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# Agile Capability Improvement with IT- CMF

Applying Agile techniques to improve  
BNY Mellon capabilities

PMI Pittsburgh  
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# Topics

- **Value of improving management practices**
- **Frameworks and institutionalization**
- **Developing, publishing, and supporting effective practices**
- **How an improvement team leverages the IT-CMF**
- **One release to multiple releases**
- **Reorganizing our frames of reference**
- **Agile Portfolio “release train” approach and schedule for 2014**

# Who is this guy?

Matt Craig leads the Performance and Value Management team for BNY Mellon CTS Strategy & Administration. Matt's primary responsibility is to lead the definition, measurement, and improvement of the value of Information Technology to the company.

Matt is a Certified IT-CMF Instructor, Lean Six Sigma Black Belt, ITIL certified practitioner (IPAD, SS, SD, SCtlg, CSI), Balanced Scorecard advocate, and Project Management Professional (PMP).

Matt enjoys using an integrated set of perspectives and tools to define and improve organizational value, from individual contributors, teams, processes, practices, businesses and the enterprise.

***“IT’S NOT IMPORTANT TO BE BETTER THAN SOMEONE ELSE, BUT TO BE BETTER THAN YESTERDAY.”***

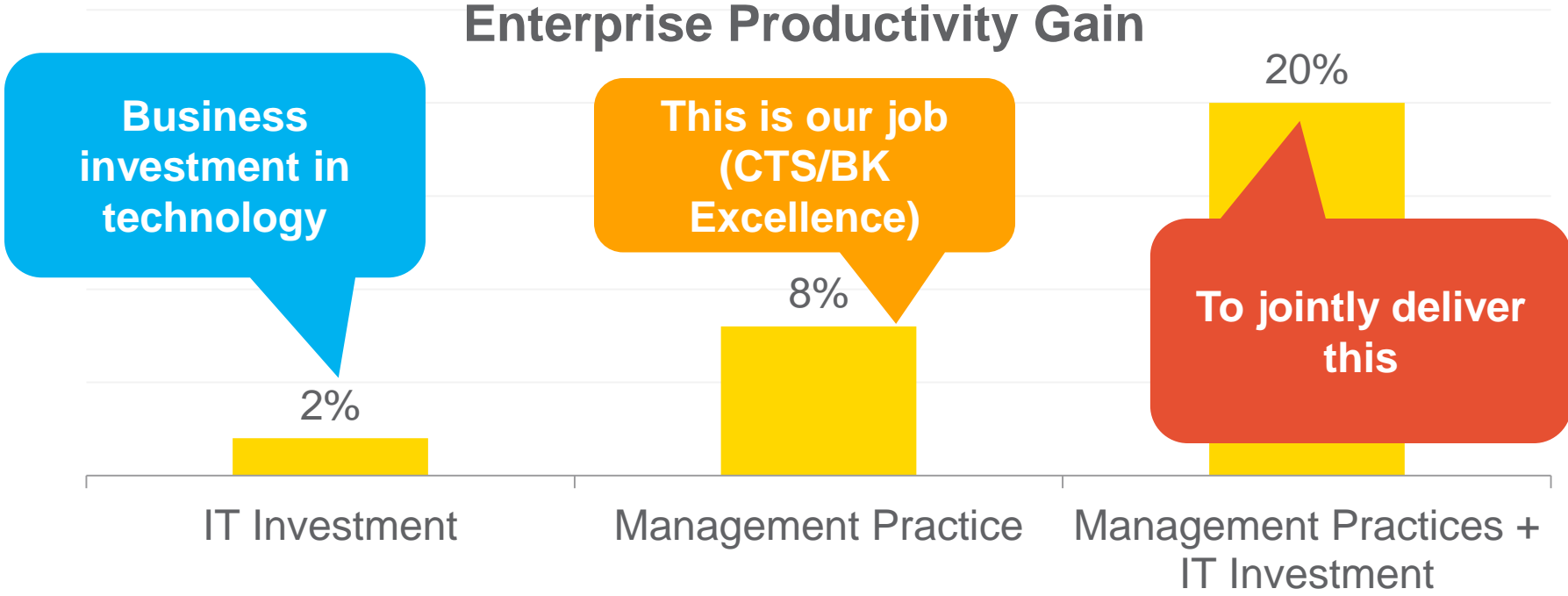


An Australian living in Pittsburgh since 2000, Matt lives in Hampton with his wife, three children, and a crazy Australian Cattle Dog. While not working Matt enjoys spending time outside with his family engaged in almost any activity, in particular biking, hiking, and photography.

Matt serves as President of the Board of Directors for the Pittsburgh chapter of the Project Management Institute, and is Vice-Chair for the IVI Global Community.

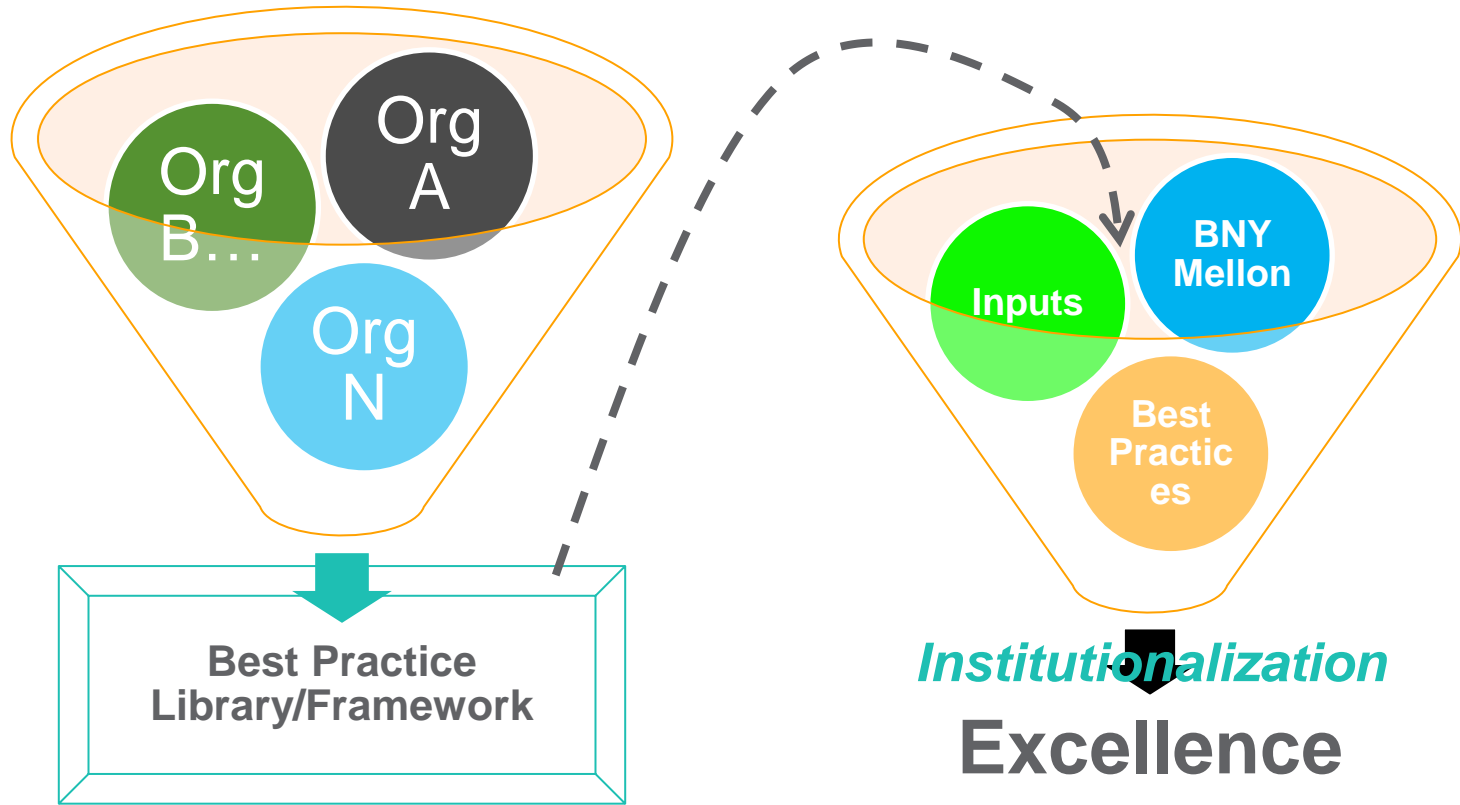
***Engage, Motivate, Execute – Excellence!***

