



Memorandum from the Office of the Inspector General

August 4, 2015

Daniel A. Traynor, SP 3A-C

REQUEST FOR MANAGEMENT DECISION – AUDIT 2014-15063-02 – INFORMATION TECHNOLOGY ORGANIZATIONAL EFFECTIVENESS – ENTERPRISE ARCHITECTURE AND PROGRAMS

Attached is the subject final report for your review and management decision. You are responsible for determining the necessary actions to take in response to our findings. Please advise us of your management decision within 60 days from the date of this report.

Information contained in this report may be subject to public disclosure. Please advise us of any sensitive information in this report that you recommend be withheld.

If you have any questions or wish to discuss our findings, please contact Scott A. Marler, Audit Manager, at (865) 633-7352 or Phyllis R. Bryan, Director, Information Technology Audits, at (865) 633-7332. We appreciate the courtesy and cooperation received from your staff during the audit.

David P. Wheeler

David P. Wheeler
Deputy Assistant Inspector General
(Audits)
ET 3C-K

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Attachment
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OIG File No. 2014-15063-02



Office of the Inspector General

Audit Report

To the Chief Information
Officer, Information
Technology

INFORMATION TECHNOLOGY ORGANIZATIONAL EFFECTIVENESS – ENTERPRISE ARCHITECTURE AND PROGRAMS

Audit Team

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Audit 2014-15063-02
August 4, 2015

ABBREVIATIONS

CIO	Chief Information Officer
EAP	Enterprise Architecture and Programs
EITC	Enterprise Information Technology Council
IT	Information Technology
IT1K	1,000 Days to Success
OIG	Office of the Inspector General
PM	Project Manager
PMO	Project Management Office
SLT	Senior Leadership Team
SPP	Standard Programs and Processes
TVA	Tennessee Valley Authority

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Audit 2014-15063-02 – Information Technology Organizational Effectiveness – Enterprise Architecture and Programs

EXECUTIVE SUMMARY

Why the OIG Did This Audit

In 2008, the Tennessee Valley Authority's (TVA) Office of the Inspector General (OIG) performed an auditⁱ on the effectiveness of the Information Technology (IT) organization and made several recommendations for improvements. In 2011, TVA OIG completed a follow-up auditⁱⁱ and determined the actions taken were not carried through year to year and, as a result, effectiveness in many areas had decreased including strategy and architecture as well as governance and project management. The 2011 audit determined the operational maturity level (see Appendix B) for strategy and architecture was level 2 (i.e., repeatable but intuitive), governance was level 2 and project management was level 1 (i.e., initial/ad hoc). To assist IT in increasing effectiveness, the recommendations from Audit Report 2010-13366 were focused on creating sustainable processes. In response to the audit recommendations, IT committed to (1) perform a gap analysis and update IT Standard Programs and Processes, (2) create a long term and sustainable IT strategy, and (3) establish an IT Project Management Office (PMO).

In addition, the Chief Information Officer (CIO) created a program titled 1,000 Days to Success (IT1K) to address findings from the audit as well as other observations he made as to the current state of IT. Those included (1) IT Governance and Framework, (2) the IT Strategic Planning Program, and (3) the Project Management Center of Excellence.

After the recent reorganization, Enterprise Architecture and Programs (EAP) has responsibility for programs related to Audit Report 2010-13366 management action plans and the IT1K initiatives in this report. EAP has primary responsibility for establishing TVA's information technology and standards and ensuring TVA's IT investments are integrated and coordinated over the long term. The EAP organization includes Enterprise Programs, also known as the IT PMO; Enterprise Architecture and Standards; Enterprise Information Management; Enterprise License Management; Cloud Brokerage; and an Agile Methodologies consultant.

The OIG performed this audit to determine EAP's (1) current effectiveness, (2) actions completed in the implementation of management actions plans and IT1K initiatives in relation to achieving outcomes, and

ⁱ Audit Report 2007-11348, Information Services Organizational Effectiveness, March 27, 2008.

ⁱⁱ Audit Report 2010-13366, Information Technology Organizational Effectiveness, April 5, 2011.



