

Governing Enterprise Architecture in the Public Sector

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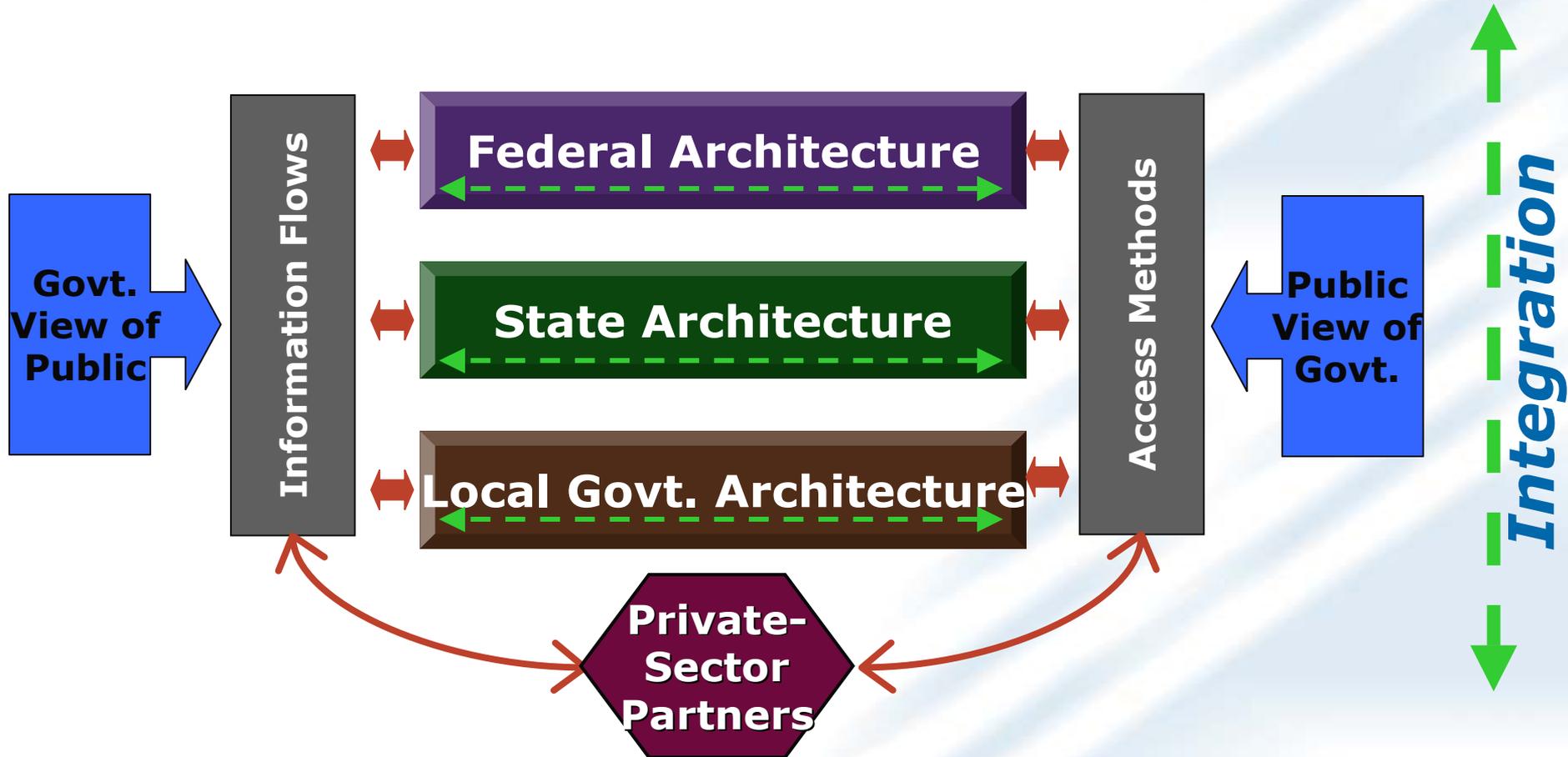


Business and Technology Scenario

- ▶ Intense IT budget pressures to reduce cost
- ▶ Homeland Security concerns
 - ▶ Driving new, challenging information-sharing requirements across departments and government levels
 - ▶ Varying levels of information sensitivity
- ▶ EA mandates getting serious
 - ▶ Capital being withheld when project proposals don't show fit with EA
 - ▶ Auditing of EA programs
- ▶ Technology complexity continues to rise

Economic cycle weakness provides tremendous opportunity to build process disciplines critical to maximizing the next growth wave

Enterprise Architecture Fuels Integration – Enabling Breakthrough Opportunities



The objective is to optimize ACROSS formerly autonomous program areas.

What Is Enterprise Architecture?

- ▶ A planning discipline for the enterprise that goes beyond technology choices:
 - ▶ Driven by the strategic intent of the enterprise
 - ▶ Holistic in breadth
 - ▶ Designed to create a future-state “road map”
 - Yields actionable details around what you should be doing
 - ▶ A bridge between strategy and implementation
 - ▶ Provides flexibility and adaptability to adapt to changing business, information and solution needs
- ▶ Why do this at the ENTERPRISE level?
 - ▶ To overcome religious wars concerning technology choices within projects
 - ▶ To provide consistent and disciplined use of technology
 - ▶ To reduce stovepipe solutions and reduce integration complexity
 - ▶ OMB expectation about enterprise architecture being established!

Architecture Is a Process AND a Thing

- ▶ Goal of the architecture/IT strategy team?
 - ▶ Institutionalize the process of disciplined analysis and decision making
- ▶ Architecture is a verb and a noun
 - ▶ The “artifacts” of the architecture process will change over time
- ▶ Obsession with the “artifacts” has blinded architects to the central problems..
 - ▶ Managing change
 - ▶ Aligning with the business

Lesson Learned...