# IT leadership + business management: value of effective management practices supported by technology investments



Based on "[When IT lifts productivity](#)" – McKinsey 2004

# Best Practice Usage



Best practice frameworks typically strip out specifics of business, organization, culture and technology.

# Institutionalization

Institutionalization is the process of building infrastructure and culture that support an organization's methods, practices, and procedures, so that they become the standard for

*“this is how we do business.”*

The intent of institutionalization is to perform work in a consistent and repeatable manner so that the expectations of managers, workers, clients, and other stakeholders are met.

# For processes to be institutionalized, they must be...

## Defined and documented

- Policies, procedures, guidelines, plans, programs, other work products

## Deployed

- Resourced, communicated, trained, verified

## Routinely performed

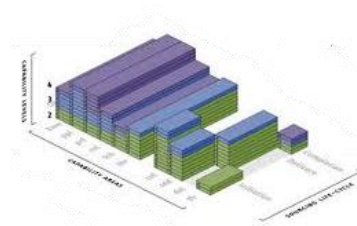
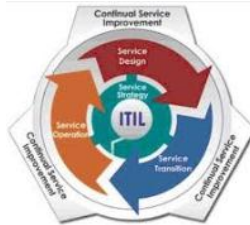
- Governed, controlled, measured, consistent

## Maintained and improved

# Some relevant frameworks and standards...

- ISO/IEC 20000 international standard IT Service Management
- ISO/IEC 27001, Information Security Management System (ISMS)
- ISO 15504, Information technology — Process assessment
- Capability Maturity Model Integration (CMMI)
- CMM for Services
- Control Objectives for Information and related Technology (COBIT)
- Projects in Controlled Environments (PRINCE2)
- Rummler Performance Methodology (RPM)

- IT-Capability Maturity Framework (IT-CMF)**
- ITIL version 3, 2011**
- Project Management Body of Knowledge (PMBOK) v5**
- Management of Risk (M\_o\_R)
- eSourcing Capability Model for Service Providers (eSCM-SP)**
- Telecom Operations Map (eTOM)
- Lean Six Sigma**
- Balanced Scorecard**
- Performance Measure Process (PuMP)**





# IT-CMF details 4 macro capabilities supported by 35 critical capabilities

## Managing IT like a business

- AA** Accounting & Allocation
- BP** Business Planning
- BPM** Business Process Mgmt
- CFP** Capacity Forecasting & Planning
- DSM** Demand & Supply Mgmt
- EIM** Enterprise Information Mgmt
- IM** Innovation Management
- ITG** IT Leadership and Governance
- ODP** Organisation Design & Planning
- RM** Risk Management
- SP** Strategic Planning
- SAI** Service Analytics & Intelligence
- SICT** Sustainable ICT
- SRC** Sourcing

## Managing the IT budget

- BGM** Budget Management
- BOP** Budget Oversight & Performance Analysis
- FF** Funding & Financing
- PPP** Portfolio Planning & Prioritisation

