

# BT Standard CraftWorx Readiness Initiative

2023

# BT Standard CraftWorx Readiness Initiative 2023



## Compliant Craftworx (C2)

Provided by the CraftWorx Core Team

# About BT Standards

About CraftWorx

About the Team & Initiative

Planning Sessions

Discovery & Research

Findings & Recommendations

Designs & Features

Next Steps

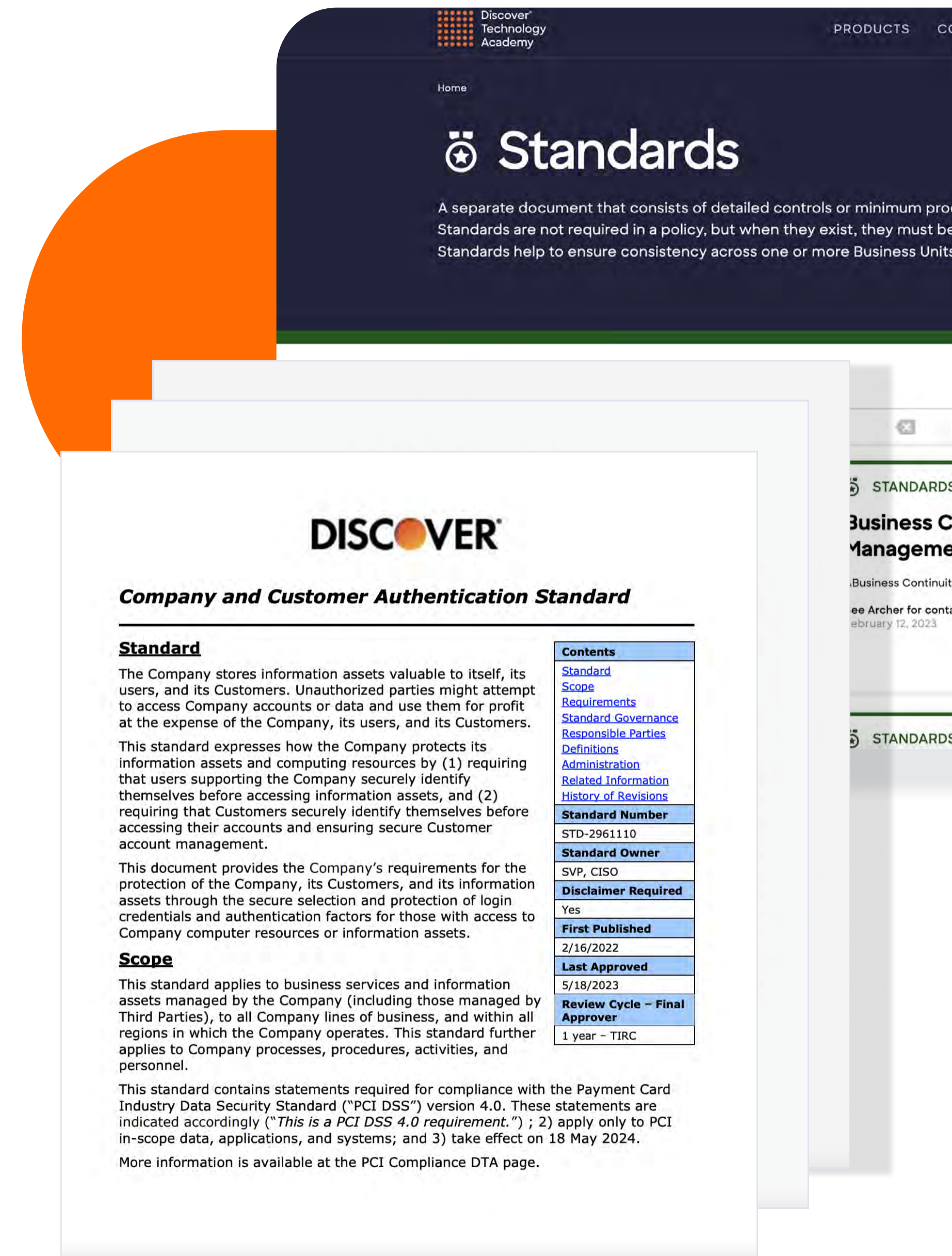
References



# About BT Standards

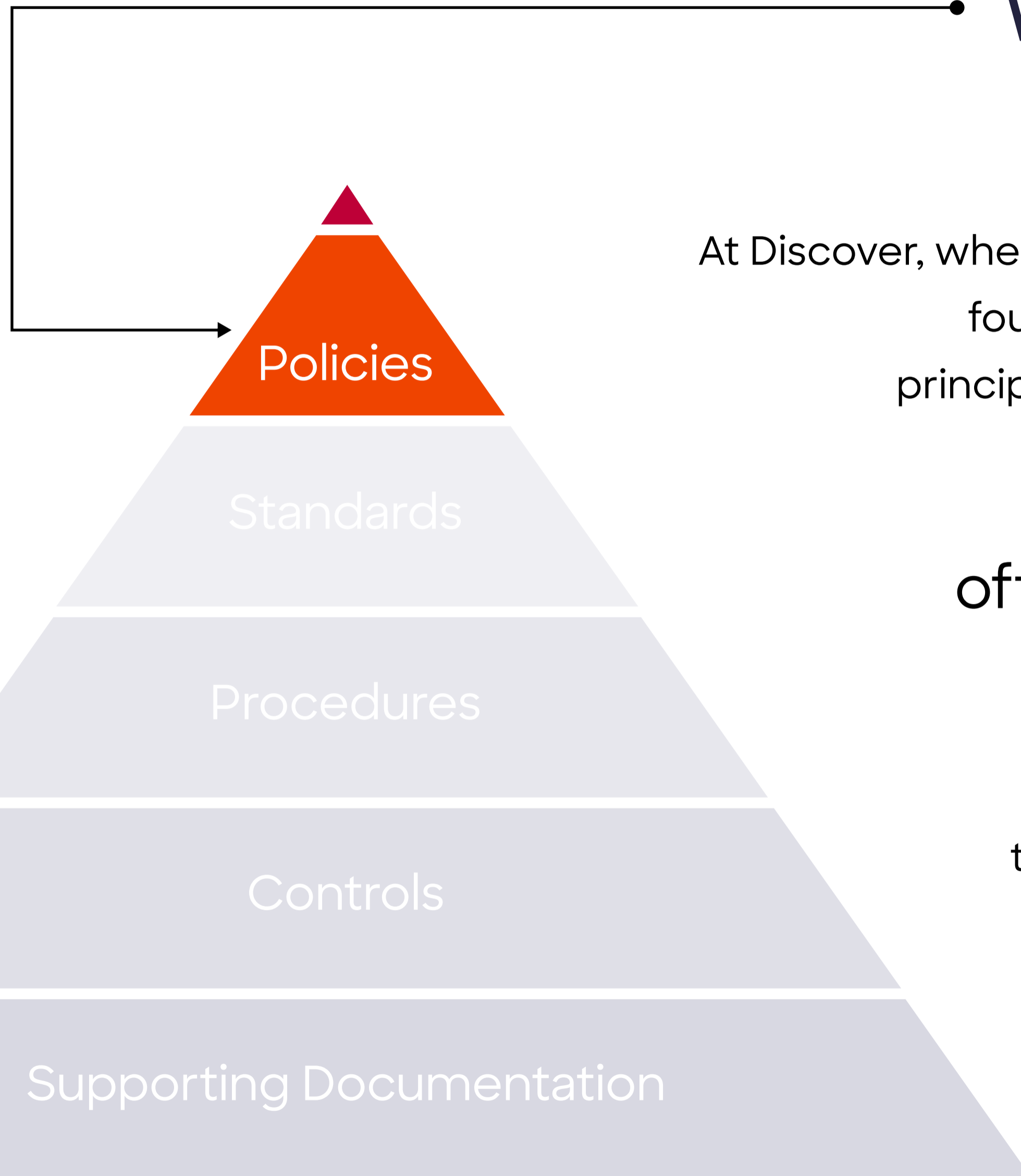
A separate document that consists of detailed controls or minimum processes / requirements that help enforce and support a policy. Standards are not required in a policy, but when they exist, they must be linked to a policy and the requirements must be followed. Standards help to ensure consistency across one or more Business Units and set out rules for how a policy is to be enforced.

A robust governance system ensures that DFS is effective and efficient in managing risk and compliance to established standards across all technology efforts.





# What Are Policies?



At Discover, when we talk about a "policy," we're referring to a foundational document that outlines the broad principles guiding how we conduct our operations.

“ Think of it as our compass, officially endorsed, that provides direction for our journey.”

Within these policies, you'll find insights into the standards we uphold, the reasons behind them, and the champions tasked with bringing them to life.