Enterprise Architecture is STRATEGY

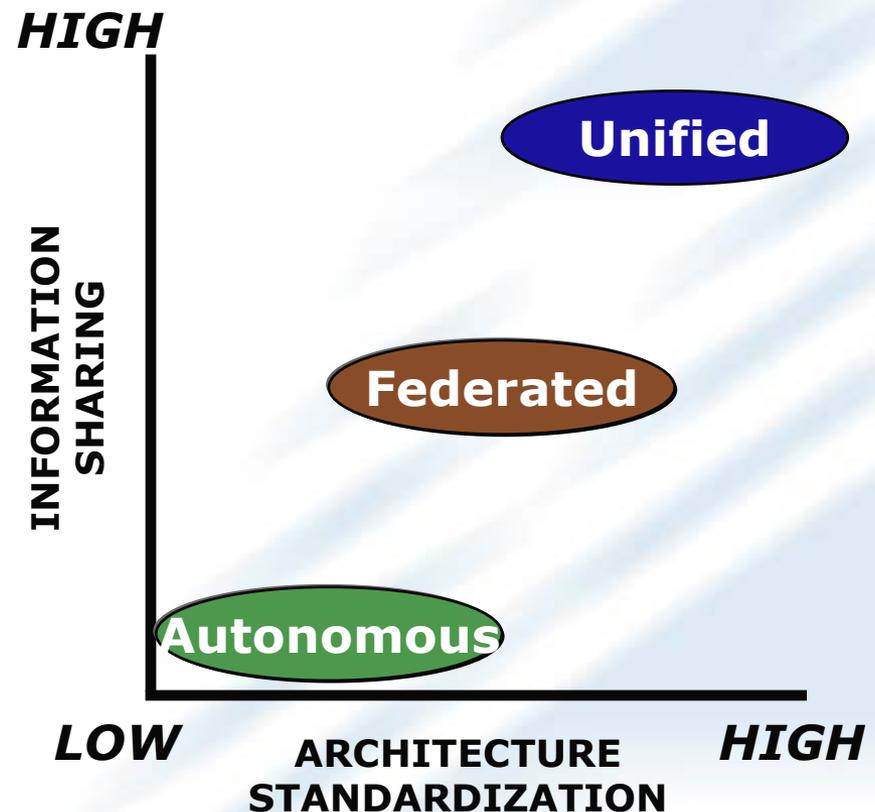
Best-Practice Research

Major Reasons Enterprise Architecture Programs Fail

- ▲ Too focused on meeting the “letter of the law,” not the “spirit of the law”
- ▲ Too narrowly focused on technical standards
- ▲ Lack of senior management (both IT and business) understanding and support
- ▲ *Weak (or non-existent) governance of architecture use on projects*
- ▲ Imbalanced between process and artifacts
- ▲ Missing linkage to business strategy
- ▲ Program and/or content is not “actionable”

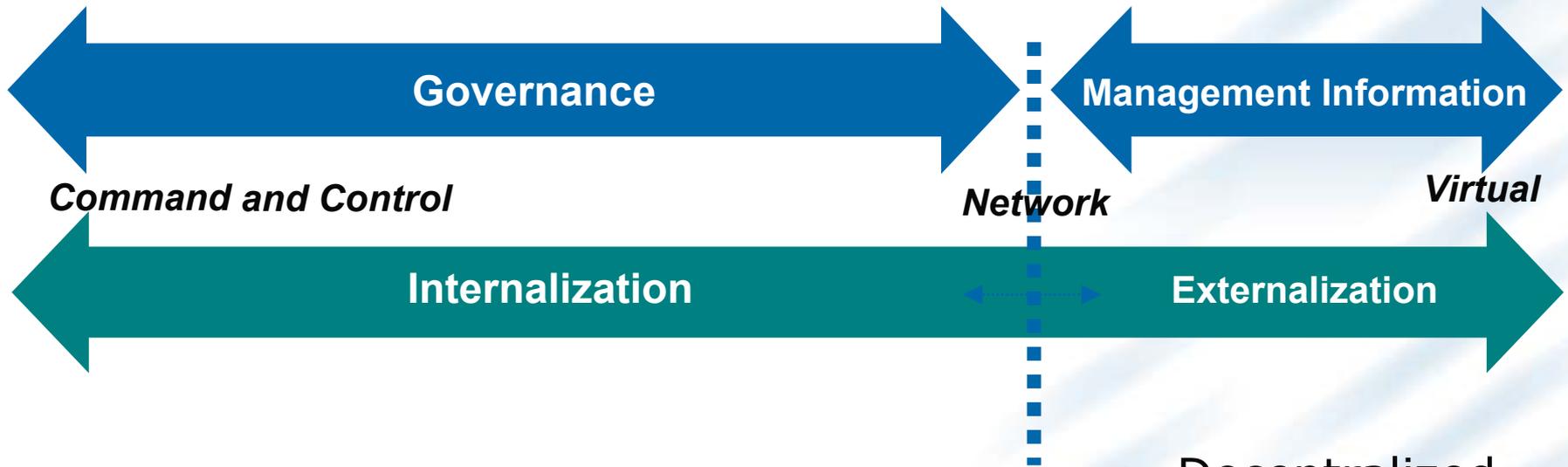
Governing a Federated Enterprise Architecture

- ▶ Reduces TCO through leverage of common facilities
- ▶ Facilitates interagency information sharing
- ▶ Provides a “single view of government”
- ▶ Does not specify standards for unique agency/bureau requirements



Governance applies principles and standards to the common or shared subset

How Much Governance?



