



# ARCHER

## SUMMIT 2021

# Implementing an Effective and Efficient Archer solution in the Financial Services Industry

Brian Drotleff – Enterprise & Operational Risk Director

Bob Noel - Business Technology Manager

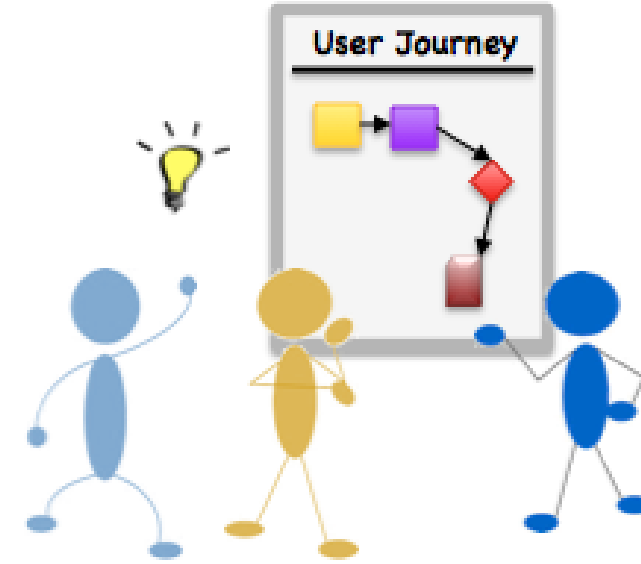


# Background

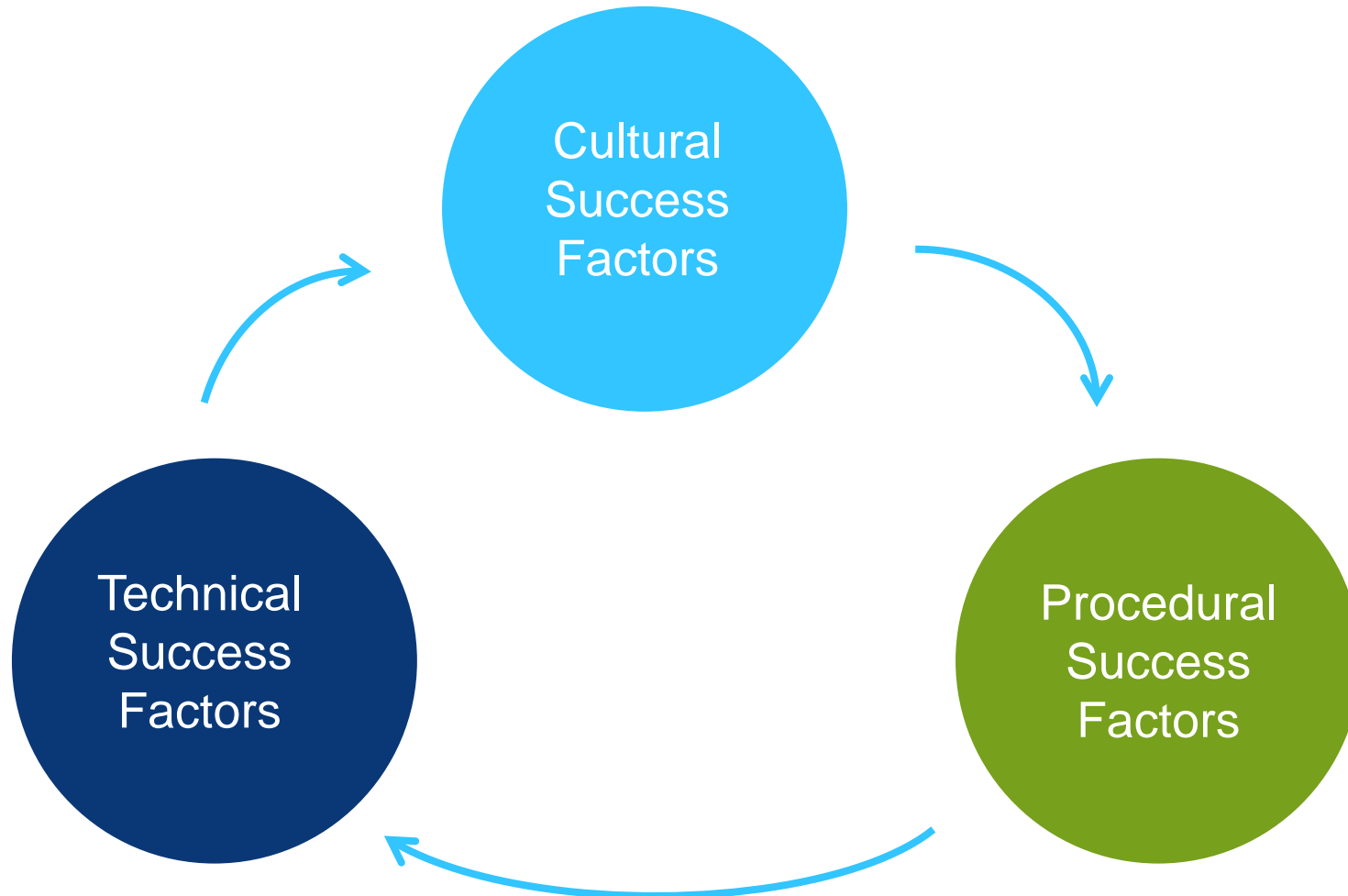
KeyBank's Archer Journey and presentation structure

