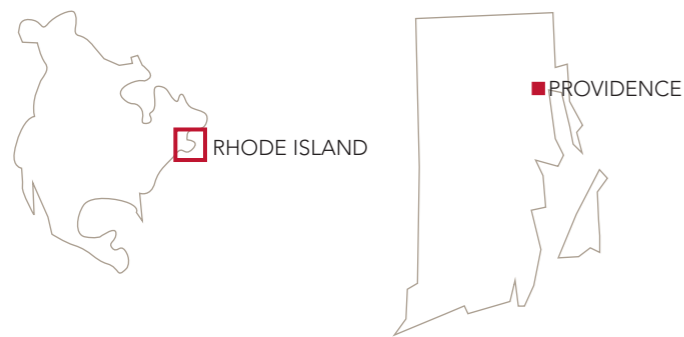


HE LEFT THE NAVY A WHILE AGO, BUT JIM HAUGHT STILL LOVES THE SEA, AND THE SERVICES LEFT THEIR MARK ON HIM: LIKE HIS "CLOSE-KNIT AND CAPABLE" COLLEAGUES IN ALM AT CITIZENS FINANCIAL GROUP IN RHODE ISLAND, HE CAN STAY CALM WHEN THE PAPER IS PILING UP AND THE E-MAILS ARE FLYING. AND, WHEN NIGHT STARTS TO FALL IN PROVIDENCE, IT HELPS THAT BANCWARE CAN MOVE AS FAST AS HE HAS TO



"WHAT I LIKE MOST ABOUT MY JOB IS THE INCREDIBLE FLEXIBILITY. I CAN INFLUENCE NUMEROUS AREAS AND CREATE PROCESS IMPROVEMENTS AS I SEE FIT"



because it helps the organization earn an adequate return while managing risk and maintaining a comfortable mix of assets and liabilities.

"What I like most about my job is the incredible flexibility. I can influence numerous areas and create process improvements as I see fit. While the team has a core set of goals to accomplish, I have a lot of room for exploration to get the job done," explains Jim.

#### EXPANDING EXPECTATIONS

Headquartered in Providence, Rhode Island, Citizens Financial Group is the eighth largest commercial banking company (ranked by deposits) in the United States, and has more than 27,000 employees. A wholly owned subsidiary of the Royal Bank of Scotland Group since 1988, Citizens has the stability and support of

an international financial services company, and a partner for capital growth. But what makes Citizens truly unique is the organization's level of community focus. Jim is proud of the fact that "this is an organization that pays its staff while they volunteer for as long as a month at a time for various worthy causes in the community."

The organization has grown rapidly over the past three years, accelerating from a "top 25" bank to a "top 10." As a result of this growth – as well as increasing regulatory demands – the expectations for the group have expanded accordingly. "Plus, our peers are getting better, so that further raises the bar for us," says Jim.

#### TRANSFORMING THROUGH TECHNOLOGY

The tools the ALM team uses to do their jobs are incredibly important. As Jim explains, "the success of the ALM group depends heavily on our ability to transform raw data into actionable financial intelligence."

Also critical is the bank's capacity to move beyond core convergence modeling to gain a better insight into its portfolio. "With only so many hours in the day, we need to simplify interest-rate management, liquidity risk management and the forecast process. BancWare from SunGard, with its outstanding analytics and ability to interface with Excel, has helped us achieve these goals," says Jim.

His workflow follows the rhythm of Citizens' production cycle. "I, along with one other staff member, am currently focusing on the new convergence implementation, while eight members of the team are concentrating on the forecast, three people on my team are devoted to risk management and one person is committed to data analysis. Every one of us needs to make the

#### WORK LIFE

**HOURS:** "Our hours are 8:00 a.m. to 6:00 p.m. During certain portions of the production cycle, I might stay as late as 10:00 p.m. – but that doesn't happen more than twice a month."

**OFFICE:** "Every window in our Providence office has a great view."

**COMMUTE:** 25 minutes door-to-door.

**LUNCH:** "I usually eat at my desk, but once a week our team tries to lunch together."

**OFFICE DÉCOR:** "As an expense-focused bank, our décor is pretty minimalist."

**ORGANIZATION:** "I live and die by Outlook. If it is in Outlook, it gets done."

**CORPORATE CULTURE:** "My co-workers are all extremely independent thinkers who are seasoned and mature. We try to socialize once or twice a month after work."

**DRESS CODE:** "We're business casual on Fridays and during the summer. We wear suits the rest of the time."

**SECRET TO SUCCESS:** "Taking ownership and always finding ways to improve the cycle."

**A**s a senior vice president in Asset/Liability Management (ALM) for Citizens Financial Group, Jim Haught credits his success to his "affinity for the math required" and "a willingness to take ownership of projects from soup to nuts." Jim ran the Citizens credit portfolio group before joining ALM about a year and a half ago. He enjoys helping a team that was previously focused on the forecasting process gain a deeper knowledge of risk management.

Jim and his 11 fellow ALM staff members conduct reporting and analytics around Citizens' interest rate and liquidity risk. "Our team keeps industry regulators well-informed of our bank's risk profile, while providing fact-based recommendations to Citizens' management," he explains. ALM is critical to Citizens' success

#### HOME LIFE

**HOME:** "I live in Mansfield, Massachusetts, which is great because I'm halfway between Boston and Providence."

**FAMILY:** "I'm married with two kids: a daughter who is four, and a son who is two."

**EDUCATION:** "I earned a bachelor's degree from the University of Rochester, an MBA from the University of Rhode Island and I have several risk designations, such as CFA, FRM and PRM."

**HOMETOWN:** Buffalo, New York.

**PASTIMES:** "I like to go hiking and backpacking."

**VACATION:** "We love to spend time by the ocean in New England. Last year, we went to Alaska, which was great."

**CHILDHOOD DREAM:** "To be a naval officer – which I was, for eight years."

**CURRENT DREAM:** "When I retire from banking, I'd like to stay busy and I think teaching would be a great way to give back a little bit."

best use of our time everyday to get the job done," he explains. Luckily, the team consists of seasoned professionals who – thanks to their depth of experience at Citizens – are well-equipped to meet each day's challenges. Still, at certain times of the production cycle, Jim's desk is covered with paperwork and his Outlook inbox can exceed the usual 80 e-mails a day.

"That's when working in a close-knit, capable team, with the best technology in the industry, can make all the difference," he says.