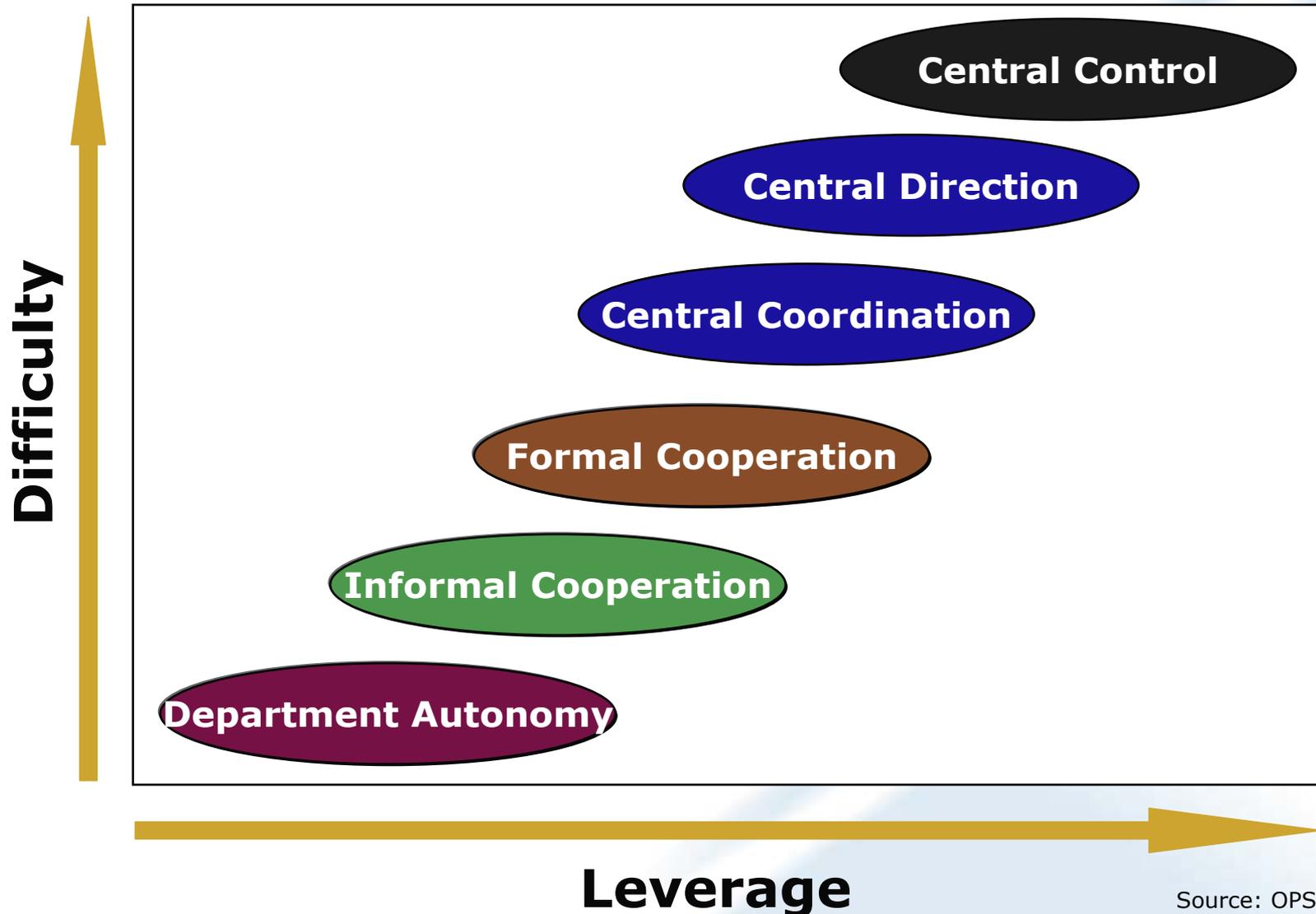
- Centralized
- Absolute control
- Information access
- Strategic

Dictatorship

- Decentralized
- Absolute autonomy
- Information sharing
- Tactical

Anarchy

Governance Models

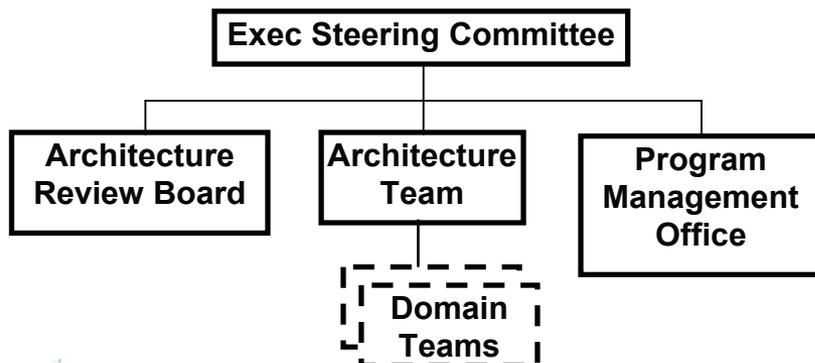


Source: OPS

Consulting and Compliance

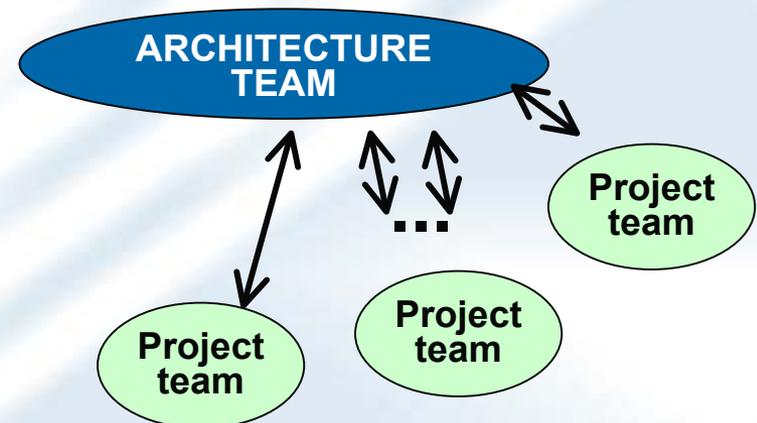
Formal

- ▶ Aligned with capital appropriation process
- ▶ Resolves conflicts
- ▶ Enterprise awareness of initiatives maximizes:
 - ▶ Alignment with company direction
 - ▶ Benefit and timing