Audit 2014-15063-02 – Information Technology Organizational Effectiveness – Enterprise Architecture and Programs

EXECUTIVE SUMMARY

(3) design of the management action plans and IT1K program for gaps related to any outcomes not met.

What the OIG Found

EAP has responsibility for three high-level functions that were previously evaluated in Audit 2010-13366; strategy and architecture, governance, and project management. In these three areas, operational maturity has improved, as shown in Figure 1.

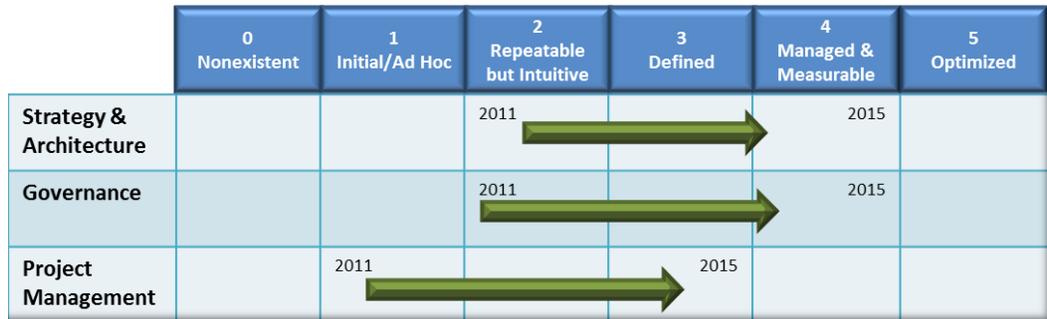


Figure 1

Definitions of the maturity ratings for Figure 1, which were developed from the Control Objectives for Information and Related Technologyⁱⁱⁱ 4.1 framework, are summarized below and described in detail in Appendix B.

- 0. Nonexistent – There is a complete lack of policies and processes.
- 1. Initial/Ad Hoc – There are no standardized policies and processes.
- 2. Repeatable but Intuitive – Policies and processes are developed; however, there is a high reliance on the knowledge of individuals to ensure compliance.
- 3. Defined – Policies and processes have been standardized, but it is unlikely that noncompliance would be detected.
- 4. Managed and Measurable – Management monitors and measures compliance with procedures and takes action where processes appear not to be working effectively. Automation and tools are used in a limited or fragmented way.
- 5. Optimized – Processes have been refined to a level of good practice, based on the results of continuous improvement and maturity modelling with other enterprises.

ⁱⁱⁱ A framework created by ISACA for IT management and IT governance.



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In addition, EAP has responsibility for new processes including Agile Methodologies, Enterprise Information Management, Enterprise License Management, and Cloud Brokerage. These processes are new to TVA and in the initial phases of being deployed, resulting in a maturity level of one.

While EAP's operational maturity has improved, actual IT project delivery has been inconsistent. The review of IT1K initiatives and management action plans in response to Audit Report 2010-13366 found that, while the IT PMO has improved, it is not seen as a Center of Excellence^{iv} within TVA.

While project management processes and documentation have improved, actual project delivery has been inconsistent. A review of a judgmentally selected sample of recently completed and ongoing projects identified various possible causes for the inconsistent delivery of projects, including:

- IT resource engagement, including level of involvement and resource availability.
- Level of IT senior leadership team's (SLT) project engagement.
- Project Manager (PM) effectiveness, including the level of authority to acquire resources and the impact of PM turnover on projects.
- Inconsistent business engagement in IT projects.
- Inconsistent project processes, including the identification, documentation, testing, and tracking of business and functional requirements.

TVA's values are the fundamental beliefs used to guide the actions, behaviors, and decisions in how to achieve its mission. TVA has recently adopted the following values that are being introduced to employees: safety, service, integrity, accountability, and collaboration. Observed activities within EAP were compared to the TVA values and no issues were identified. In addition, when the issue of who would have accountability for the content of Standard Programs and Processes was identified, EAP accepted the responsibility, providing accountability in an area where IT had been lacking.

^{iv} A Center of Excellence is a central hub with a mandate to provide a consistent framework to deliver the organization's projects consistently.