# Our Archer Journey

- Initial implementation in 2012
  - Management Self-Testing (RCSA)
  - Sarbanes-Oxley (SOX)
  - Internal Audit
  - Model Validation
- Regular investment in additional risk programs migrating to Archer with quality-of-life enhancements
- Single, on-premise instance
- Primary application ownership in Enterprise Risk Management with distributed risk program ownership throughout the company
- Application development and support within Information Technology division with dedicated development and support resources



# Presentation Structure



# Cultural Success Factors

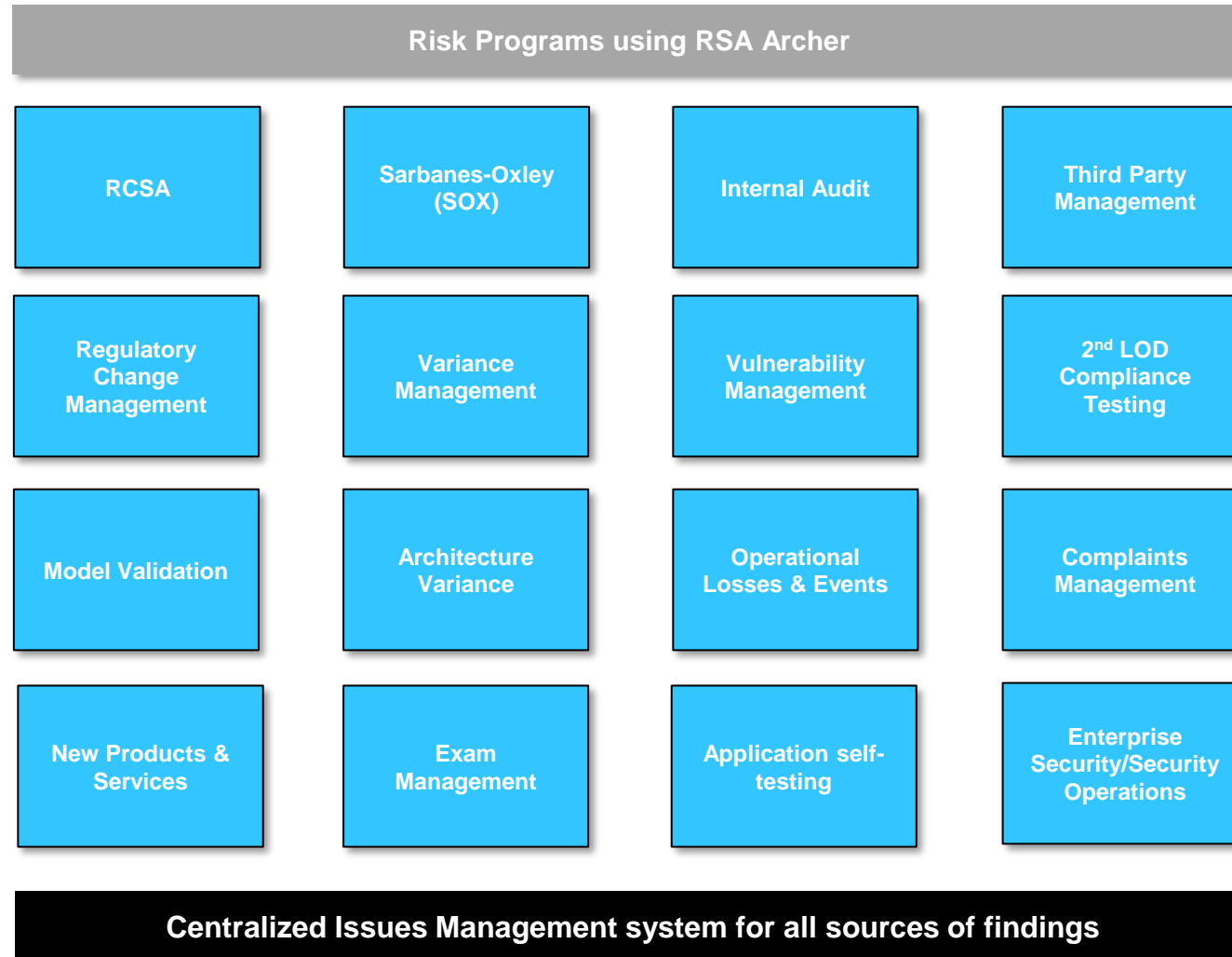
Executive support critical to overall success