# What Are Standards?

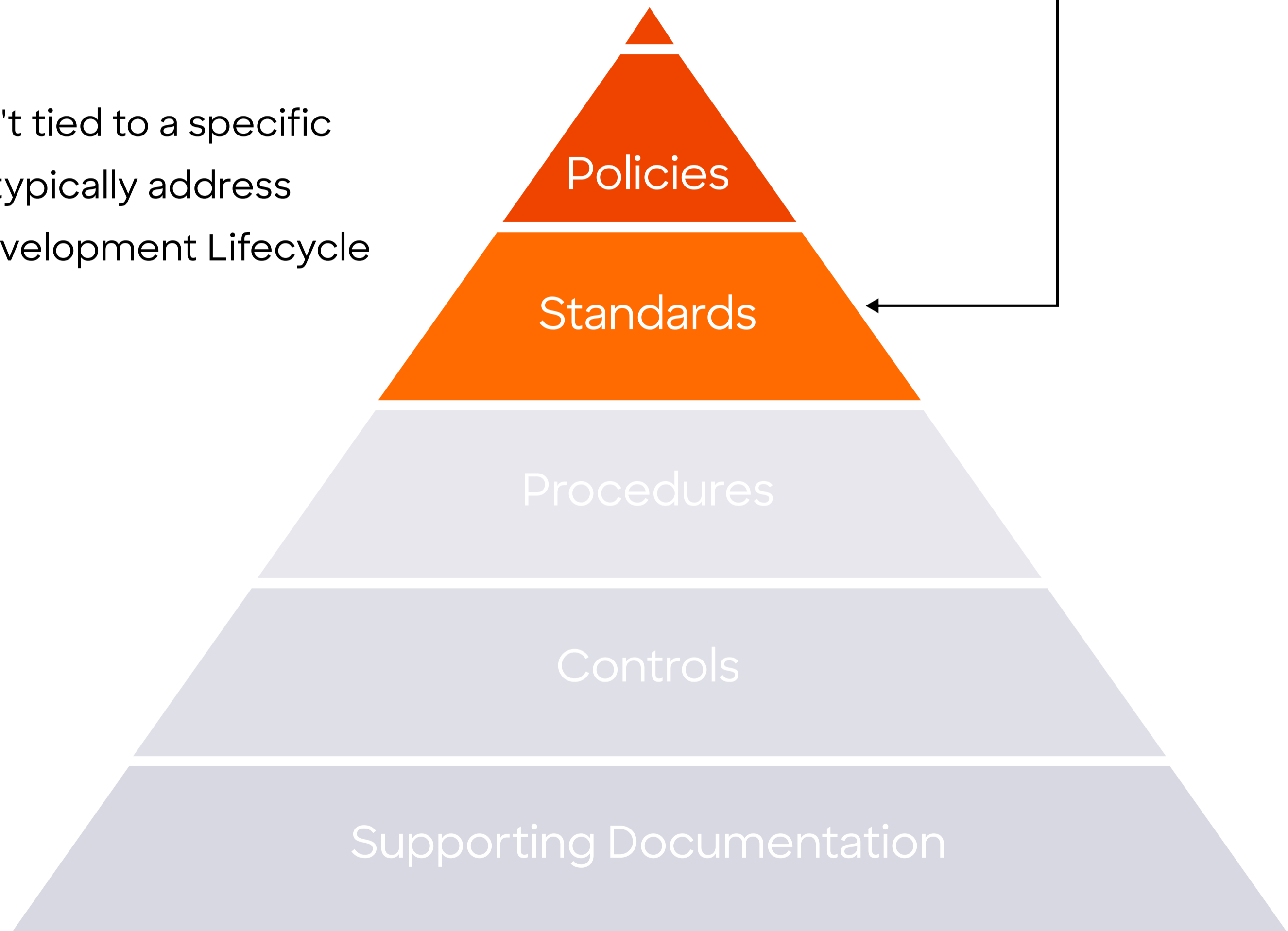
At Discover, there are two types of standards.

## Non-technical Standards

Non-technical Standards: These standards aren't tied to a specific technology or technical solution. Instead, they typically address broader BT processes, such as the Software Development Lifecycle or Change Management

## Business Technology Standards

These are more narrowly focused, concentrating on particular technological solutions or products. They provide guidelines for the application, integration, and utilization of specific technologies within the BT domain.

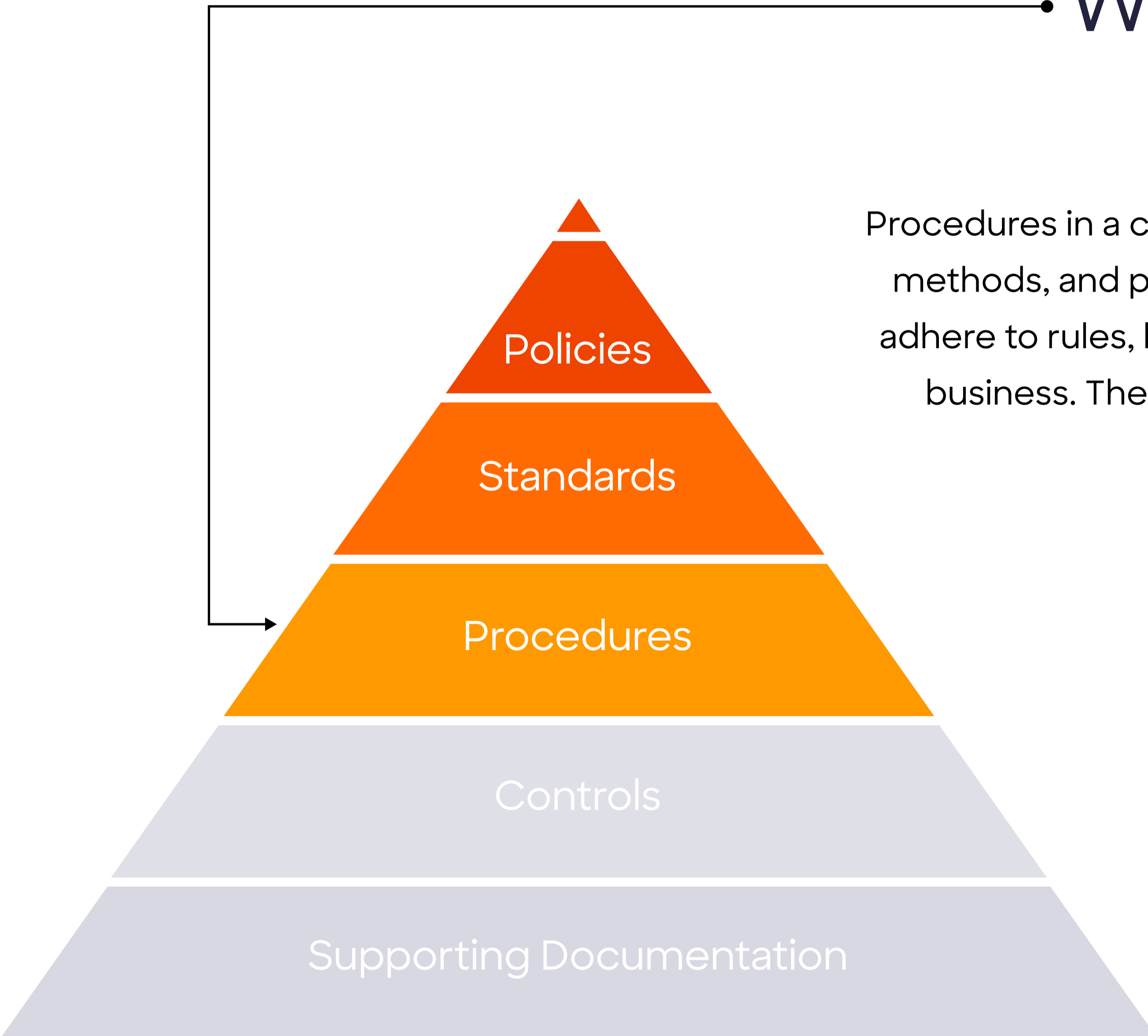


# What Are Procedure?

## Standard Operating Procedures

Procedures in a compliance standard refer to the specific actions, methods, and processes that an organization must undertake to adhere to rules, laws, guidelines, and specifications relevant to its business. These are the step-by-step instructions designed to achieve compliance with the standards.

These are usually written instructions to achieve uniformity of the performance of a specific function while ensuring that operations are conducted consistently and in line with regulatory expectations.