## Managing the IT capability

- CAM** Capability Assessment & Mgmt
- EAM** Enterprise Architecture Mgmt
- ISM** Information Security Mgmt
- KAM** Knowledge Asset Mgmt
- PAM** People Asset Mgmt
- PPM** Program & Project Mgmt
- RAM** Relationship Asset Mgmt
- RDE** Research, Development & Engineering
- SD** Solutions Delivery
- SRP** Service Provisioning
- SUM** Supplier Management
- TIM** Technical Infrastructure Mgmt
- UED** User Experience Design
- UTM** User Training & Management

## Managing IT for business value

- BAR** Benefits Assessment & Realisation
- PM** Portfolio Management
- TCO** Total Cost of Ownership



# Improved Capabilities drive success

Integrating capability improvement to simplify, focus, and deliver increased business value



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# IT-CMF Taxonomy Overview

Depth of material provides clear guidance for action in each area, but this is not an “all at once” approach.

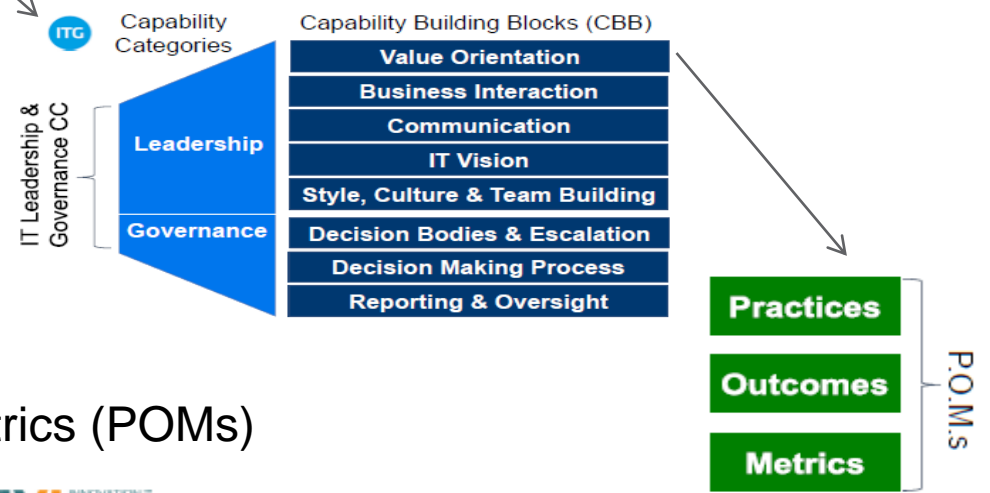
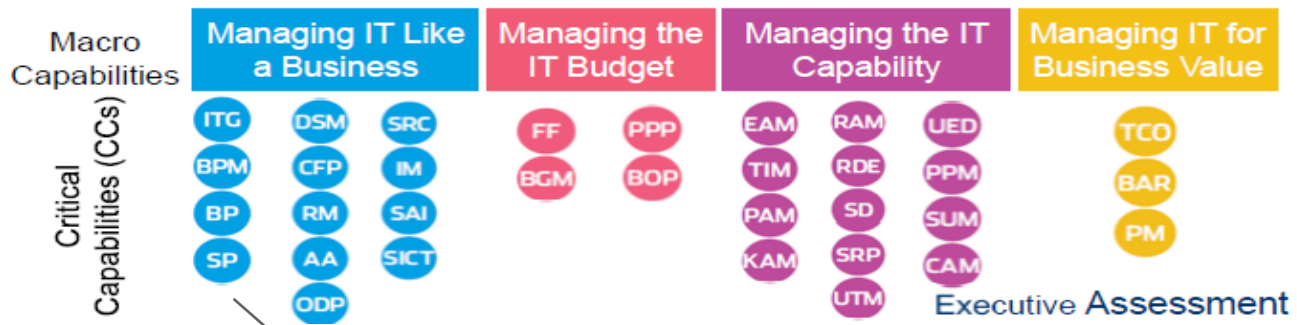
4 Macro Capabilities