Informal – Facilitative

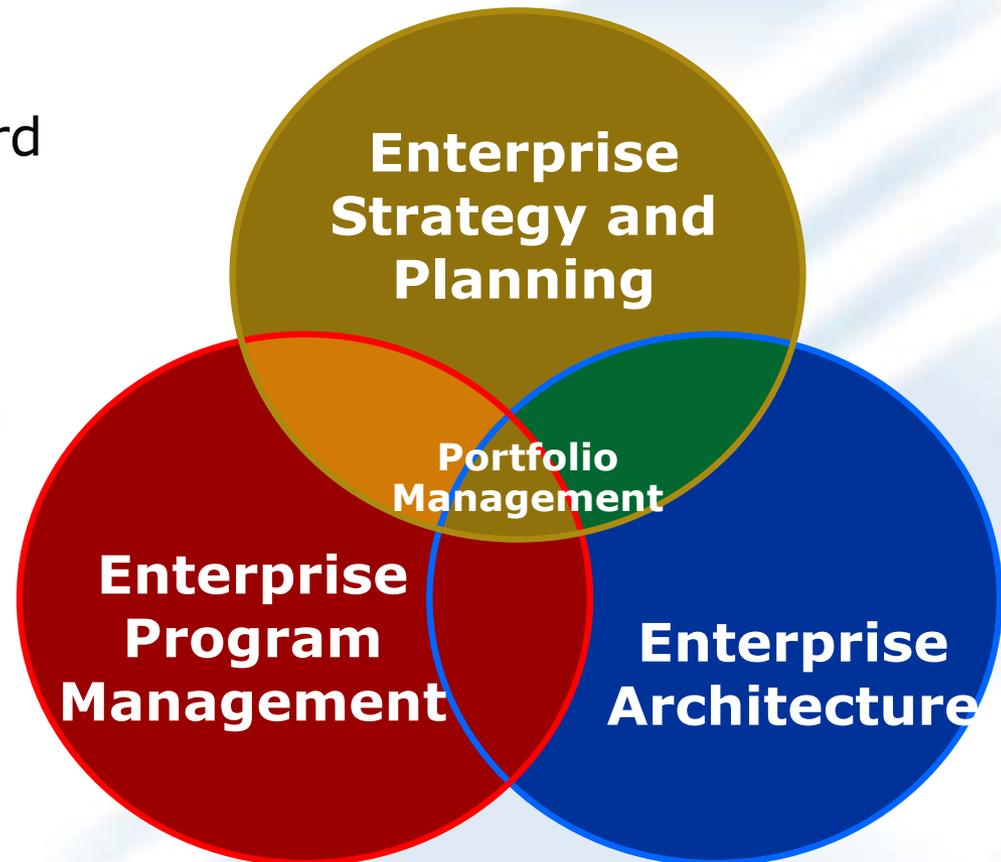
- ▶ Spreading the word
- ▶ Consultative
- ▶ Empowered decision-making
- ▶ Self-governing



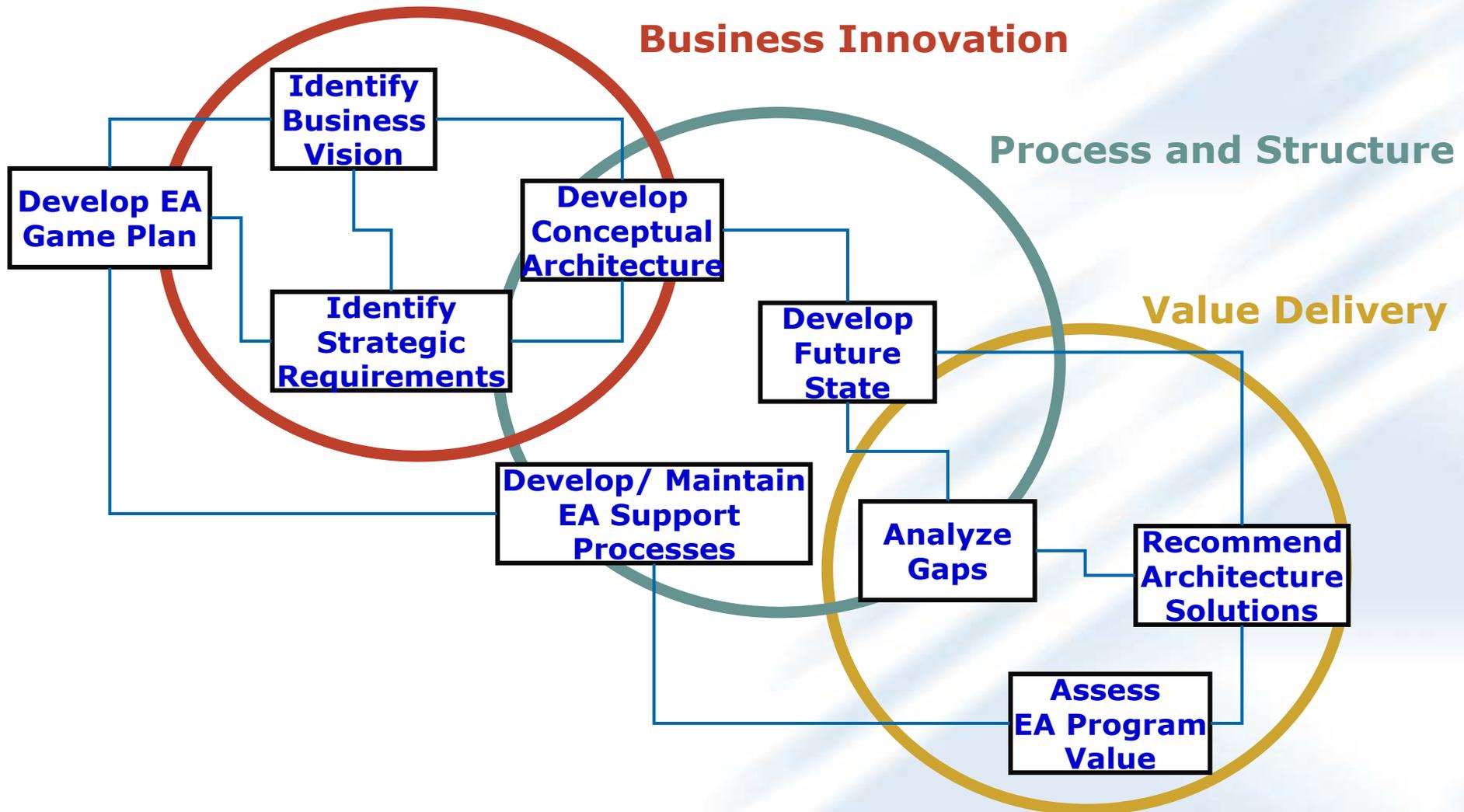
Organizing Enterprise Architecture Governance for Success