# Cultural Success Factors

- Executive Management buy-in and support
  - Both for funding and procedural program enforcement
- Stakeholders give a little for the betterment of the whole
  - Adopt if the solution meets 80% of your needs
- Strong benefits to having all risk programs on Archer with centralized issues management
- Investment in resources across all lines of defense that are Archer power users and risk professionals



# Centralized & Robust GRC Solution



# Tactical Cultural Success Factors



**Give respect Get respect**

- Development with end goal (typically reporting) in mind
- Mutual respect and communication amongst the GRC program owners and Technology partners
  - Respect for shared applications
  - Environment of reasonably appropriate access in the spirit of reporting
  - Domain experts meeting to share changes amongst program stakeholders
- Clear understanding of technical ownership, which directly relates to roles and responsibilities, access control, responsibility for strategic direction of the application, etc.



# Procedural Success Factors

Clear roles, responsibilities, expectations, and guidance critical to successful execution

# Procedural Success Factors

- Clear roles and responsibilities for the ownership of the app as a whole and individual programs
- Understanding of rules of engagement for ad-hoc support and development and long-term application funding and development prioritization/roadmap
- Clear understanding and publication of due dates and what are the downstream impacts. Use Archer notifications to drive awareness as deadlines are approaching and/or when they are passed due
- Reporting of critical values in GRC, otherwise, cultural attention and data integrity suffers



# Training, Communication, and Reporting



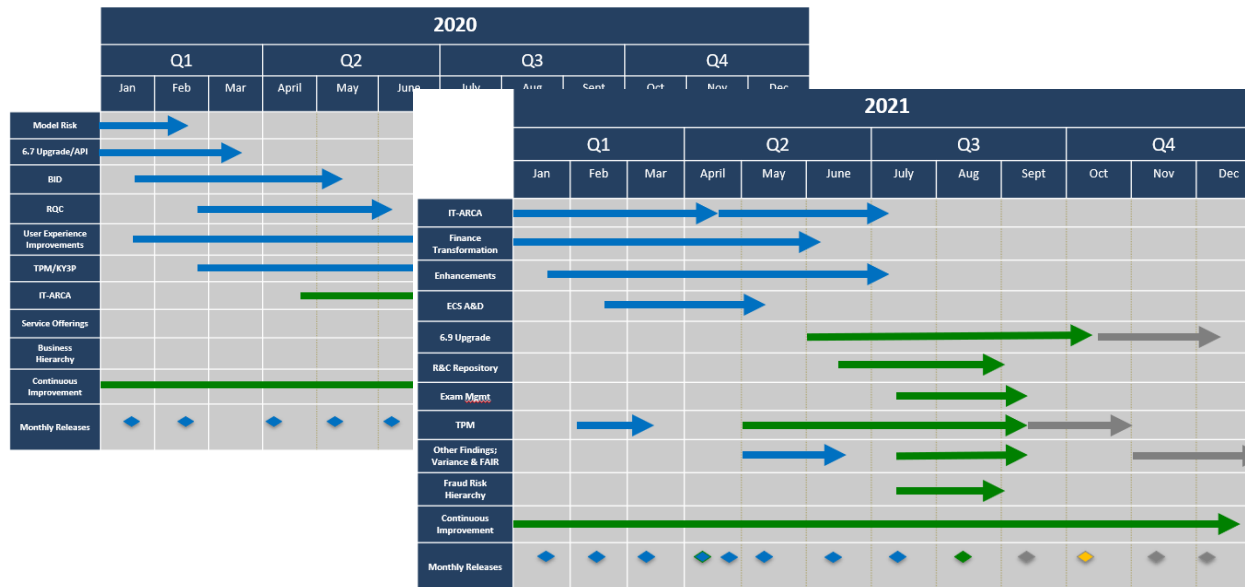
- Quarterly trainings/town hall meetings to discuss changes in Archer functionality, common errors in data integrity reviews, and procedural changes to self-testing program
- Knowledge sharing intranet site housing procedure documents, quick reference guidance, contact information, upcoming events and deadlines
- Thorough vetting with stakeholders, both within the RCSA program for procedural changes, but also with other risk program stakeholders for application changes
- Reporting options:
  - Personal and global Archer reports that tie back to procedure docs and quick reference guides
  - Archer dashboards
  - Tableau dashboards
- Stand-alone audit and regulator role for direct access for audits and regulatory exams (export functionality also available and useful if direct access is not an option)