35 Critical Capabilities (CCs)

90 Critical Capability Categories

260 Capability Building Blocks (CBBs)

2,000+ Practices, Outcomes, and Metrics (POMs)  
*(one for each level of maturity)*



# Sample Reference Assets – a P.O.M. example

One of the 115 “POMs” for Relationship Asset Management (RAM)

**Level: 4**

**Category:**  
Relationship Management Practice

**CBB:**  
Monitor and prioritize relationships

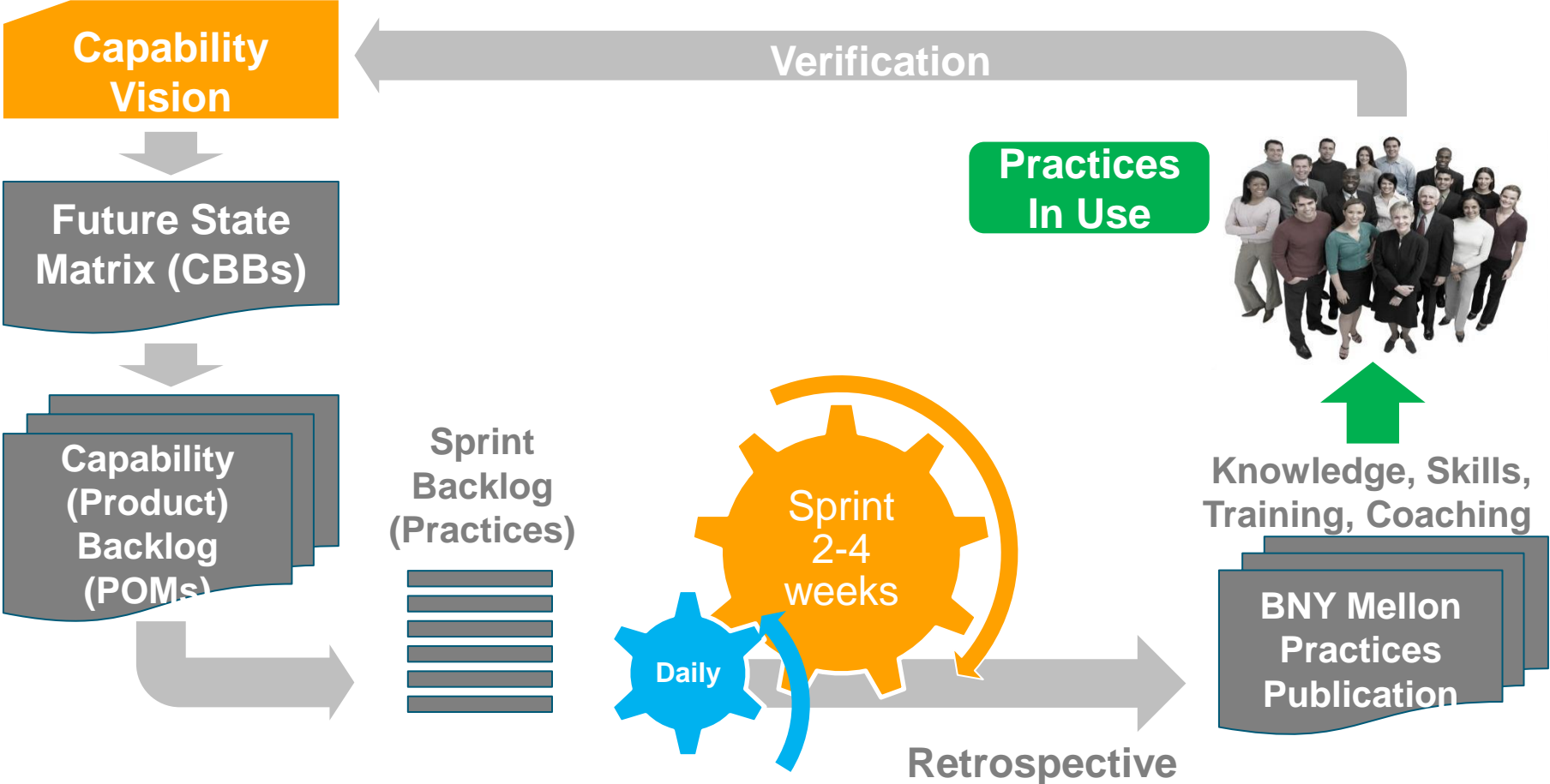
Level	Category	CBB	Description	Outcomes
Level 4	Relationship Management Strategy	Understand organizational relationships	Monitor and document basic organizational profile (e.g., structure, size, core business model, culture, operating model) at all levels of the business with which IT interacts. Regular briefing sessions held internally within IT leadership at all levels on general and specific requirements with the CIO and other senior executives within the organization.	IT has basic understanding of the key areas of the business to support its planning activities. Briefing sessions held internally within IT leadership at all levels on general and specific requirements with the CIO and other senior executives within the organization.
Level 3	Relationship Management Strategy	Understand organizational relationships	Regular briefing sessions held internally within IT leadership at all levels on general and specific requirements with the CIO and other senior executives within the organization. Social connections begin to develop with the management teams of the enterprise and across various teams.	IT management identifies the most relevant information to which specific issues should be addressed. Social connections begin to develop with the management teams of the enterprise and across various teams.