- ▶ Organizing for architecture
 - ▶ Executive steering committee
 - ▶ Architecture review board
 - ▶ Domain architecture teams
- ▶ Ongoing assurance process
- ▶ Integrating EA into existing processes
 - ▶ Capital Planning
 - ▶ Procurement
 - ▶ Project management
 - ▶ SLC (systems life cycle)

Essential Process Disciplines



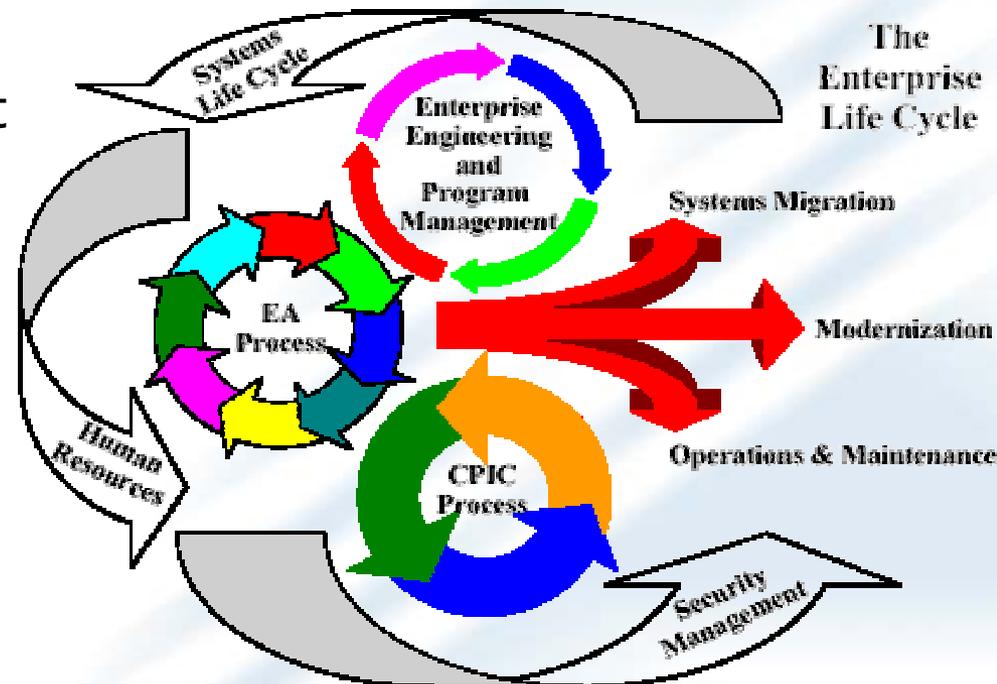
META Group's EA METAmethod



Governance Ensures You Live the Plan Throughout the Enterprise Life Cycle

- ▶ Define the plan and govern EA creation
- ▶ Programs make EA real
- ▶ Project funding request must show how it fits the plan in an architecturally consistent way
- ▶ Use EA Assurance to provide guidance
 - ▶ When budgets are created
 - ▶ When funds are requested for projects
 - ▶ As projects are executed