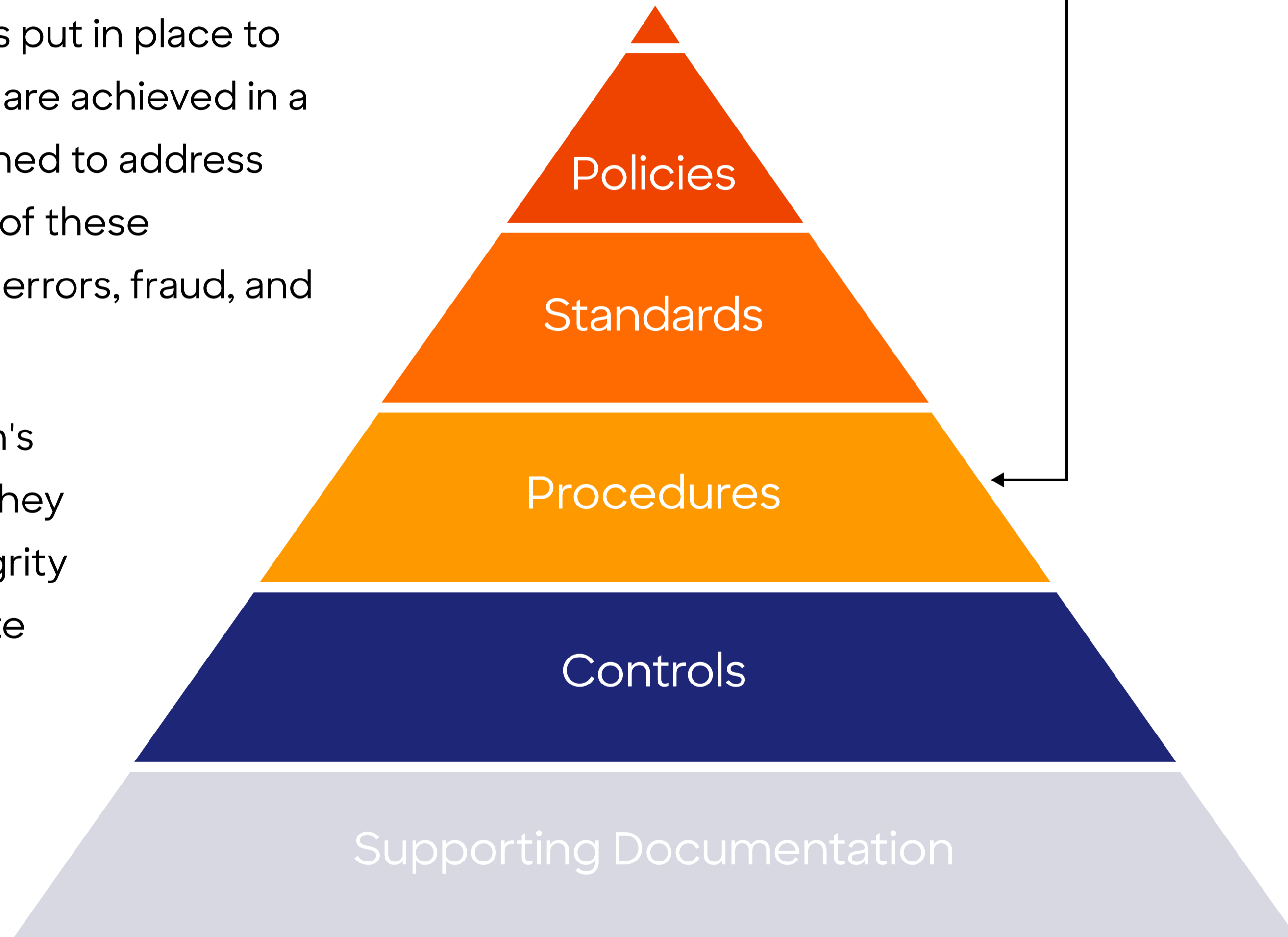


# What Are Controls?

## Preventive and Detective Controls

Controls within an organization are mechanisms put in place to ensure that the objectives set by management are achieved in a reliable and consistent manner. They are designed to address various risks that can impede the achievement of these objectives, including operational inefficiencies, errors, fraud, and violations of laws or regulations.

Effective controls are integral to an organization's governance and risk management strategies. They serve as safeguards that help maintain the integrity of financial and accounting information, promote accountability, and prevent and detect irregularities.

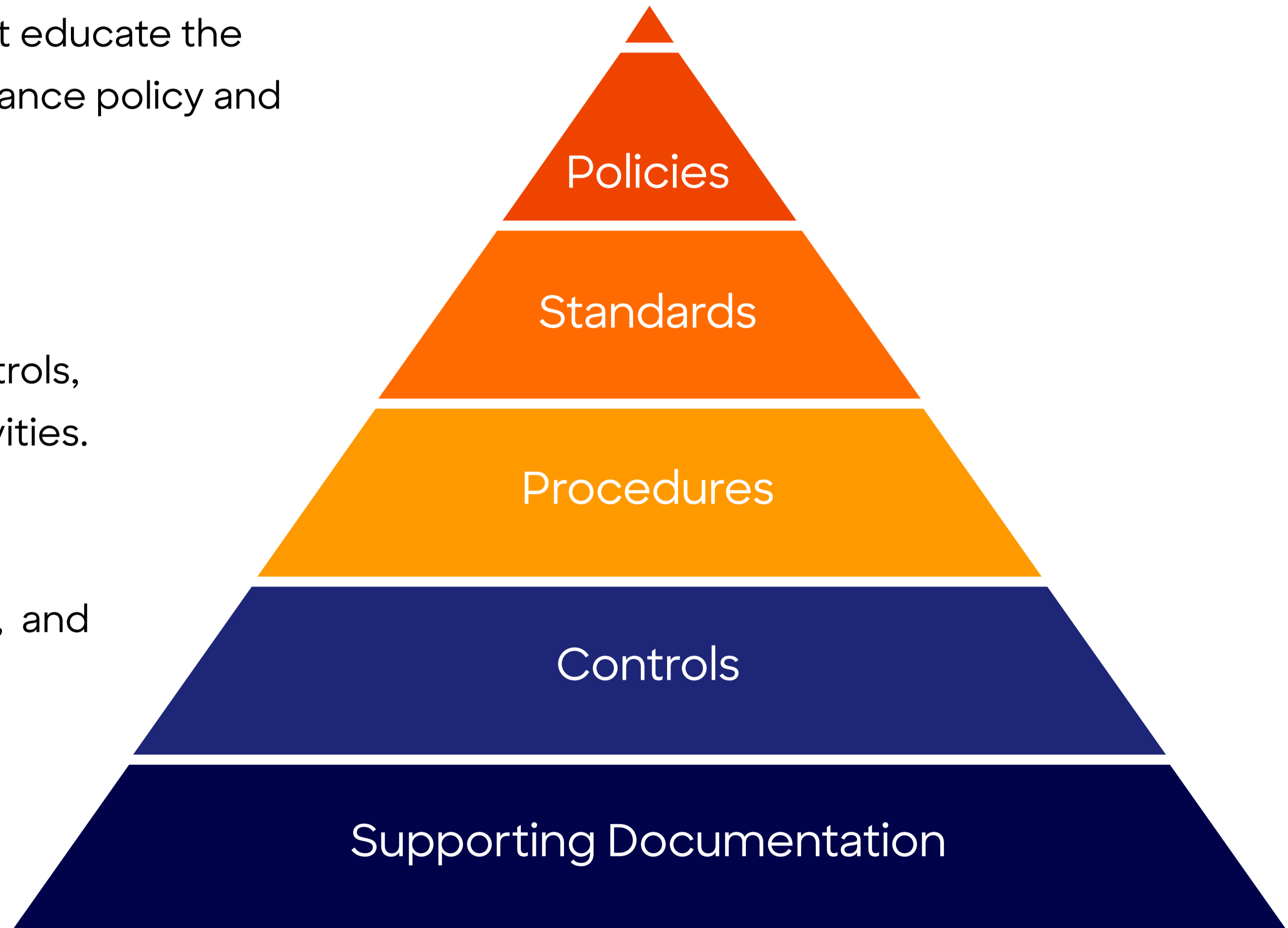


# What Are Supporting Documentation?

## The Instructions on How To....

Supporting documents are the instructions that educate the workforce on the best way to adhere to compliance policy and procedure.

Found mostly in “Practices”, these documents underpin the execution, effectiveness, and traceability of compliance procedures and controls, serving as proof of transactions, events, or activities. They include but are not limited to playbooks, articles, documentation, training videos, documented processes, automated processes, and dojos. These documents play a crucial role in ensuring that Discover employees adhere to compliance standards.