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What the OIG Recommends

TVA OIG recommends the CIO, IT:

1. Review current IT PMO procedures and identify opportunities to streamline the documentation process taking into consideration the level of effort with the size of the project.
2. Clearly document and communicate PM roles, responsibilities, and level of authority within assigned projects.
3. Direct IT PMO management to more clearly communicate their objective that a well-managed project will have quality documentation as a result.
4. Develop clear methods of scheduling and prioritizing IT resources for projects.
5. Develop methods to determine the proper level of IT SLT's project engagement, including the delegation of authority when appropriate.
6. Standardize processes and tools used in projects, including the identification, documentation, tracking, and testing of business and functional requirements.

TVA Management's Comments

In response to our draft audit report, TVA management agreed with our findings and recommendations and requested wording changes in the PMO section. Management requested altering the report content to more accurately reflect the message from management.

See Appendix C for TVA management's complete response.

Auditor's Response

The OIG reviewed TVA management's comments, discussed alternative wording with management, and has updated the report to reflect these changes.

BACKGROUND

A key aspect of the Tennessee Valley Authority's (TVA) mission and vision is to provide affordable electricity to rate payers. TVA's Information Technology (IT) organization's contribution to this mission and vision includes operating effectively. In 2008, TVA's Office of the Inspector General (OIG) performed an audit¹ on the effectiveness of the IT organization and made several recommendations for improvements. In 2011, the OIG completed a follow-up audit² and determined the actions previously taken were not carried through year to year and, as a result, effectiveness in many areas had decreased. Accordingly, to assist IT in increasing its effectiveness, the recommendations from Audit 2010-13366 were focused on creating sustainable processes. In addition, TVA's Chief Information Officer (CIO) created a program titled 1,000 Days to Success (IT1K) to address findings from the audit as well as other observations he made as to the current state of IT.

In December 2013, IT informed us it had completed the management action plans to address the recommendations from Audit 2010-13366. Soon thereafter, IT informed us it had also completed the IT1K program. To assess the results of the management action plans, the IT1K program, and to determine current organizational effectiveness, a follow-up audit was scheduled. To accomplish this, we planned to evaluate the effectiveness of individual operational groups within IT. This report covers the results for our audit of the Enterprise Architecture and Programs (EAP) group.³

EAP has primary responsibility for establishing TVA's information technology and standards and ensuring TVA's IT investments are integrated and coordinated over the long term. The EAP organization includes Enterprise Programs, also known as the IT Project Management Office (PMO); Enterprise Architecture and Standards; Enterprise Information Management; Enterprise License Management; Cloud Brokerage; and an Agile Methodologies consultant.

Several of the recommendations from Audit Report 2010-13366 were related to EAP's current mission. In response to those recommendations, IT committed to (1) expand Standard Programs and Processes (SPP) assessments to include all IT SPPs and develop a schedule for SPP enhancements, (2) develop a TVA IT Strategic Plan, (3) perform an initial maturity assessment of the IT PMO including procedures and tools, (4) create a roadmap to increase maturity, and (5) continue to evaluate IT PMO metrics to improve performance.

¹ Audit Report 2007-11348, Information Services Organizational Effectiveness, March 27, 2008.

² Audit Report 2010-13366, Information Technology Organizational Effectiveness, April 5, 2011.

³ Audit Report 2014-15063-01, issued on June 4, 2015, covered our audit of the Enterprise Information Security and Policy group. Separate reports will be completed for the remaining operational groups in IT (i.e., Operations Solutions Delivery, IT Infrastructure Delivery, Enterprise Solutions Delivery, and Enterprise Customer Operations).

In addition, EAP has the responsibility for sustaining the following programs from the IT1K initiatives: (1) IT Governance and Framework, (2) the IT Strategic Planning Program, and (3) the Project Management Center of Excellence. The IT Governance Framework initiative's objective was to establish an enterprise-wide governance framework that included an Enterprise Information Technology Council (EITC), Enterprise IT PMO, and the IT business consultant role. The PMO and IT business consultant role were managed under separate initiatives. The IT Strategic Planning Program was a deliverable of the IT Governance Framework initiative. Under these initiatives, a new EITC was created whose planned roles and responsibilities included:

- Establishing the overall IT strategy for TVA.
- Prioritizing and approving strategic IT investments across the enterprise.
- Providing oversight for strategic IT projects to ensure successful implementation.
- Ensuring strategic IT projects deliver the return on investment contemplated in business cases.
- Approving enterprise IT policies, methods, and standards.

