

Setting up and running an IT Architecture Practice

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Presentation Overview

- About Citizens
- How we started
- What we did next
- Challenges to overcome
- Lessons Learned
- Questions

About Citizens Bank Financial Group

- 8th largest commercial banking company in the United States
- 26,000 employees
- \$137 billion in assets
- 1,600 branches, 2,800 ATMs, 1700 agent call center

The Citizens “Credo”

- Customers
 - Treat the customer the way you would love to be treated all the time
- Colleagues
 - Do what it takes to make our company the best place in the world to work
- Community
 - Show that you care deeply about the community. Conduct yourself ethically at all times.

About the Citizens Environment

- Citizens provides IT and operations services to business lines via a centrally managed organization (Citizens Services Group, CSG)
- Heterogeneous computing environment
 - Predominately legacy mainframe (IBM zSeries)
 - Growing distributed development activities
 - 25,000 desktops (Microsoft)
 - 750 wireless users
 - 500 Unix (AIX, HP/UX, Sun) and 2100 Microsoft Servers
 - CICS/COBOL, Dot.Net, J2EE environments
 - Predominantly thin client/web applications
- Typically buy over build, but with a large amount of customization (COTS)
- Middleware team launched in 2002
- Over 200 technology projects deploy to production annually

Getting Started

- In 2001 Citizens launched an Enterprise Strategy and Architecture group
- By mid-2004, this group had
 - Developed a 5 year strategic plan and a strategic technology portfolio
 - Launched a Technology Advisory Group
 - Provide technology guidance
 - Govern project technology choices
 - Provided architectural guidance for selected projects
 - Lead the design of several large-scale strategic technology projects
 - Managed the strategic vendor portfolio

Evaluated Progress

- Mid 2004, we reviewed and evaluated the progress toward implementing our Enterprise Strategy
 - Governance Process
 - Project Design Process
 - Strategic technology adoption
- We also reviewed other enterprise initiatives that could be leveraged
 - Project Intake Process
 - Transformation Initiatives such as process re-engineering

What did we find?

- No clear consistent way to engage technology areas leading to increased cost and delayed time to market
- Inconsistent, solution specific designs
- Inconsistent application of security and other important enterprise standards
- Stove-piped and redundant solutions – general lack of reuse
- Focus on project success, not enterprise success
- The strategic portfolio had been aligned with the business, but technologies were not being taken advantage of by project teams
- The architectural governance body was a checkpoint external to the process, and therefore was viewed as a hurdle to success
- Significant expenditure in post-implementation re-work due to lack of structured design

What did we need?

- Identified a need for a “boots on the ground” presence from the Enterprise Strategy and Architecture group
 - Sell enterprise capabilities to business lines and projects
 - Ensure leveraging of enterprise assets
 - Govern use of technology
 - Design macro level architectures for projects
 - Facilitate engagement of appropriate technology resources