About BT Standards

# About CraftWorx

About the Team & Initiative

Planning Sessions

Discovery & Research

Findings & Recommendations

Designs & Features

Next Steps

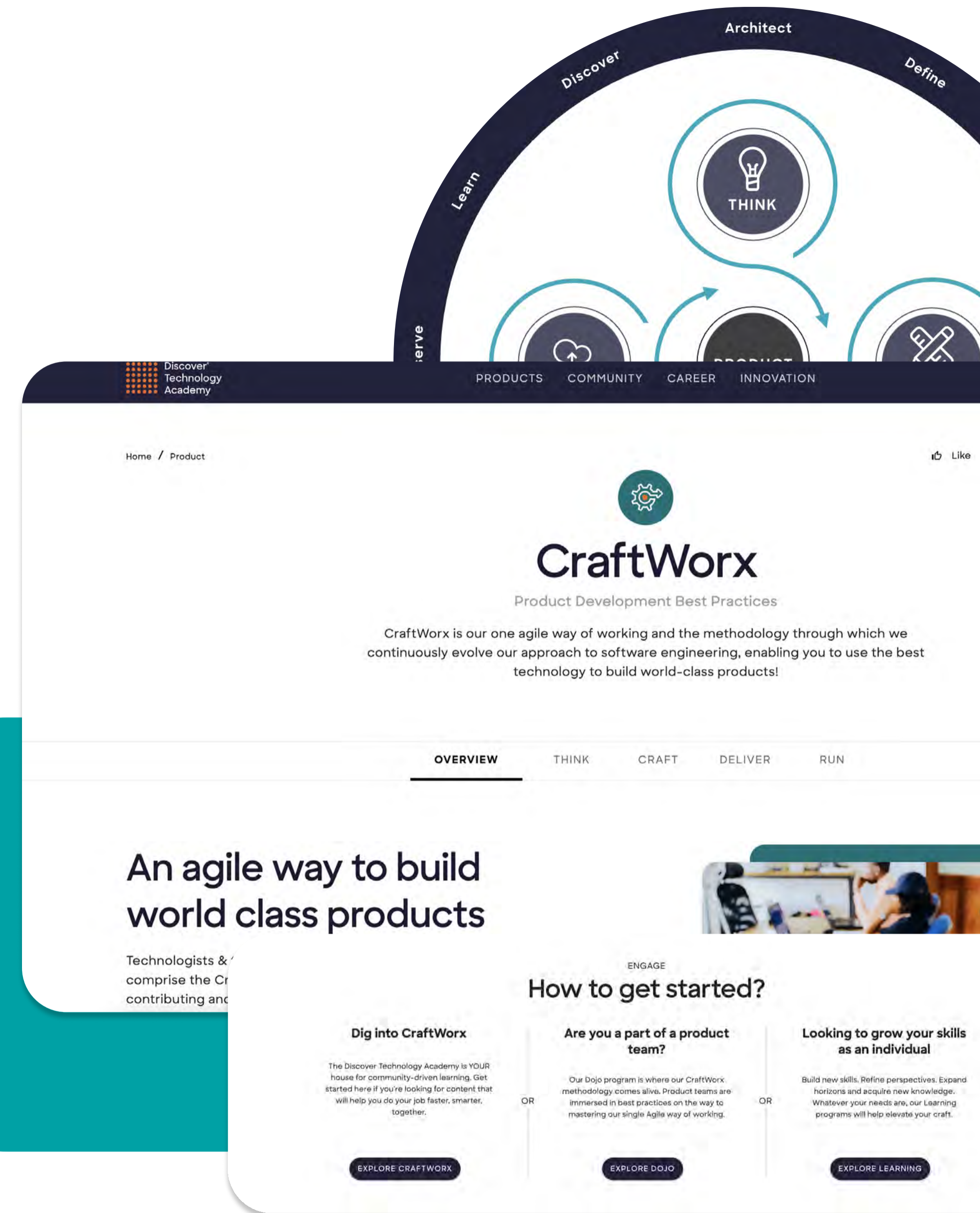
References



# About CraftWorx™

CraftWorx is an internal framework of best practices and tools that are built by Discover for Discover. CraftWorx is defined as an agile way of building world-class products. It is a methodology that encourages collaboration among technologists and thought leaders to continuously develop best practices and evolve approaches to software engineering.

The approach involves understanding and empathizing with customers and their needs and using DevOps practices to build products and services that cater to them.



# What Is A Methodology?

CraftWorx begins with a **phase**.

## What is a phase?

A "phase" is a distinct period or stage in a sequence or process, often characterized by a unique set of activities, goals, or characteristics. In the context of projects, problems, or other multi-step undertakings, phases allow for a structured progression, ensuring that specific tasks or objectives are addressed in an organized manner.

For example, when referring to the "Understand" Building Block, it can be considered as a phase in a larger process, emphasizing the importance of comprehension, knowledge acquisition, and insight-gathering before proceeding to subsequent stages like planning, execution, or evaluation.

### PHASE

## The **Think** Phase

Teams brainstorm and set the project's scope, laying the foundation for subsequent phases.

UNDERSTAND

OUTLINE

DEFINE

### PHASE

## The **Craft** Phase

Where ideas become tangible solutions, bridging creativity with execution.

CREATE

VALIDATE

ACCEPT

### PHASE

## The **Deliver** Phase

Finalizing and releasing the solution, ensuring it meets its purpose and user needs.

INTERGRATE

DEPLOY

RELEASE



## THINK The Outline Action

Based on the gathered knowledge, teams might draft a rough structure or preliminary plan of the solution, which could involve initial sketches, storyboards, or listing out feature sets.

## THINK The Define Action

This is about refining and finalizing the solution's scope, including specifying user requirements, functional specifications, and potential constraints.

## CRAFT The Create Action

This step might involve actual product development, be it software coding, hardware prototyping, or designing user interfaces.

## CRAFT The Validate Action

## Every phase has 3 principle actions.

### What are actions?

An "action" within a phase refers to a specific set of activities, tasks, or objectives that guide teams in accomplishing the goals of that phase. Each action serves as a step or guideline to ensure the phase's purpose is achieved comprehensively and systematically.

More than just a task, an action embodies a meaningful step in the education, training, or development process, ensuring that practitioners not only follow best practices but also align their efforts with the overarching principles of the CraftWorx methodology. Whether taught in dojos, communicated through articles, or practiced in hands-on development, every action serves as a tangible representation of the CraftWorx values, guiding learners and professionals to uphold the standards and principles set by the methodology.



**THINK → UNDERSTAND**

- Understand the product
- Understand the goal
- Understand your customer
- More . . .

**THINK → OUTLINE**

- Outline the plan & approach
- Outline the needs
- Outline the risks
- More . . .

**THINK → DEFINE**

- Define the problem
- Define the goal
- Define success
- More . . .

**CRAFT → CREATE**

- Create with empathy
- Create with security
- Create with reliability

## Every action owns a set of **principle values**. Some examples of these values include:

A "principle" within the CraftWorx methodology is a foundational value or tenet that serves as an alignment touchstone for all activities and industry standards in the product development process. It ensures that every action taken, whether it's outlining requirements or understanding constraints, consistently adheres to and reflects the core values of CraftWorx.

These principles act as both guideposts and benchmarks, guaranteeing that practices not only meet industry standards but also resonate deeply with the overarching ethos and objectives of the methodology.

# What Is A Practice?

A practice is a dynamic, ever-evolving document encompassing actions that one should undertake because:

- It's a beneficial approach.
- It's endorsed by seasoned experts, whose vast experience and profound understanding of the topic have proven its effectiveness over time.
- It's required in a process to obtain a specific objective.

Typically, such guidance stems from knowledgeable sources within our community. These individuals, with their extensive experience and domain knowledge, can adeptly provide guidance and advice on the best practices tailored to specific challenges and scenarios within their realm of expertise.

A practice isn't just about prescribing actions; it's about housing the invaluable knowledge that guides you on when, where, and how things should be approached. Think of it as the foundational container for our invaluable content here at DTA—whether that's articles, blogs, videos, learning paths, golden journeys, playbooks, or more. Anything can nest within a practice.

PHASE

# The Craft Phase

Where ideas become tangible solutions, bridging creativity with execution.

- CREATE
- VALIDATE
- ACCEPT

CRAFT

## The Create Action

This step might involve actual product development, be it software coding, hardware prototyping, or designing user interfaces.

Create with security →

**Create with empathy** →

Create with reliability →

Create for value →

# The Learner Experience Journey:



CRAFTWORX PRACTICE



140



## Create leveraging user & product discovery to drive your decisions

- CRAFT
- CREATE
- CREATE WITH EMPATHY
- DESIGN THINKING
- ENGINEERING
- UX DESIGN

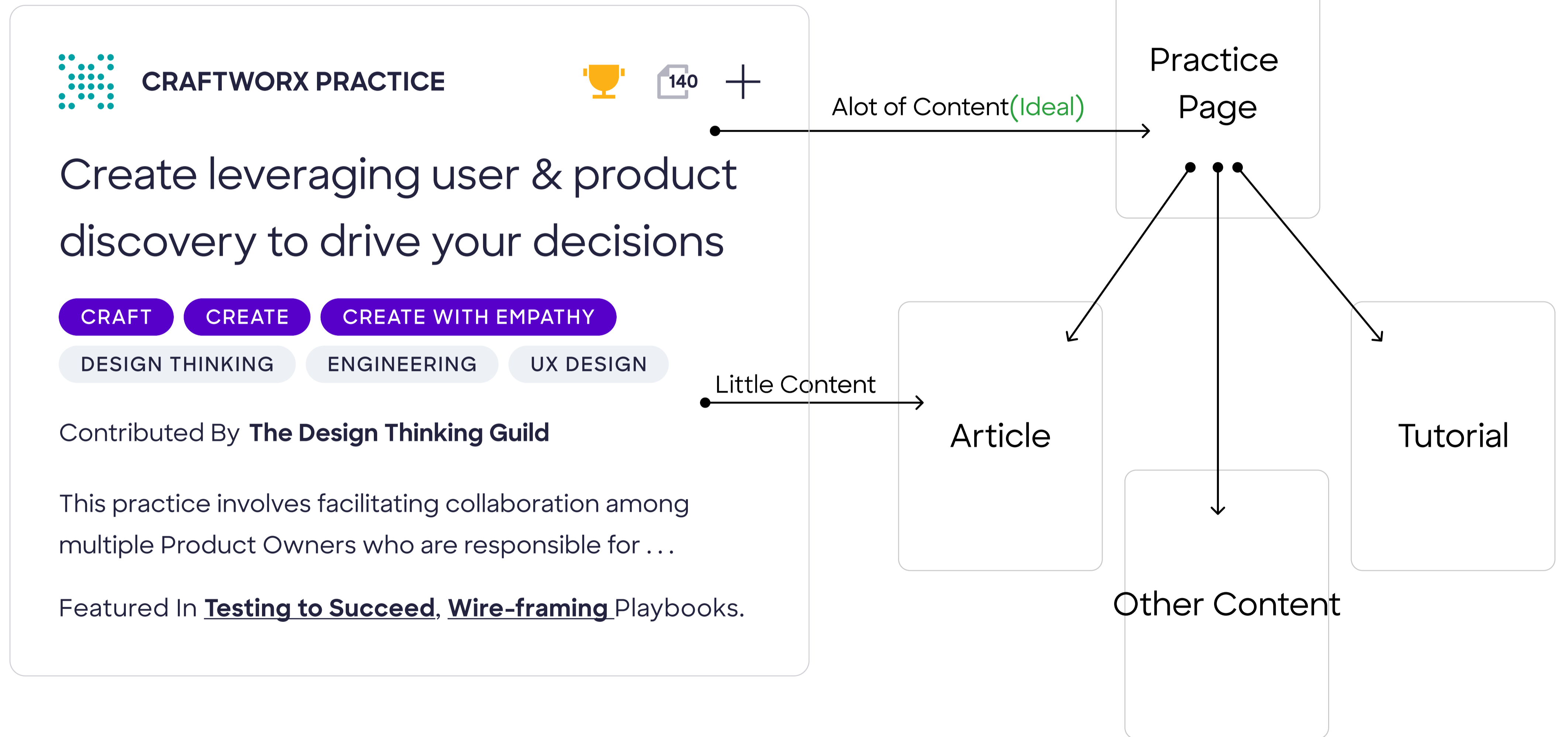
Contributed By **The Design Thinking Guild**