Level 2	Relationship Management Strategy	Understand organizational relationships	Key individuals from the enterprise and other relationship network organizations are understood. Their work-related social networks in terms of communication, advice, and level (CMT).	IT management and relevant project leads remain disconnected from the business with limited understanding of the organizational profile. Regular briefing sessions held internally within IT leadership at all levels on general and specific requirements with the CIO and other senior executives within the business. Social connections begin to develop with the business. Regular briefing sessions held internally within IT leadership at all levels on general and specific requirements with the CIO and other senior executives within the business.
Level 1	Relationship Management Strategy	Understand organizational relationships	Relationship network analysis techniques are used to identify SMEs, unmet needs of knowledge, and see how areas where there is high internal IT expertise.	IT management and relevant project leads are aware of the organizational profile. IT staff develop a more rounded view of the enterprise and understand where IT can and has made contributions to the business. Emerging view of informal communication channels with the business for use within IT management to support improved decision-making capabilities within IT. Staff become more engaged with their colleagues throughout the enterprise. There is a better team spirit. Reduces time and cost availability. The value of social initiatives begins to be understood.
Level 0	Relationship Management Strategy	Understand organizational relationships	The documented organizational profile is communicated to IT staff by IT managers and project leads.	IT has an understanding of the customer, their issues, and interests. Relationship management activities proceed from an holistic rather than an IT perspective. Reciprocal information sharing between IT and business. IT staff have a greater understanding of the business with which the business interacts.