# Technical Success Factors

Maturation over time

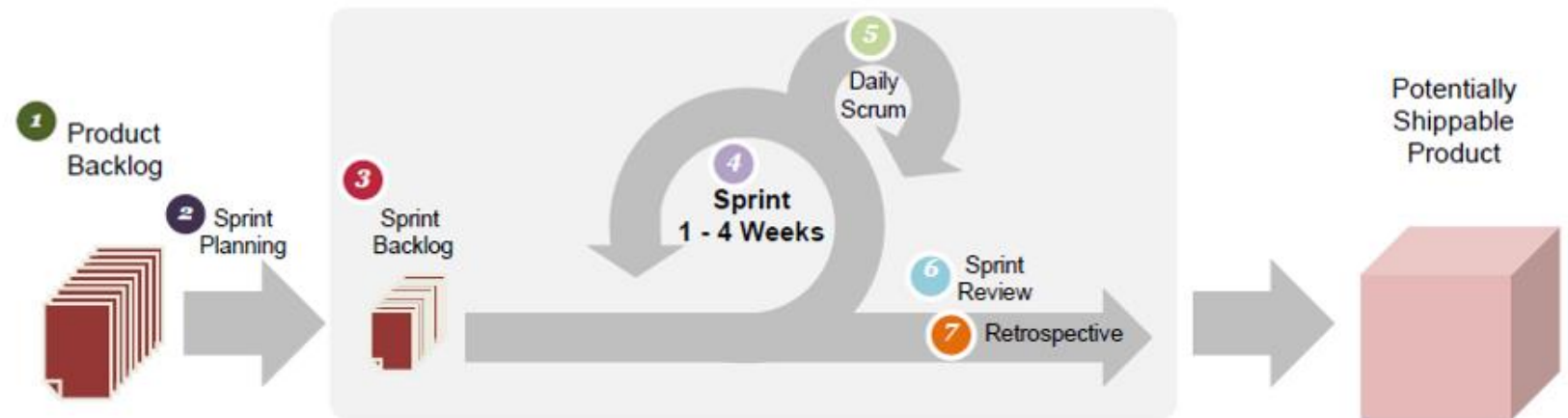
# Business/Technical Roadmap

- Develop a long-term vision; execute with short-term mindset
- Application & program owner collaboration on all shared applications
- Engagement with peer groups, technical meetings, conferences



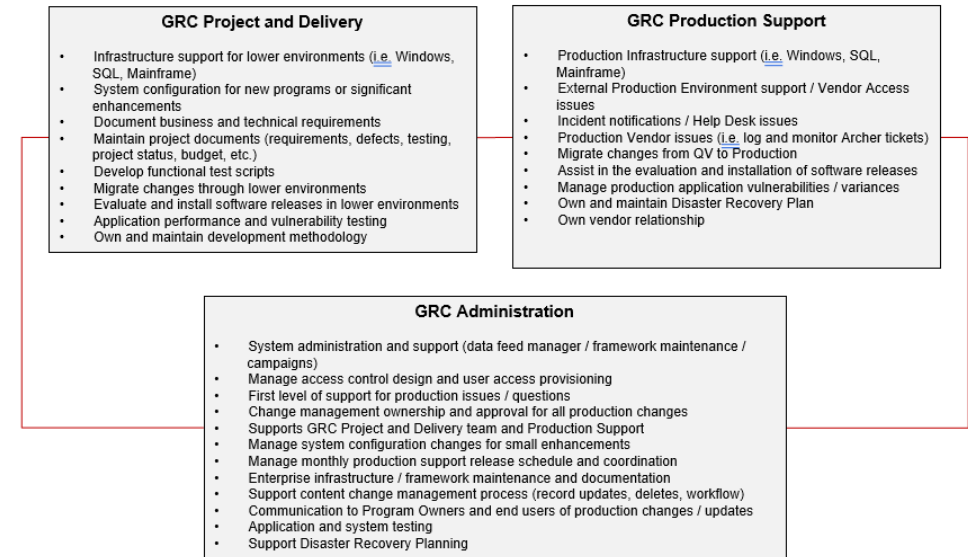
# “Scrum-like” Process and Procedure

- Requirements Backlog and annual budget
- Daily Stand-up Meetings
- Iterative development
- Monthly Releases



# Technical Team Structure and Practices

- One team - Three interrelated areas of responsibility
  - GRC System Administrators
  - IT Project and Delivery
  - Infrastructure and Production Support
- Job family progression
- Adhere to corporate security and technology standards and policies
- Adhere to corporate project management standards and policies





# Strict Access Control Processes

- App/program ownership strictly enforced on development and support (e.g., record change) requests
- App/program access control based on predetermined decision criteria based on cost center with program owner approval for deviations
- Access meets cross reference fields meeting purposeful reporting and action