This practice involves facilitating collaboration among multiple Product Owners who are responsible for ...

Featured In **Testing to Succeed**, **Wire-framing** Playbooks.



Is able to link directly to content or to its one practice page that contains various articles and content on the topic.



About BT Standards

About CraftWorx

# About The Team & Initiative

Planning Sessions

Discovery & Research

Findings & Recommendations

Designs & Features

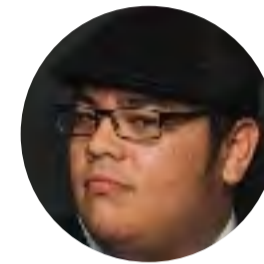
Next Steps

References

# About The **BT Standards** Initiative Team



**Angel Diaz**  
Executive Sponsor



**Kyle Sheldon**  
Director of TCI, CW



**Brain Pate**  
BT Standard Sponsor



**Jason Zimmerman**  
Content Sponsor



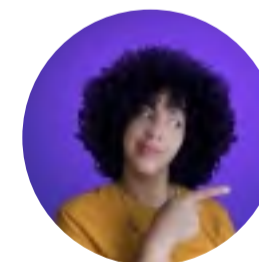
**Sergio Flores**  
Lead Program Strategy Manager



**Riddhi Gore**  
Initiative Business Strategy Lead



**Lou Pascucci**  
Initiative Design Lead



**Yinnette Olivo**  
Initiative Research & UX Lead

Special thanks to everyone who participated and all of the members of the BT Standards Team!



# About This Initiative

This proposal is spearheaded by the Business Technology division of Discover. In this readout, we'll delve into the discovery overview, findings, recommendations, and subsequent steps for the BT Standards. We will also discuss its integration with CraftWorx practices, its digitization, its pivotal role within Discover's product management lifecycle, and its ramifications for the DTA community.

Our primary objective is to refine and mature our governance standards, enhance discoverability on the Discover Technology Academy platform, and align with the organization's COBIT model. COBIT, a globally acknowledged guideline, boasts diverse applications in organizations spanning multiple industries worldwide. Its paramount purpose lies in ensuring the quality, control, and reliability of information systems within both private enterprises and government entities.

# What Is **The Purpose** Of This Initiative?

- Simplify and mature Technology Governance standards that achieve enterprise compliance goals with structured governance systems following COBIT design principles and industry frameworks.
- Integrate governance and BT Training through CraftWorx, such that any product built following our one agile way of working and software engineering methodology will be a product that is secure and compliant to Discover's BT Standards.
- Establish common language and understanding of governance. This facilitates planning and execution of accurate, timely and complete responses to assessment inquiries from legal, regulatory and audit.
- Document process maps of the updated Technology Governance standards, to ensure adequate coverage of end-to-end enterprise governance of IT.

# The Why?

This year, we are seeking to vigorously evaluate and validate all CraftWorx practices w/ any supporting documentation, identifying and assessing risk, ensuring compliance and alignment with our BT Standards.

The goal is to proactively introduce governance into our DTA experience, which includes:

- Through CraftWorx content, training our workforce to produce in an environment that prioritizes safety, risk assessment, compliance, and adherence to industry standards.
- Optimize our information and technology branch by offering a centralized, discoverable source of truth for all processes and procedures.
- Establish clear expectations of excellence at Discover across all domains, ensuring that not only our workforce but also our internal and external partners and suppliers understand and uphold our standards, particularly within the Business Technology sector.
- Foster a culture of best practices with compliance within our product teams. This will empower them with the knowledge and readiness to consistently identify areas for improvement across all value streams and processes, thereby eliminating risk and ensuring top-tier service delivery to all our customers.



About BT Standards

About CraftWorx

About the Team & Initiative

# Planning Sessions

Discovery & Research

Findings & Recommendations

Designs & Features

Next Steps

References

# CW Team **Past** Efforts

## Discovery Research

- Discussed ways of improving the BT Standards Taxonomy through the DTA
- Adherence to Stakeholder briefs and guidance on goals and business needs
- interviews and Research in order to understand the ways teams are using BT Standards
- Integration with the CW 3.0 Consumption Model, leveraging the latest ux recommendations as a foundation
- Intake of opinions, suggestions, and cases involving the BT Standard Experience

## CW Core Strategy Sessions

- White-boarding sessions to work out initial concepts
- Streamline team processes, communications and evidence gathering
- Feature finding sessions to identify opportunities



# Efforts That Are Continuing...

## Inventory Collection

- List all content items available on the platform. This can be done using tools, manual checks, or a combination of both.

## Content Quality Improvement

- Quality Assessment: Evaluate the actual content in terms of:
  - Accuracy, compliance, usefulness and practical application within Discover.
  - Production quality (e.g., video and audio clarity, written content readability).
- Identification of Gaps in Curriculum. Determining if there are any topics or areas not adequately covered or missing from the platform.

## Cross-Team Engagement & Collaboration

- Engage with our community's subject matter experts, developers and other stakeholders to get input and collaborate on the audit process and its findings.



About BT Standards

About CraftWorx

About the Team & Initiative

Planning Sessions

# Discovery & Research

Findings & Recommendations

Designs & Features

Next Steps

References

# The Discovery

“Effective governance over information and technology is critical to business success, and this new release further cements COBIT’s continuing role as an important driver of innovation and business transformation.” - Brian Pate

# What We Did...

## Community Interviews

- Understand the ways teams are using CraftWorx
- Understand the ways teams are using BT Standards
- Intake of opinions, suggestions, and cases involving the CW Methodology
- Discussed ways of improving the CraftWorx Taxonomy through the DTA

## Federation Research

- Analysis of the federation research in order to identify operational similarities
- Used the playbook research to understand how teams are working together and what expectations they have of other teams

## Content Audits

- Deep dive discovery into the DTA
- Analysis of content within the DTA in order to identify differences and similarities
- Analysis of the analytics to view the areas of most engagement

## Brainstorm Sessions

- Met with guild leaders to ideate solutions for experiences that matter
- developed personas that fall in line with the typical users of the DTA and CraftWorx products

# What We Found Out About CraftWorx...

## CraftWorx Does not exist...

- CraftWorx, in its original ideal intent does not exist on DTA.
- The community members all have different understanding of what CraftWorx is.
- Product teams who say they “Use CraftWorx” are most times referring to regular industry best practices, having taken the assesment online, or have read the CraftWorx pages at one point in time.
- Those who do not know what CraftWorx is, believe that it is similar to playbooks, or other content within the DTA
- SMEs in the community desire a space withing the DTA that they own, is easily discoverable and allows them to publish capability related content.
- Those who contribute to the DTA, say the process is intense or that they do not have time to join a guild.
- Anyone else who we, CraftWorx team, have asked directly say “I don’t know...”
- The process for submitting a practice is not clear and currently held close by CW team.



# What We Found Out About BT Standards...

## BT Standards are.....

- BT Standards are highly regulated and offer high level policies in ops, security & risk management.
- The practitioners of these Standards must experience “Positive Friction” when seeking to comply with Standards as it should be something that is carefully considered, methodical and reinforced.
- BT Standards are the gateway into what procedures are defined in order to keep employees, leaders and customers safe.
- Due to the sensitive nature of the policy, there must be a single source of truth... therefore, multiple instances of a single standard in itself is a risk.
- This is NOT to be used as a resource for auditors, inspectors, or compliance personnel. This experience specifically identifies DTA product teams and their members as the target audience.

About BT Standards

About CraftWorx

About the Team & Initiative

Planning Sessions

Discovery & Research

# Findings & Recommendations

Designs & Features

Next Steps

References



# The Standard Owner

“We manage end to end lifecycle management of assets.”

