in Switzerland
CSP+	Corporate Systems Processes [Improved]	Process Asset Library for Project management in Corporate Systems Division of CS
CtB	Change the Bank	Nomenclature to title projects that change the legacy practices
CTO	Chief Technology Officer	Top Management Role in IT Organization - Technology
FTE	Full Time Employee	Human Resources
IPMA	International Project Management Association	Global Organization for Project Management Professionals headquartered in Zurich
IT	Information Technology	Application of Computers and Computing in Enterprise Management
IT Architecture	Information Technology Architecture	Systems Design and Systems Development part in IT
IT BCM	Information Technology Business Continuity Management	Disaster Recovery and Management part in IT
IT Operations	Information Technology Operations	Complete backend IT support systems in a Banking Operations
IT PV	Information Technology Project View	Project and Portfolio Management Tool deployed in CS
IT RISK	Information Technology Risk	Financial, Reputational, Technical and Business Risks in using IT in CS
ITAM	Information Technology Asset Management	A division of IT in CS that focuses in providing services to Asset Management function of CS
ITCOO	Information Technology Chief Operating Officer	Top Management Role in IT Organization - Portfolio, Project and Process Management
ITHR	Information Technology Human Resources	Human Resource division of CS serving IT
ITIB	Information Technology Investment Banking	A division of IT in CS that focuses in providing services to Investment Banking Function of CS
ITIL	Information Technology Infrastructure Library	Set of concepts and practices to manage IT services, IT development and IT operations.
ITPB	Information Technology Private Banking	A division of IT in CS that focuses in providing services to Private Banking Function of CS
Mgmt	Management	To mean Top Management
M-Grid	Minimal Grid	Project Life Cycle Management Framework with defined stages and processes as applied in TIS
MIPS	Million Instructions Per Second	CPU Speed
OLA	Operational Level Agreement	Commitment to provide Timely IT Services in IT Operations [High Level]
PMI	Project Management Institute	Global Organization for Project Management Professionals headquartered in USA
PRB	Project Review Board	A Management structure that is established to Govern Quality of Project Deliverables
RtB	Run the Bank	Nomenclature to title projects that improve current practices with minimal interruption to Operations
RUP	Rational Unified Process	An iterative software development process framework created by the Rational Software Corporation, USA
SCRUM	SCRUM	An iterative incremental framework for managing new product development in agile software development.
SDLC+	Software Development Life Cycle [Improved]	A framework for Project Management and Software Engineering activities in IB IT of CS
SLA	Service Level Agreement	Commitment to provide Timely IT Services
SPICE	Software Process Improvement Capability Evaluation	Layered Approach to Software Process Assessment introduced by SPICE an European Organization
TIS	Technology Infrastructure Services	A division under Shared Services of IT in CS that focuses in providing Infrastructure Services to all Function of CS
UCs	Use Cases	A descriptive representation of work flow for a given event in IT processes

Questions & Answers