The Project Management Center of Excellence initiative established an Enterprise IT PMO with the goal of transforming into a TVA-wide recognized Center of Excellence. The four primary objectives were to (1) deliver successful IT projects, (2) promote project management professionalism, (3) be the IT project management Center of Excellence, and (4) manage the IT project portfolio.

OBJECTIVES, SCOPE, AND METHODOLOGY

The objectives of this audit were to evaluate the effectiveness of organizations within IT in meeting TVA's mission and values (see Appendix A). To accomplish this, the audit team (1) evaluated current effectiveness of operational groups within IT, (2) validated the outcomes of management action plans and whether the IT1K program met expectations, (3) evaluated the implementation of management actions plans and the IT1K program in relation to achieving outcomes, and (4) reviewed the design of the management action plans and IT1K program for gaps related to any outcomes not met. The scope of this report covers the results for EAP. Additional reports will be completed for each operational group in IT.

To achieve the objectives of this audit, the audit team:

- Interviewed all EAP employees to determine background, understanding of job duties, team dynamics, and leadership capabilities.
- Reviewed the work performed to complete the management action plans developed in response to previous audit findings.
- Reviewed the work performed to complete IT1K initiatives.

- Observed EAP meetings and workshops to determine level of interaction and communications across IT.
- Interviewed TVA employees outside of EAP to determine level of interaction and support provided by EAP to projects.

Documentation (e.g., TVA position descriptions, value definitions, IT1K objectives and outcomes) used for this audit was provided by TVA. Fieldwork for this audit was completed between September 2014 and May 2015.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

FINDINGS

EAP has responsibility for three high-level functions that were previously evaluated in Audit 2010-13366; strategy and architecture, governance, and project management. In these three areas, operational maturity (see Appendix B) has improved, as shown in Figure 1.

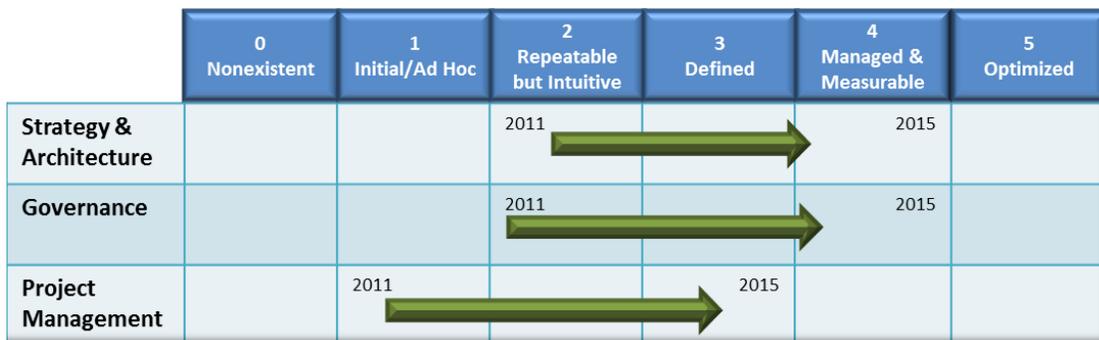


Figure 1

In addition, EAP has responsibility for new processes including Agile Methodologies, Enterprise Information Management, Enterprise License Management, and Cloud Brokerage. These processes are new to TVA and in the initial phases of being deployed, resulting in a maturity level of one.

While EAP's operational maturity has improved, actual IT project delivery has been inconsistent. The review of IT1K initiatives and management action plans in response to Audit Report 2010-13366 found that, while the IT PMO has improved, it is not seen as a Center of Excellence⁴ within TVA.

⁴ A Center of Excellence is a central hub with a mandate to provide a consistent framework to deliver the organization's projects consistently.

CURRENT ORGANIZATIONAL STATE

EAP has improved operational maturity levels through the establishment of an IT PMO with standardized processes and documentation, establishment of collaborative processes to align IT strategy with the TVA mission, support of the EITC governance activities, and initiation of business intelligence support processes. While EAP has improved operational maturity levels, including project management processes and documentation, actual IT project delivery has been inconsistent.