## My domain/expertise...

- 25yrs in IT Service Management for Financial Industry
- Service Operations & Management (ITIL Processes)
- Software Asset Management
- Physical Asset Management
- Configuration Asset Management(ServiceNOW)

## What I do...

- Collaborate with IT, operations, finance, and other relevant departments to gather insights and ensure asset management practices meet organizational needs.
- Develop, update, and maintain the Asset Management Policy.
- Identify risks associated with IT assets, from software licenses being out of compliance to hardware vulnerabilities.
- Oversee the inventory of all Business Technology assets.
- Conduct awareness sessions and training programs to ensure that employees understand the importance of asset management and their roles in adhering to the policy.

[▶ View similar interview here...](#)

## NEED KYLE INFO



# The Standard Consumer

“We build our compliant products according to our security and risk standards.”

## My domain/expertise...

- 25yrs in IT Service Management for Financial Industry
- Service Operations & Management (ITIL Processes)
- Software Asset Management
- Physical Asset Management
- Configuration Asset Management(ServiceNOW)

[▶ View similar interview here...](#)

## What I do...

- Collaborate with IT, operations, finance, and other relevant departments to gather insights and ensure asset management practices meet organizational needs.
- Develop, update, and maintain the Asset Management Policy.
- Identify risks associated with IT assets, from software licenses being out of compliance to hardware vulnerabilities.
- Oversee the inventory of all Business Technology assets.
- Conduct awareness sessions and training programs to ensure that employees understand the importance of asset management and their roles in adhering to the policy.



# UX Recommendations/Requirements

1. BT Standards Product Landing page - Does not exist or I have not found
2. Section: Welcome!
3. Section: Initiative Background
  - a. Whats New?
  - b. Why are we doing this?
4. Section: Standard Shortlist Preview - tabbed
  - a. Recently Updated Standards
  - b. Most Popular Standards
  - c. Expiring Soon Standards
  - d. New/Just Added
5. Section: Standards By Capability/Trail - icons
  - a. Example: BT Standards for Security, BT Standards for Product Management, etc...
6. Section: Content Highlight - repeated on all pages that are BTS Aligned
7. Section: Case Study
8. Footer: Add CTA to BT Standard Product List Page

# UX Recommendations/Requirements Cont'd.

9. DTA Search Page Results List - Does not exist or I have not found
10. BT Standards Product List Card - Improvement of the existing card
  - a. Include any additional info, meta data, ownership etc -tbd
11. If BT Standards Search Taxonomy is improved with the help of the Discoverability Engineer
12. Categorized Search results - category by row
  - a. 1st set/row of results Standards
  - b. 2nd set/row Practices
  - c. 3rd set/row or results playbooks
    - i. EACH ROW: CTA that goes to View More Results of category
13. Prioritize BT Standards Card
14. BT Standards About Page - Does not exist or I have not found
15. Section: History of BT Standard at Discover
16. Section: Strategy of the BT Standards
  - a. Why, benefits and outcomes...

# UX Recommendations/Requirements Cont'd.

17. Section: Architecture Section - What do they look like?
18. Section: Process Section - How do you make it?
  - a. Instructions - CTA to BT Standards Standard
  - b. Get help - CTA to BT Standards Owners
  - c. Request Dojo??? - CTA to Form
19. Section: Submission
20. Section: Content Highlight - repeated on all pages that are BTS Aligned
21. BT Standards Standard
22. BT Standards Meet the Owners
23. View this Persons Profile
  - a. View Their Standards
  - b. View Their Practices
24. CTA to submit feedback
25. BT Standard Template Single
26. BT Standard - Policy & Procedure Template Single
27. BT Standard - CraftWorkx Practice Template Single - Existing, whatever is available now... for MVP