**Practice:** Individuals from all levels of IT have regular scheduled meetings with contacts in the business to pursue improved relationships between the two sides

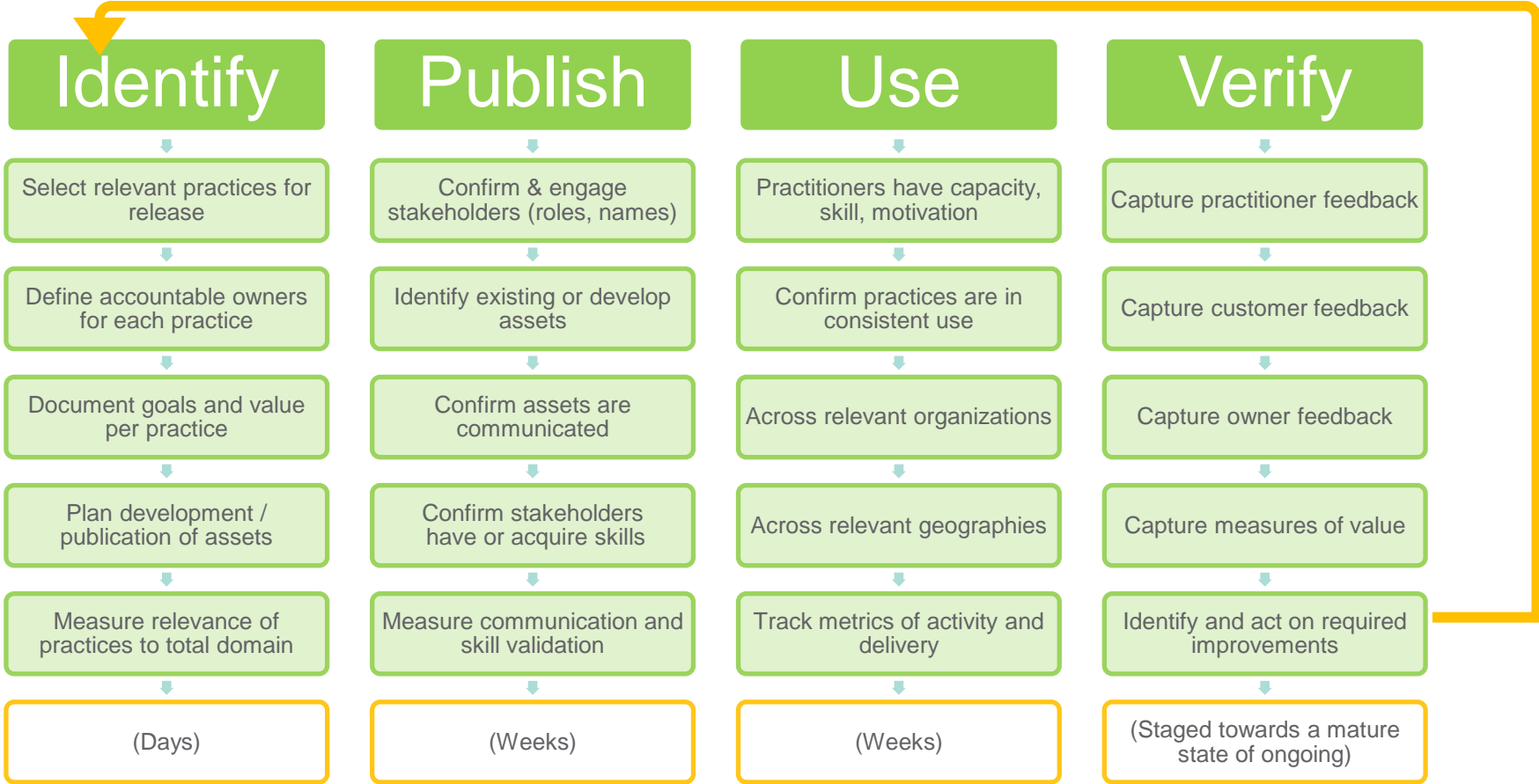
**Outcome:** IT staff is able to foster improved relationships with individuals from the business entities