Project Management Office

IT has improved project management with the establishment of an IT PMO and defined processes that include standardized documentation to manage and measure IT projects from start to completion. The intent of IT PMO management is to use these processes and documentation standards as tools to manage successful projects by delivering a message that a well-managed project will have complete and timely documentation. However, the message the Project Managers (PM) are hearing is project documentation is the priority and must be completed in detail and timely even at the expense of managing the project.

In addition, while the project documentation process at the time of our audit was appropriate for large projects, it had become burdensome for the smaller projects. This resulted in the perception of PMs that they should be spending more time completing documentation than managing projects.

While project management processes and documentation has improved, actual project delivery has been inconsistent. A review of a judgmentally selected sample of recently completed and ongoing projects identified various possible causes for the inconsistent delivery of projects.

IT Resource Engagement

While some projects received the IT resources they required in a timely manner, other projects did not. This resulted in project delays.

IT Senior Leadership Team

While some projects had a high level of IT senior leadership team (SLT) engagement, others had limited engagement resulting in making it more difficult to get the needed IT resources and set project direction. Project budget seems to determine level of IT leadership involvement and availability of skilled resources. At times, a project will have a lower budget but a potential for higher impact to the TVA overall business process.

PM Effectiveness

Some IT projects have experienced a high rate of PM turnover, resulting in project delays, negative impacts on project team morale, and decreased effectiveness as planning and documentation efforts are continually restarted.

Additionally, in audit interviews with IT PMs, we noted a varied understanding of authority to marshal resources necessary to staff projects appropriately.

Business Engagement in IT Projects

There has been inconsistent engagement by TVA business leaders and subject matter experts in IT Projects. Subject matter experts are often unavailable for project meetings or system testing due to competing business assignments, thus, causing delays that impact IT project metrics. Additionally, the quality of IT project work has been impacted in situations where business representatives did not actively participate in planning activities.

Other Observations

Processes, definitions, and tools used to identify, test, and track business and functional requirements in software development and deployment projects have been inconsistent. This makes it difficult for IT and the business units to determine the level of functionality the software will have when placed into production.

Enterprise Architecture and Standards

The Enterprise Architecture and Standards group is responsible for overseeing a collaborative and strategic planning process to develop a future state target architecture that incorporates TVA's vision and IT strategy. While overall IT strategy is set by the CIO and his SLT, Architecture and Standards provides key input and support for the development and management of the IT strategy. This includes its research of new technologies and analysis of how it may support the TVA mission. Additionally it facilitates workshops within IT to identify technology needs, shares research, and accepts input on how those items support or impact IT strategy.

In 2010, the CIO created the EITC which is made up of IT and business unit leadership. Their role in IT governance is to prioritize and approve projects and provide input for the development of IT strategy. The Architecture and Standards group provides structure and input necessary for the EITC to perform their duties and manage the process. As part of their process, they have developed ten business outcomes that align with the overall TVA mission. Each project is aligned with the business outcomes to assist in their prioritization. Additionally, the Architecture and Standards group creates and updates IT architectural SPPs that are to be used in the development, delivery, and overall governance of IT services. These are used to manage the consistent application of IT services across TVA.

In 2014, TVA centralized business planning within Financial Services. The Architecture and Standards group has the responsibility for providing input and support to Financial Services in the development of the IT Business Plan. This is a new process and is still in the initial phase of being deployed.

In 2015, EAP accepted the responsibility for management of SPPs. In a joint effort with EISP, EAP identified 3 SPPs that will be retired. Of the remaining 36, 15 are in the process of being updated.

Enterprise Information Management

The Enterprise Information Management group is responsible for creating a strategy to establish business intelligence repository for reports and governance of the Enterprise Data Warehouse. Since this is a new group within IT, these efforts are in the initial phase.

Enterprise License Management

Enterprise License Management has developed processes to monitor and manage software licensing within TVA with two purposes: (1) to keep TVA compliant with software licensing agreements and (2) to have the correct licenses available.

Cloud Brokerage

TVA's IT is in the initial stages of developing a program for the management of cloud services and has created a program manager position. IT is in the process of filling this new position.