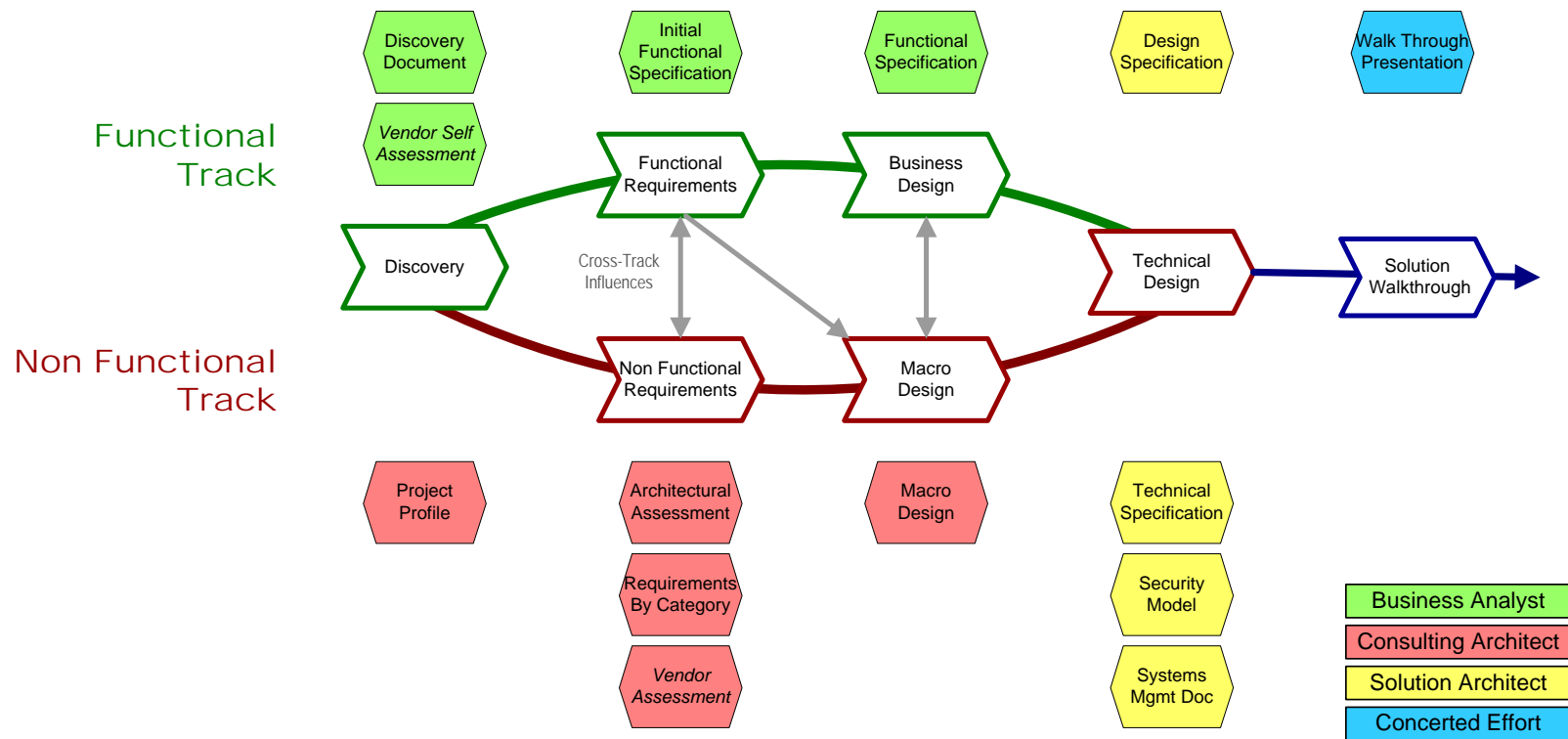
What are we launching?

- Value based, pragmatic approach to enterprise architecture
 - Projects perceive engagement as a value-add
 - Formal architecture role aligns project level designs with enterprise vision
 - Transforms external governance body into integrated governance model
 - Keeps the strategy “real”

What we are launching now

Design Process

Solution Design Process



What we are launching now?