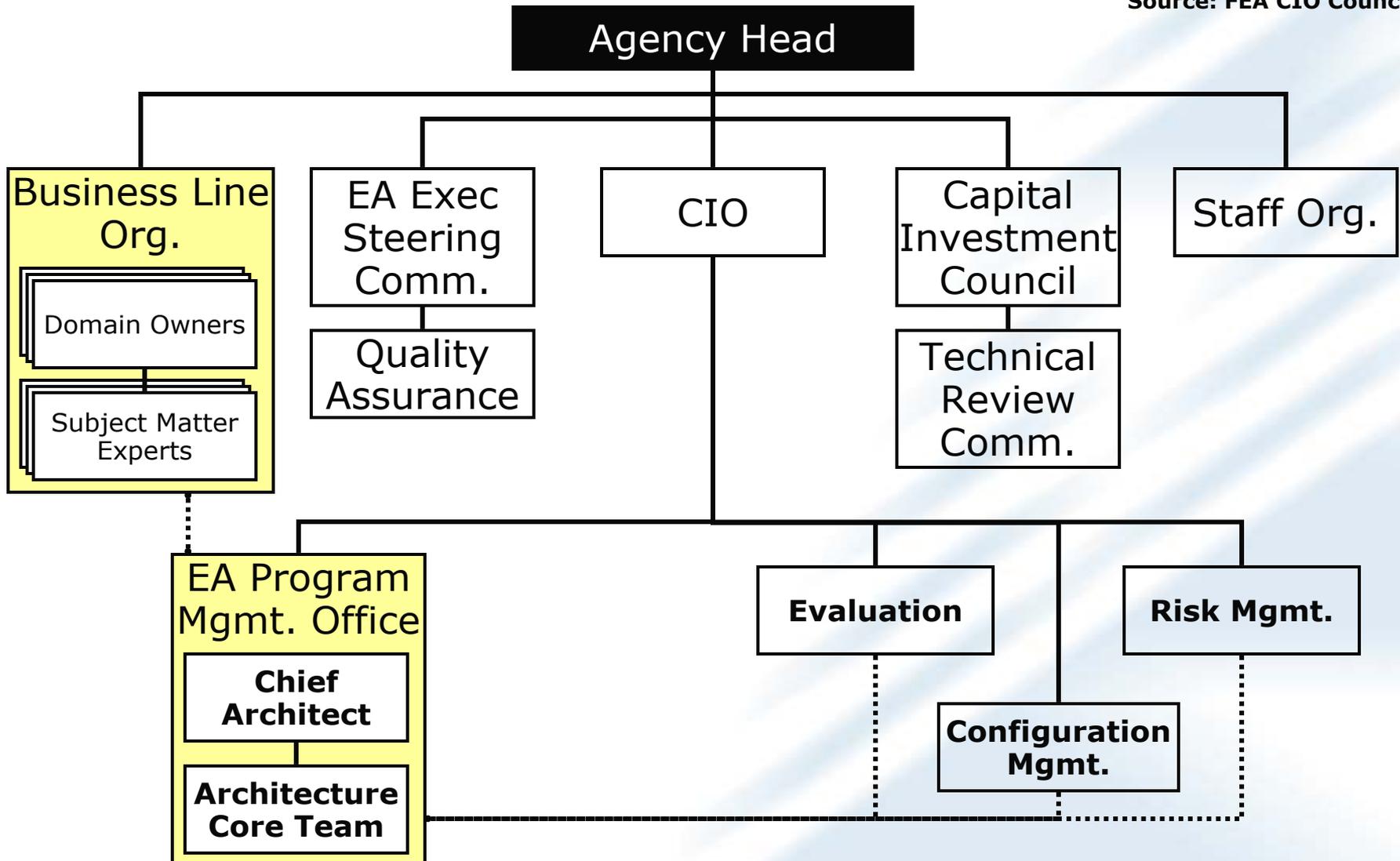
Enterprise Life Cycle



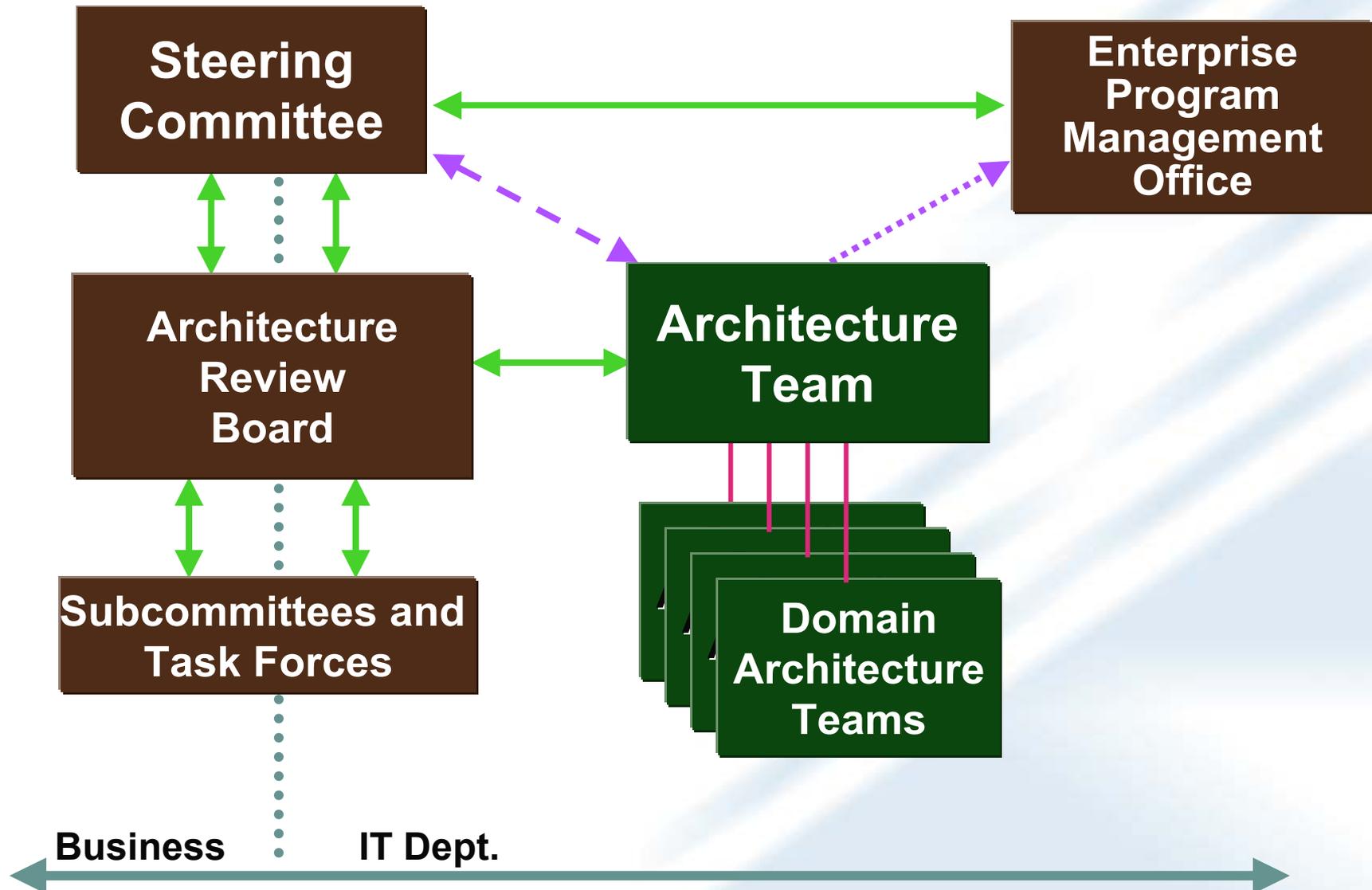
Source: FEA CIO Council

Notional EA Organization

Source: FEA CIO Council



Organizational Relationships

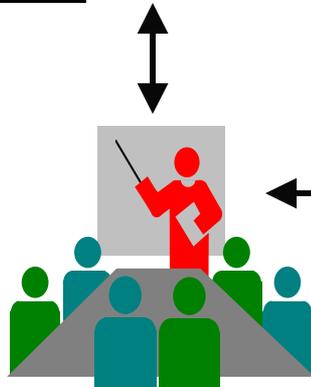


Architecture Creation



Executive Steering Committee

- Provides strategy and planning input
- Approves common requirements vision
- Validates and supports results of architecture process/outputs



Architecture Review Board

- Composed of Business and IT
- Creates common requirements vision
- Approves conceptual architecture
- Validates and supports results of architecture process/outputs



Chief Architect

- Facilitates process



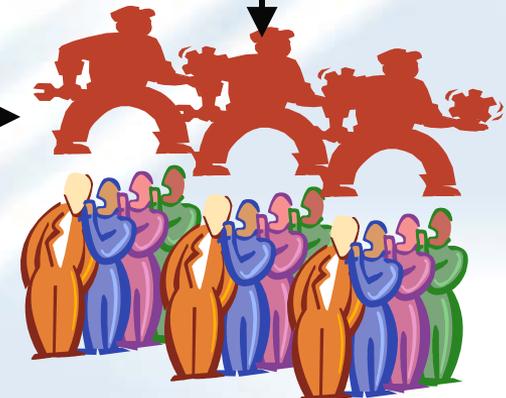
EA Program Office