Agile Methodology Consultant

TVA's IT has adopted the scaled agile framework for the delivery of services and is in the initial phase of its deployment. To assist in this transition, IT has created an Agile Methodology consultant group. The group provides training and advisement to IT resources. The group is not directly involved in projects but acts as a resource when the project teams have questions.

TVA VALUES

TVA's values are the fundamental beliefs used to guide the actions, behaviors, and decisions in how to achieve its mission. Observed activities within EAP were compared to the TVA values and no issues were identified.

Integrity

Building trust through words and actions that are open, honest, and respectful is a key aspect of the TVA value integrity. EAP staff appears to be following this value in their meetings and interactions with each other and those outside of EAP.

Accountability

In alignment with the TVA value accountability, producing effective results includes being accountable for all process deliverables. When the issue of who would have accountability for the content of SPPs was identified, EAP accepted the responsibility, providing accountability in an area where IT had been lacking.

Collaboration

EAP is working with other IT groups to identify technology needs and solutions through hosting and moderating workshops. These workshops are highly collaborative, respectful, and effective.

Communication is a key element of collaboration in developing teamwork and effective partnerships. Part of communication is delivering messages clearly to appropriately express intent and expectations. While IT PMO management intends to send the message that quality documentation is an indication of a well-managed project, the staff PMs are interpreting that project documentation is the priority and must be completed in detail and in a timely manner even at the expense of managing the project.

IT1K INITIATIVES

As part of the IT1K initiatives, IT established the EITC made up of IT and business unit leadership, IT strategic planning program, and centralized the IT PMO. These efforts resulted in:

- Prioritization and approval of IT projects.
- Creating and maintaining an overall IT strategy.
- Oversight for strategic IT projects.
- A program and portfolio management system for projects.
- Development of metrics to measure IT project success.
- A process to approve enterprise IT policies, methods, and standards.

While the IT project management has improved, the IT PMO has not yet attained the status of a world class Center of Excellence.

MANAGEMENT ACTION PLANS

In response to Audit Report 2010-13366, TVA:

- Expanded SPP assessments to include all IT SPPs and developed a schedule for SPP enhancements.
- Developed an IT Strategic Plan.
- Performed an initial maturity assessment of the IT PMO including procedures and tools.
- Created a roadmap to increase IT PMO maturity.
- Continued to evaluate IT PMO metrics to improve performance.

All actions were completed and sustainable.

RECOMMENDATIONS

The TVA OIG recommends the CIO, IT:

1. Review current IT PMO procedures and identify opportunities to streamline the documentation process taking into consideration the level of effort with the size of the project.
2. Clearly document and communicate PM roles, responsibilities, and level of authority within assigned projects.
3. Direct IT PMO management to more clearly communicate their objective that a well-managed project will have quality documentation as a result.
4. Develop clear methods of scheduling and prioritizing IT resources for projects.
5. Develop methods to determine the proper level of IT SLT's project engagement, including the delegation of authority when appropriate.
6. Standardize processes and tools used in projects, including the identification, documentation, tracking, and testing of business and functional requirements.

TVA Management's Comments – In response to our draft audit report, TVA management agreed with our findings and recommendations and requested wording changes in the PMO section. Management requested altering the report content to more accurately reflect the message from management.

See Appendix C for TVA management's complete response.

Auditor's Response – The OIG reviewed TVA management's comments, discussed alternative wording with management, and has updated the report to reflect these changes.

TVA VALUES

The Tennessee Valley Authority (TVA) values are fundamental beliefs that guide TVA's actions, behaviors and decisions. TVA has defined the following values:

- **Safety:** We share a professional and personal commitment to protect the safety of our employees, our contractors, our customers, and those in the communities that we serve.
- **Services:** We are privileged to be able to make life better for the people of the Valley by creating value for our customers, employees, and other stakeholders, being good stewards of the resources that have been entrusted to us, and by being a good neighbor in the communities in which we operate.
- **Integrity:** We conduct our business according to the highest ethical standards and seek to earn the trust of others through words and actions that are open, honest, and respectful.
- **Accountability:** We take personal responsibility for our actions, our decisions and the effectiveness of our results, which must be achieved in alignment with our company values.
- **Collaboration:** We're committed to fostering teamwork, developing effective partnerships, and valuing diversity as we work together to achieve results.