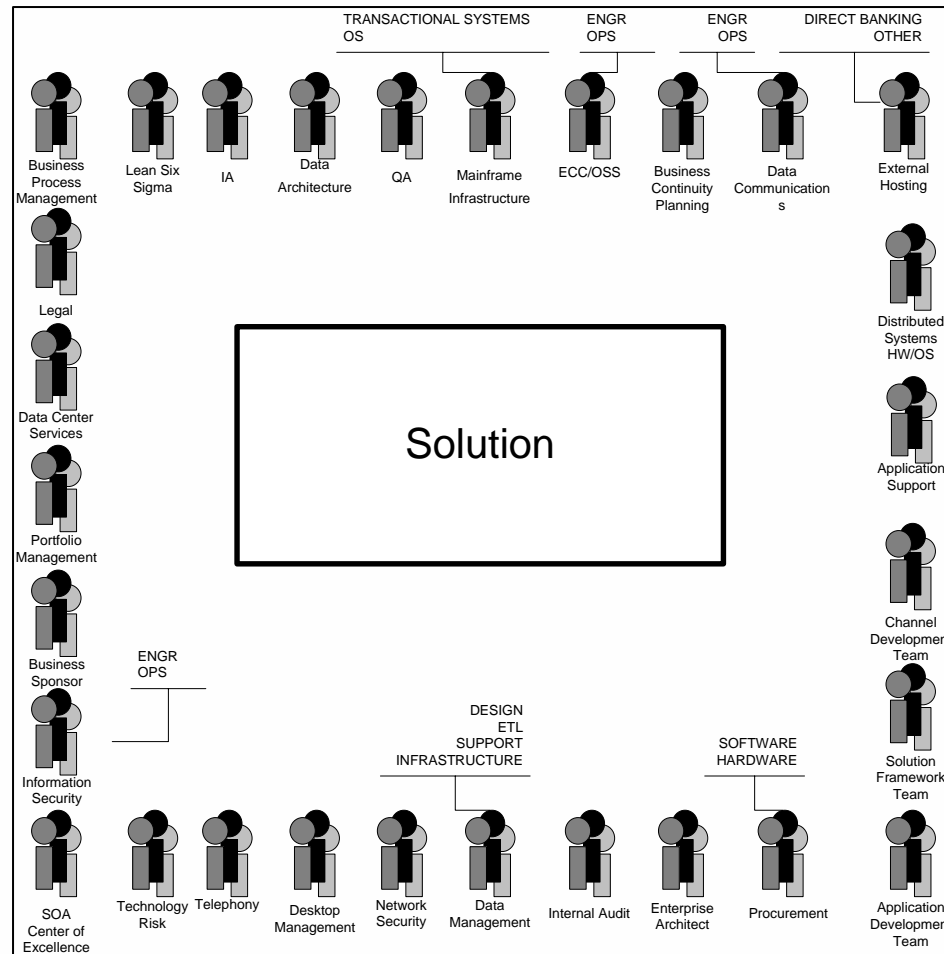
Design Process

- **Well defined**
 - Documented
 - Standards, techniques, templates and examples available
- **Common Language**
 - Standard set of UML-based artifacts providing common language for communicating architectures
- **Integrated Governance**
 - Integrated governance through peer reviews
- **Consistent representation of architecture**
 - Through design reviews and templates
- **Collaborative**
 - Embrace the development culture through peer review



What we are launching now?

Stakeholder Map



What we are launching now

- Architecture participation in project intake process
 - Design process ownership
 - Better visibility into projects
 - Better and early technology decision making
 - Accurate technology estimates for business cases
- Service catalog
 - Architectural Modeling
 - Micro design best practice development
 - Technology guidance
- Marketing Campaign/Roadshow

Challenges to be overcome

- Cultural change
- Resource constraints
- Territorialism
- Rogue projects
- Infinite demand

Lessons Learned

- Stakeholders need design assets in a consistent format to promote clarity and fast decision making
- Role of Architect as the translator of business need to technical solution
- Clear handoff process for transitioning from design to implementation
- Process must be flexible enough to handle projects inside and outside the formal project process
- Latch onto processes and functions that already work well

Questions



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About the Authors

- **Matthew Daniels** developed, launched, and currently manages the Enterprise Strategy and Architecture department at Citizens Bank Financial Group. Prior to his five year career at Citizens, Matt previously held senior technology and leadership positions with Alltel Information Systems, Gartner, and eunetcom and has over 10 years of experience in the technology arena, specifically in the areas of Network and Data Security, large scale heterogeneous networking, technology integration and engineering, and application architecture.
- **Andre Alguero** is a principal consultant with Systems Flow, Inc. Systems Flow helps companies dramatically improve the competitive advantage gained from technology by practically applying industry best practices in enterprise architecture and software development. Andre has 14 years experience defining, creating, and delivering both desktop and web application software products with a focus on repeatable engineering processes for companies, including Intel, Inso, and Cakewalk.
- **Dan Hughes** also is a principal consultant with Systems Flow, Inc. Dan has 15 years of software engineering experience spanning a broad range of languages, technologies, and techniques. Startup to enterprise, embedded systems to web services, he has managed, mentored, and executed all aspects of both product and enterprise life cycle for clients in industries ranging from industrial automation to banking and insurance.