- Assists chief architect in facilitation of domain development



Architecture Team

- Creates conceptual architecture
- Oversees architecture development process



Domain Working Groups

- Led by domain expert
- 3-4 group members

Architecture Assurance



Executive Steering Committee

- Ultimate authority
- Arbitrates tradeoffs
- Approves deltas from plan



Capital Investment Council

Note: Link to Project Proposals Workflow, Decision-Making Process and Allocation

Architecture Review Board

- Grants exemptions, exception, or escalates



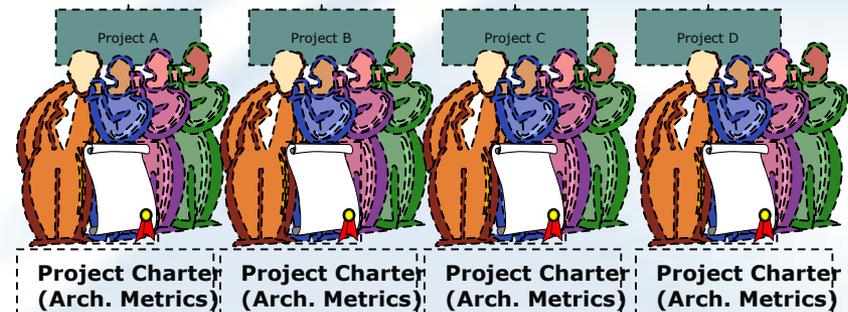
Virtual Domain Groups

- Consulted domain experts
- Designated domain expert for virtual domain working group
- Grants exemptions, exception, or escalates



Ent. Architecture Program Office (Project Hat – Tactical Service)