About BT Standards

About CraftWorx

About the Team & Initiative

Planning Sessions

Discovery & Research

Findings & Recommendations

# Designs & Features

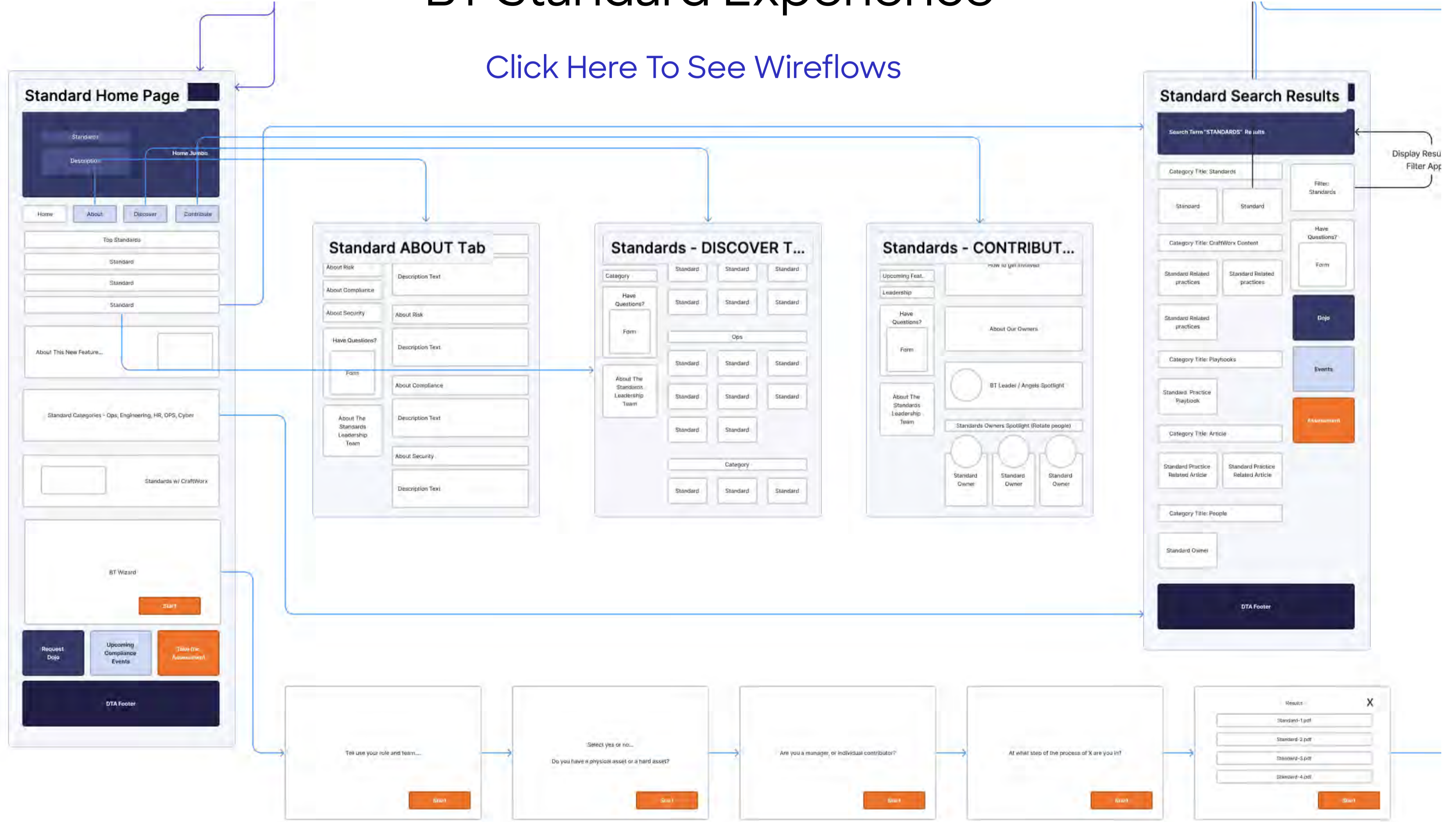
Next Steps

References



# BT Standard Experience

Click Here To See Wireflows



# Before We **Start**:

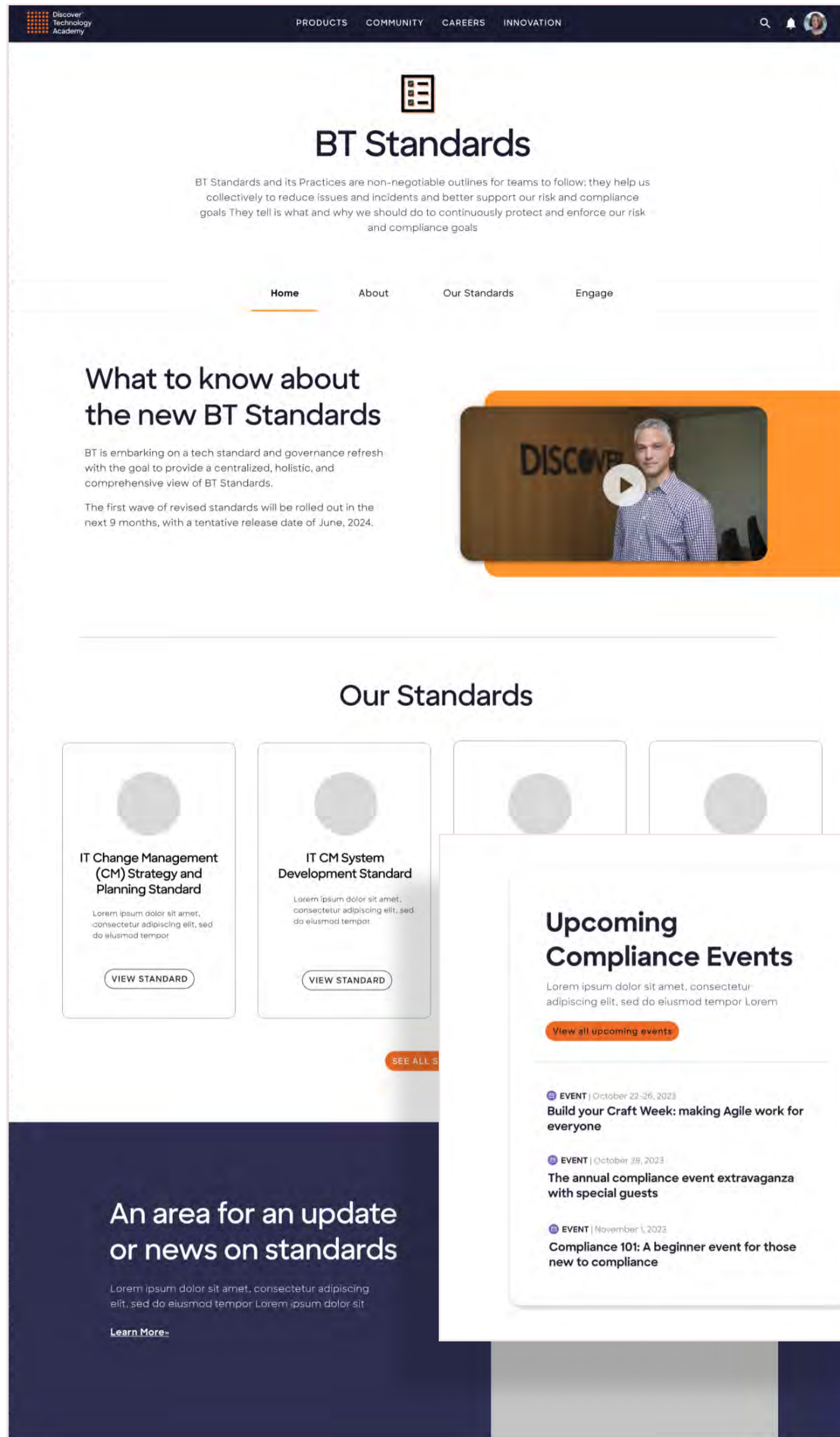
## What this solution is...

- This is a tool to make processes aligned to standards easily discoverable by Discover's engineers and product owners.
- Each of the Standards will have clear context, applicability with scenarios, and will now include CraftWorx practices to inspire guidance and best practices when implementing the standard/policy.

## What this solution is not...

- We will be linking the certified PDF version of the Standard on the site. You will not be able to access a full digital version of a standard on the Discover Technology Academy. Our DTA Standard pages are lightweight versions, not meant to replace the actual document.

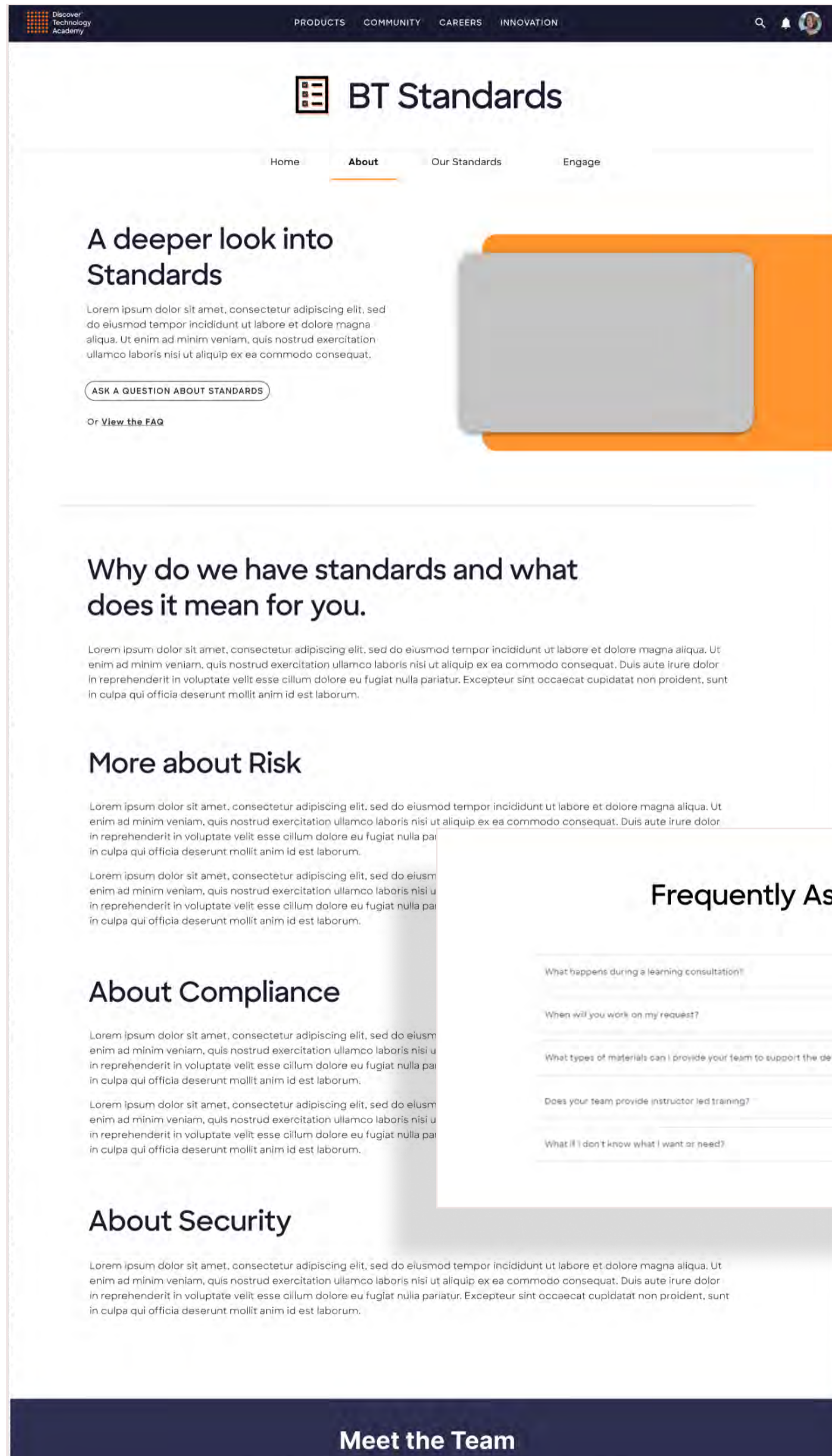




# The New BT Standards Home Page

- The homepage serves as an aggregated view of all experiences within the BT Standards.
- It includes a welcoming message from the VP, a list of top accessed standards, promotional areas, and calls to action for compliance events, Dojo training, and assessment taking.
- Its purpose is to provide a user-friendly overview and quick access to important content, promoting engagement with the standards.
- We aim to streamline the user experience, increase standard visibility, and encourage active participation in compliance and security learning.