OPERATIONAL MATURITY LEVELS

Operational maturity levels were determined using CobiT 4.1 operating standards as shown in Figure 1.

Rating	Summary Criteria
5 Optimized	Information Technology (IT) policies and processes have been refined to a level of good practice, based on the results of continuous improvement and maturity modeling with other enterprises.
4 Managed and Measurable	Management monitors and measures compliance with IT policies and processes and takes action where processes appear not to be working effectively. Processes are under constant improvement and provide good practice. Automation and tools are used in a limited or fragmented way.
3 Defined	IT policies and processes are standardized, documented, and communicated. Management has mandated these processes should be followed; however, it is unlikely deviations will be detected. The procedures themselves are not sophisticated but are the formalization of existing practices.
2 Repeatable but Intuitive	IT policies and processes have developed to the stage where similar procedures are followed by different Strategic Business Units. There is a high degree of reliance on the knowledge of individuals.
1 Initial/Ad Hoc	There are no standardized IT policies and processes; instead, there are ad hoc approaches that tend to be applied on an individual or case-by-case basis.
0 Nonexistent	Complete lack of any recognizable IT policies and processes.

Figure 1

July 24, 2015

David P. Wheeler, ET 3C-K

RESPONSE TO REQUEST FOR COMMENTS – DRAFT AUDIT 2014 -15063-02 –
INFORMATION TECHNOLOGY ORGANIZATIONAL EFFECTIVENESS - ENTERPRISE
ARCHITECTURE AND PROGRAMS

Our response to your request for comments regarding the findings of the subject draft report is attached. Please let us know if your staff has any concerns with TVA's comments.

We would like to thank Phyllis Bryan, Scott Marler, and the audit team for their professionalism and cooperation in conducting this audit. If you have any questions, please contact Valerie Anderson at (423) 751-8915.



Daniel A. Traynor
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OIG File No.2014-15063-02

AUDIT 2014-15063-02 **ATTACHMENT A**
Information Technology Organizational Effectiveness - Enterprise Architecture and Programs Page 1 of 2
Response to Request for Comments

Page	Draft Report Section	Comments
4	Project Management Office	<p>Management requests altering the following statement to more accurately reflect the message from management. As currently written, it appears that all of the Project Managers are hearing the same message - that project documentation is the priority:</p> <p>From: The intent of IT PMO management is to use these processes and documentation standards as tools to manage successful projects by delivering a message that a well-managed project will have complete and timely documentation. The message the Project Managers (PM) are hearing is project documentation is the priority and must be completed in detail and timely even at the expense of managing the project. In addition, while the project documentation process is appropriate for large projects, it has become burdensome for the smaller projects. This has resulted in PMs spending more time completing documentation than managing projects.</p> <p>To: While it may be the opinion of some Project Managers that there is more value placed on documentation than on successful project execution, it is the intent of IT PMO management to ensure that projects are managed effectively through the consistent use of processes and documentation standards. A well-managed project will use the tools established using industry best practices for efficient/effective project management. The IT PMO should continue to look for areas to make the use of tools more scalable while focusing on ensuring proper use of the tools as determined by industry best practices documents as procedural requirements.</p>

AUDIT 2014-15063-02 **ATTACHMENT A**
Information Technology Organizational Effectiveness - Enterprise Architecture and Programs Page 2 of 2
Response to Request for Comments

	Recommendation	Comments
1	TVA OIG recommends the CIO, IT: Review current IT PMO procedures and identify opportunities to streamline the documentation process taking into consideration the level of effort with the size of the project.	Management agrees.
2	Clearly document and communicate PM roles, responsibilities, and level of authority within assigned projects.	Management agrees.
3	Direct IT PMO management to more clearly communicate their objective that a well-managed project will have quality documentation as a result.	Management agrees.
4	Develop clear methods of scheduling and prioritizing IT resources for projects.	Management agrees.
5	Develop methods to determine the proper level of IT SLT's project engagement, including the delegation of authority when appropriate.	Management agrees.
6	Standardize processes and tools used in projects, including the identification, documentation, tracking, and testing of business and functional requirements.	Management agrees.