**Metrics:**  
% customer satisfaction (internal customers)  
# scheduled meetings between IT and business staff

# Agile Capability Improvement – Sample Release



# Overview of a practices release



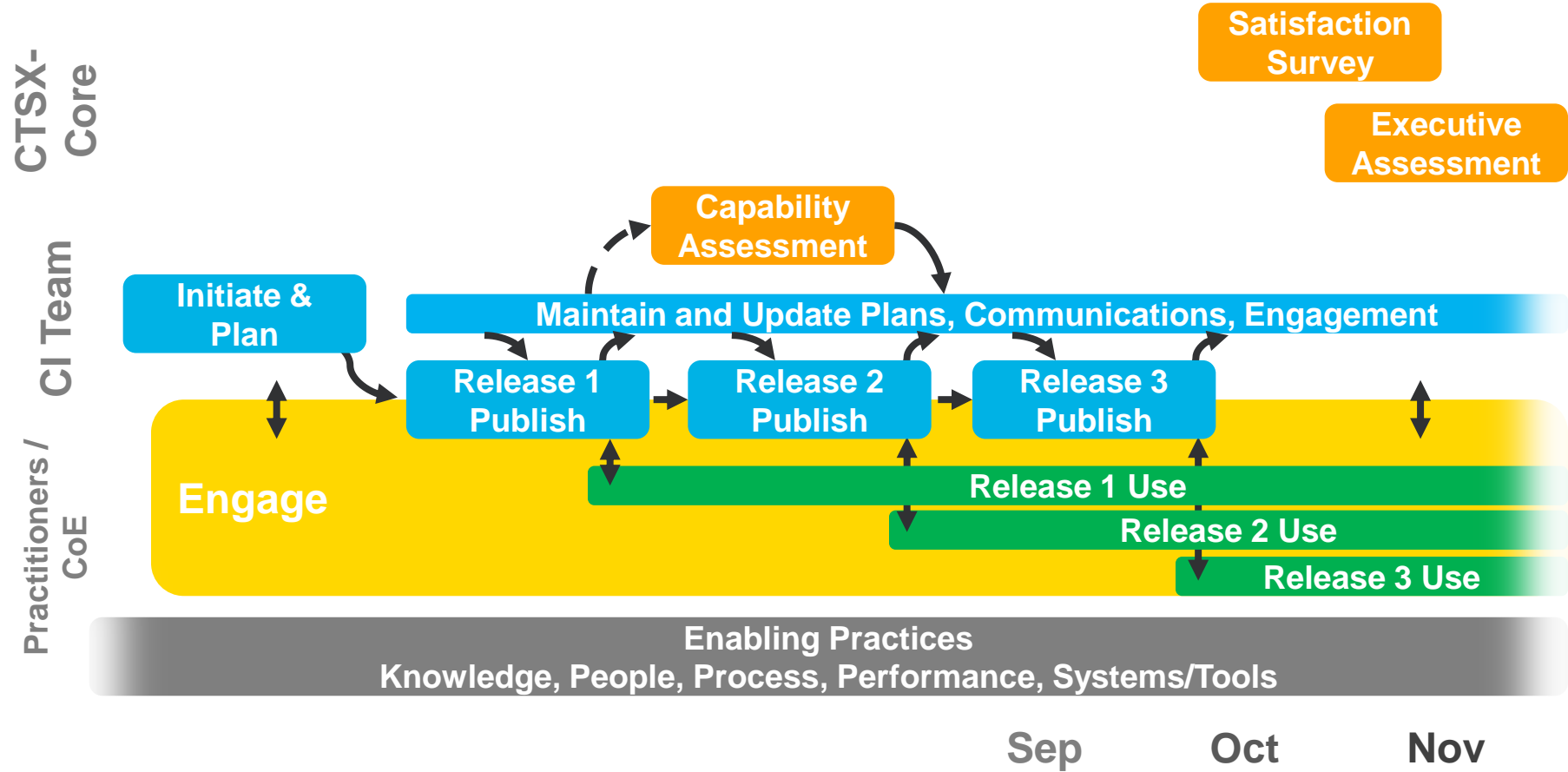
# Communicate and Collaborate throughout Development, Authoring, Implementation and Ongoing Use

## Capability Improvement Team – *Engage, Author, Publish, Respond*



**Contributors / Practitioners / SMEs / Stakeholders**  
*Review, Question, Suggest, Adopt, Use, Verify*

# Capability Improvement Overview





# Thank you – Questions?