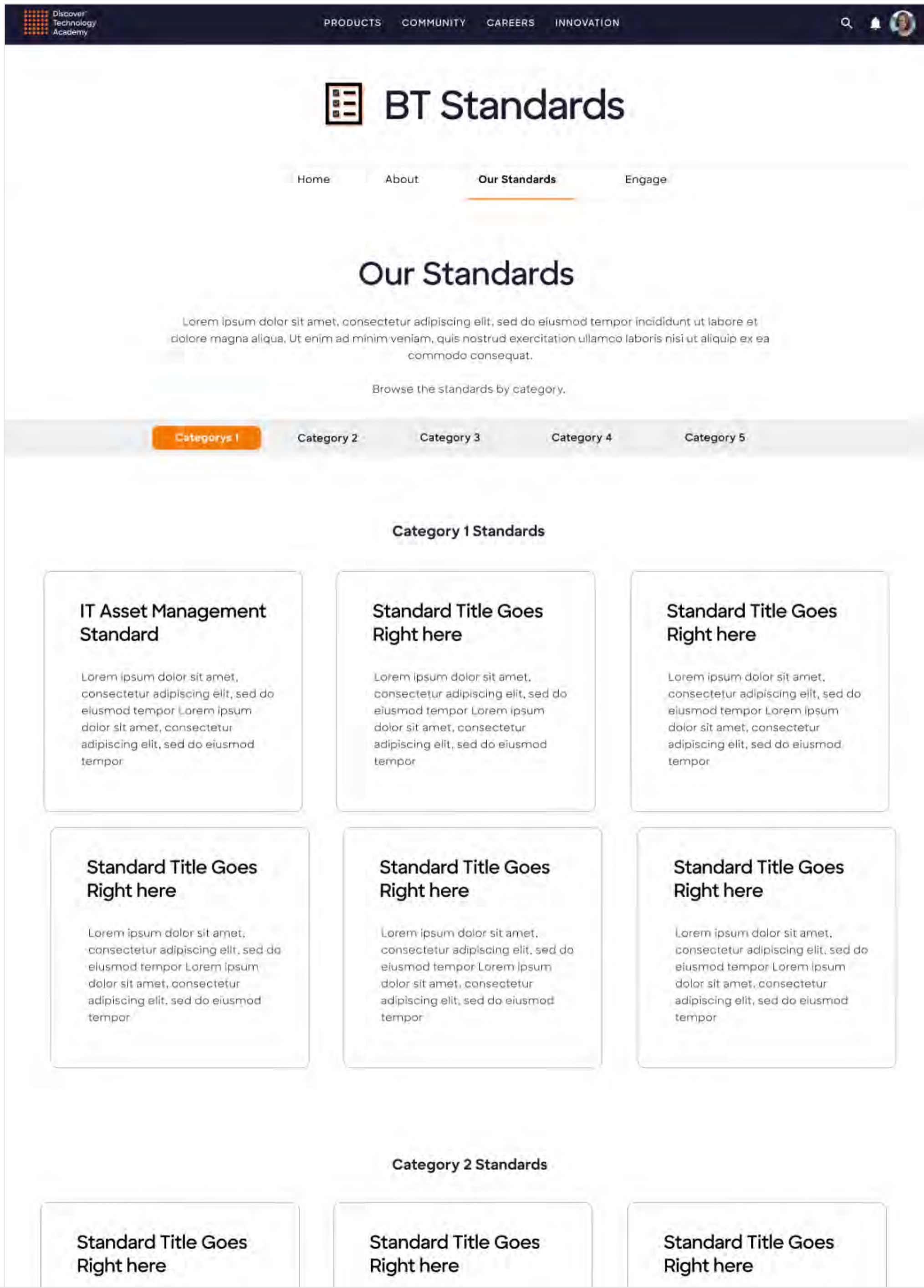




# The New BT Standards About Page

- This tab is an educational space that informs visitors about the standards, their relevance to risk, compliance, and security, and introduces the Discover community's approach.
- It also features a 'Meet the Team' section to acknowledge the contributors.
- Its importance lies in building awareness and understanding of BT standards within the TC I org, emphasizing the significance of compliance and risk management.
- The goal is to foster a knowledgeable community that appreciates the efforts of the team behind the standards.



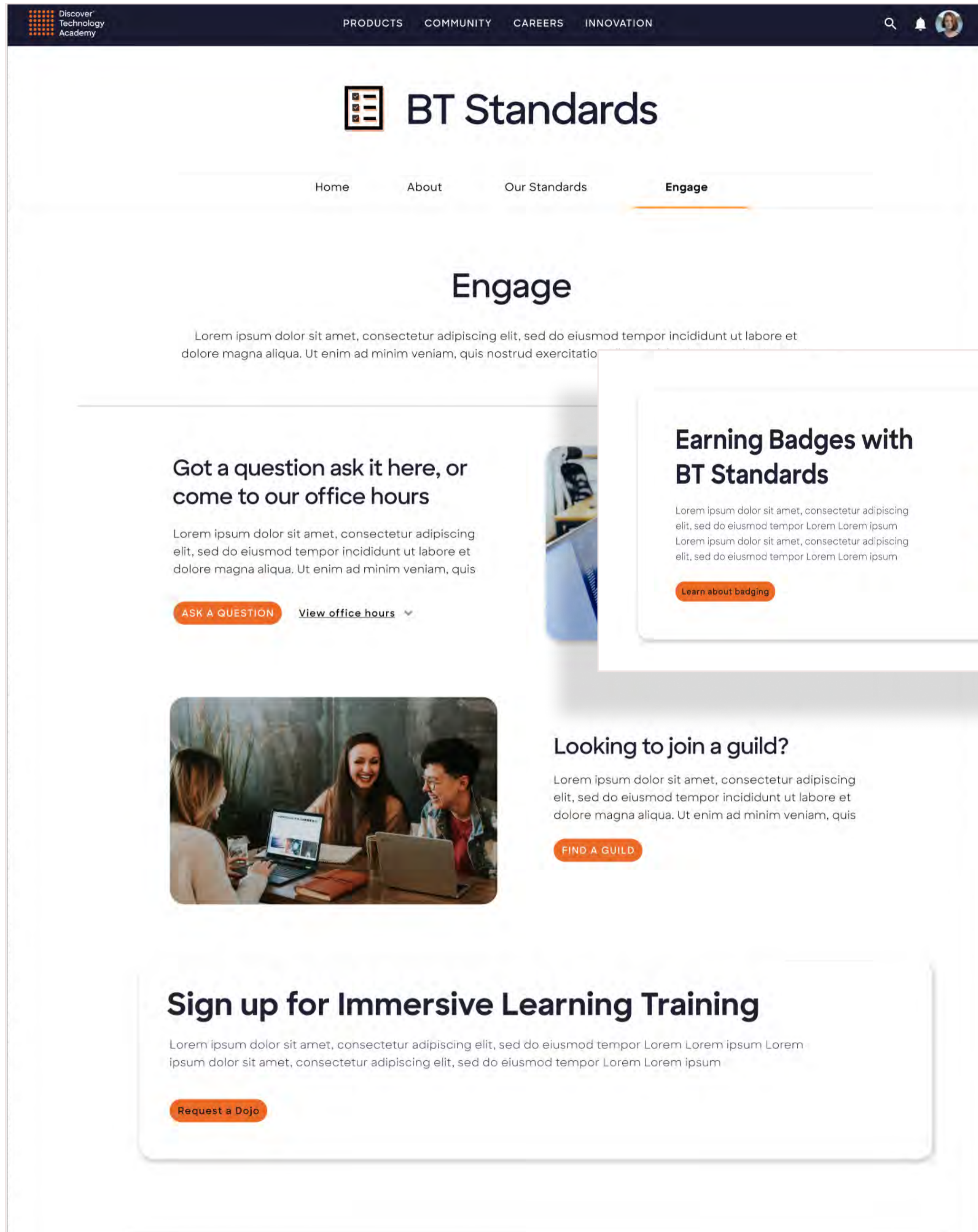


# The New BT Standards

## View All Page

- An organized repository of standards, initially presented as a list, with future plans to categorize them by topics such as security and asset management.
- The design aims to simplify the process of finding relevant standards.
- The categorization is important for navigability and efficiency as the volume of standards grows.
- We are hoping to build a comprehensive, user-friendly library of standards and policies that supports the community's needs.





# The New BT Standards Engage

- Encourages interaction and contribution with features for asking questions, reaching out to teams, joining guilds, and requesting additional training.
- Offers supporting resources beyond BT standards for deeper exploration and includes a community assets section.
- The gamification with badges aims to incentivize engagement and recognize contributions.
- We aim to cultivate a proactive, collaborative environment where users are motivated to contribute to security and compliance.



Discover Technology Academy

PRODUCTS COMMUNITY CAREERS INNOVATION

Home / Standards / Business Technology

FAVORITE SAVE

# IT Asset Management Standard

Our IT Asset Management Standards give us the guidance around appropriately appropriate procurement, deployment, management, and usage of our assets; be it hardware, software cloud or IP

DOWNLOAD PDF

Overview Practices Resources Conversations Badges The Team Related

## More about this Standard

Financial Services and its subsidiaries (collectively, the "Company" or "Discover"), maintains and oversees processes to ensure appropriate procurement, deployment, management, and usage of IT Software and IT Physical Assets in a manner that minimizes business, legal, operational and security risks as well as deriving maximum value from the technology portfolio.

Part of Craftworx: Think



## Featured Practices

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud e

[See All Practices](#)

BT PRACTICE

### Inventory Management: Identify and Record Current Assets

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor

BT PRACTICE

### Manage Assets Utilized in Critical Services

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor

BT PRACTICE

### Manage the Asset Life Cycle

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor

## Featured Resources

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud e

[See All Resources](#)

# The New BT Standards Page

This page offers a summarized view of the BT Standards, including definitions, the purpose of each standard, and selected best practices.

It is designed to give users a quick understanding of what each standard entails and why it is essential.

The importance lies in orienting new users to the standards and providing immediate access to the most crucial elements, which can aid in quick decision-making and familiarization.

We hope to achieve a foundational level of knowledge for all users that allows for an easier dive into more detailed information.

# Additional Features

- The practice section provides a comprehensive view of all the practices associated with a standard, ensuring that users have access to full information.
- Access additional materials related to the standards under resources.
- Conversations Tab fosters community engagement by allowing discussions around the standards and their practices.
- Earn badges while practicing and training in compliance!
- Learn about the important people who drive our policies because Recognizing the team's hard work is important for fostering respect and appreciation within the user community.
- Related section serves to facilitate a deeper exploration of related topics, ensuring that users have a well-rounded understanding of the standards ecosystem.



About BT Standards

About CraftWorx

About the Team & Initiative

Planning Sessions

Discovery & Research

Findings & Recommendations

Designs & features

Next Steps

References

# Timeline

Riddhi Timeline here & Riddhi Ask for Timeline

Sergio to provide update on program rollout

Kyle closes out the meeting

# Next Steps

1. Review and assess provided solution, evaluating its alignment with the company's strategic objectives and compliance requirements.
2. Approve or adjust! We rely on your feedback.
3. Meet with key CraftWorx leaders to learn about the ongoing planning and implementation efforts.

# References

1. [Research Board](#)
2. [Interviews](#)
3. [Wireflows](#)
4. [Figma Prototype](#)
5. [Initiative Miro Board](#)