Provides guidance to project teams to apply principles

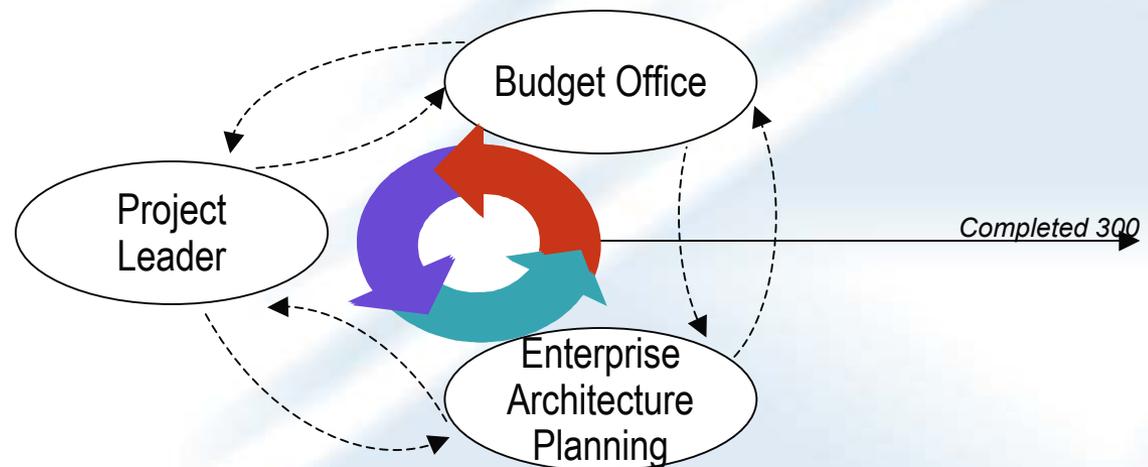


Integrate EA with CPIC and SLC Processes

▲ Link EA to Formulation and Execution

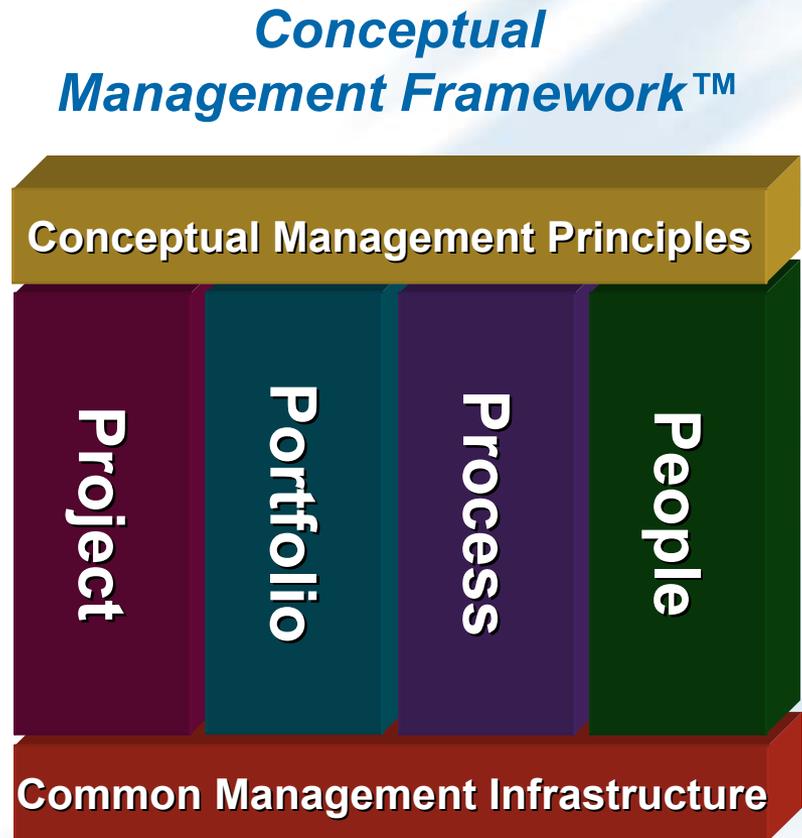
- ▶ Provide EA consultation and review during the formulation process
- ▶ Ensure that as the budget requests change that the architecture plan is re-evaluated
- ▶ Link non-compliance and waiver management processes to the budget approval and release process

The budget office is your new best friend!



Integrate EA with Project Execution: Project Management Practices Audit

- ▲ The “quality control” function
- ▲ Project managers must be given authority and held accountable
- ▲ Primary input to the “early warning” system
- ▲ Enables lower-cost corrective action
- ▲ Conceptual Management Framework™ is the basis



Adopt a “trust but verify” philosophy to build repeatable, higher performance across all projects

Close the Architecture Implementation Loop

- ▶ Future-state architecture must be actualized to deliver expected value
- ▶ Link between architecture and projects managed via governance loop closure
 - ▶ Architecture design reviews
- ▶ EPMO facilitates proper involvement of architects
- ▶ Drives “transformation”

From Blueprint to Reality



Enterprise architecture value is not found in the architecture itself, but through use in projects

Integrate EA with CPIC and SLC Processes

Establish Enforcement

▲ Select

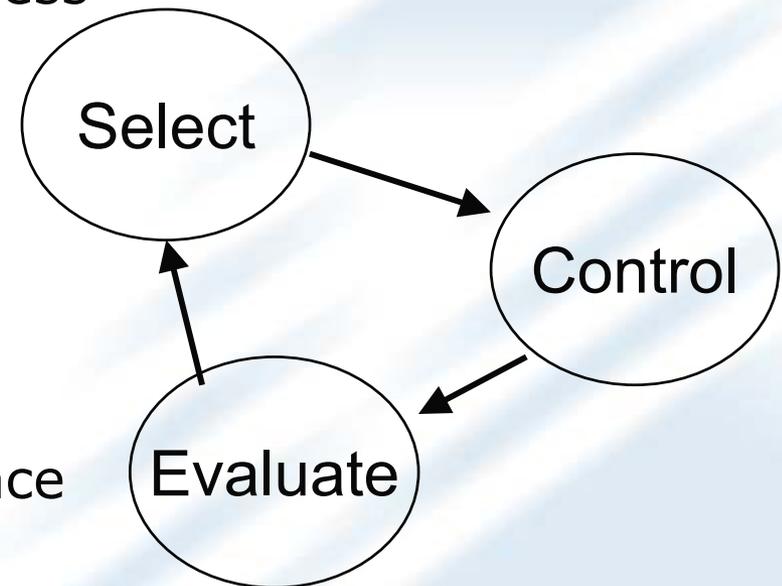
- ▶ Does the investment meet business alignment criteria – target architecture and sequencing

▲ Control

- ▶ Monitor business and technical compliance

▲ Evaluate

- ▶ Technical and strategic compliance evaluation
- ▶ Feedback for new business / IT projects, and for EA development



Define process requirements (e.g. who, how, what), non-compliance and waiver management processes

Governance Processes are Critical for Enterprise Architecture Success

- ▶ Dominant government drivers offer an incredible opportunity to develop a high-impact enterprise architecture
- ▶ Governance is the critical process that ensures the enterprise architecture is used properly on projects to deliver value
- ▶ Integration of EA with existing processes is the key to enforcement

A mature enterprise architecture program will increase the value your IT function and it contributes toward achievement of your organization's mission



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