Enterprise Architecture

End   To   End

Agenda

- ➢ Who – What – Why
- ➢ Span of Influence
- ➢ What Is Happening?
- ➢ Sourcing
- ➢ What May Happen

Wisdom

*"Being busy does not always mean real work. The object of all work is production or accomplishment and to either of these ends there must be forethought, system, **planning**, intelligence, and honest purpose, as well as perspiration. Seeming to do is not doing."*
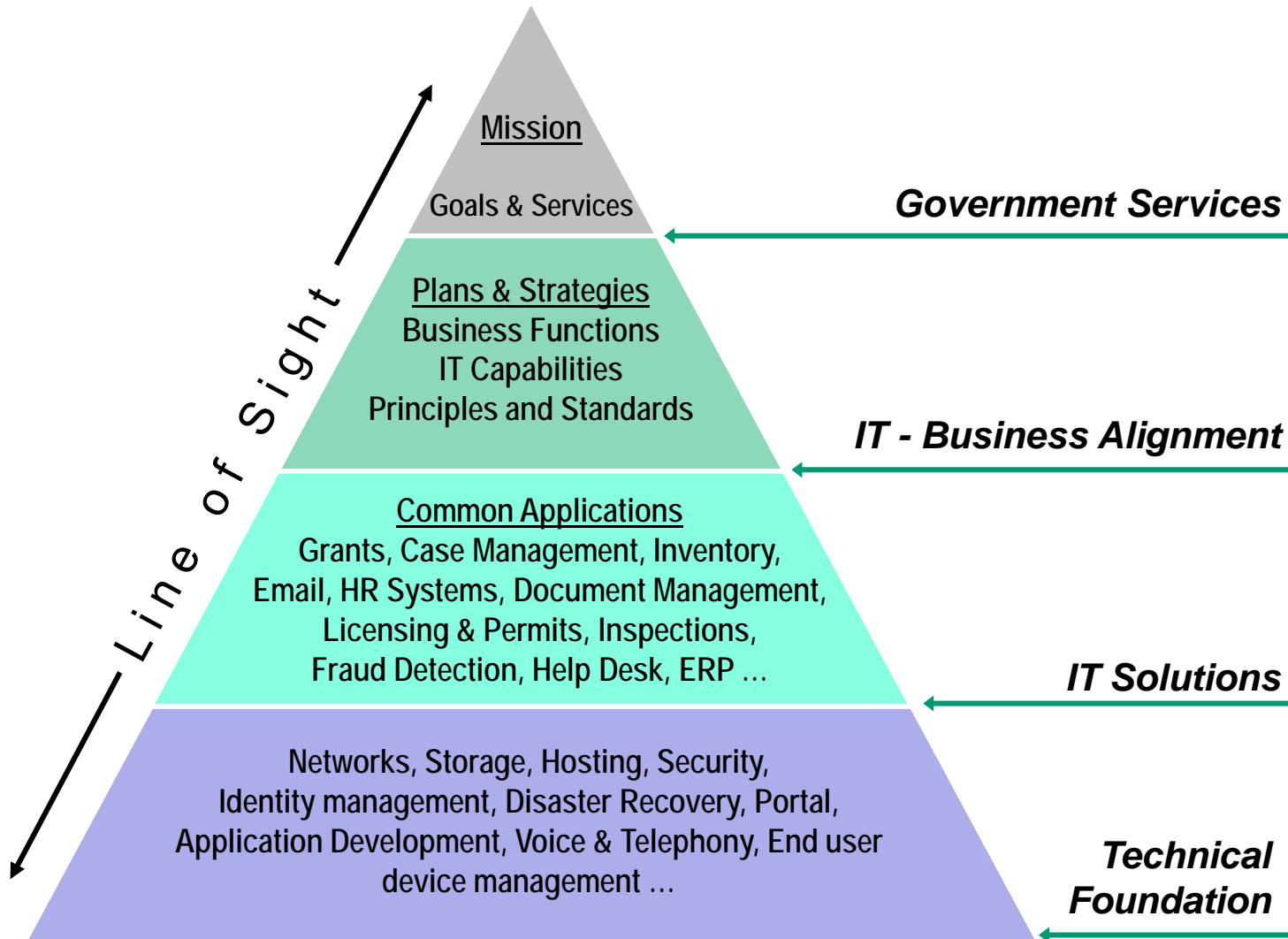
~Thomas A. Edison

Planning

(THINKING)

Planning In Plain Sight

Mission
Goals & Services

Plans & Strategies
Business Functions
IT Capabilities
Principles and Standards

Common Applications
Grants, Case Management, Inventory,
Email, HR Systems, Document Management,
Licensing & Permits, Inspections,
Fraud Detection, Help Desk, ERP …

Networks, Storage, Hosting, Security,
Identity management, Disaster Recovery, Portal,
Application Development, Voice & Telephony, End user
device management …

Line of Sight

Government Services

IT - Business Alignment

IT Solutions

Technical Foundation

The Business Planning Landscape

IT Plans & Objectives (also business plans)	Business Plans & Objectives

IT Goal-1	IT Goal-2	Business Goal – 1	Business Goal – 2

Project 1	Project 2	Project 1	Project 2	Project 1	Project 2	Project 1	Project 2

Tactical, Project Planning, Procurement

Unforeseen Events

"*The best laid schemes o' Mice an' Men, Gang aft agley,…***"**   **~ Robert Burns (1785)**

Efficiency Vs Agility

What we would like to happen

Intended Plans

Top-down plans, statements and initiatives

Deliberate Plans

What actually occurs

Realized Plans

Unrealized Plans

Emergent Plans

Things that are left behind

The many day-to-day decisions and prioritizations that set direction
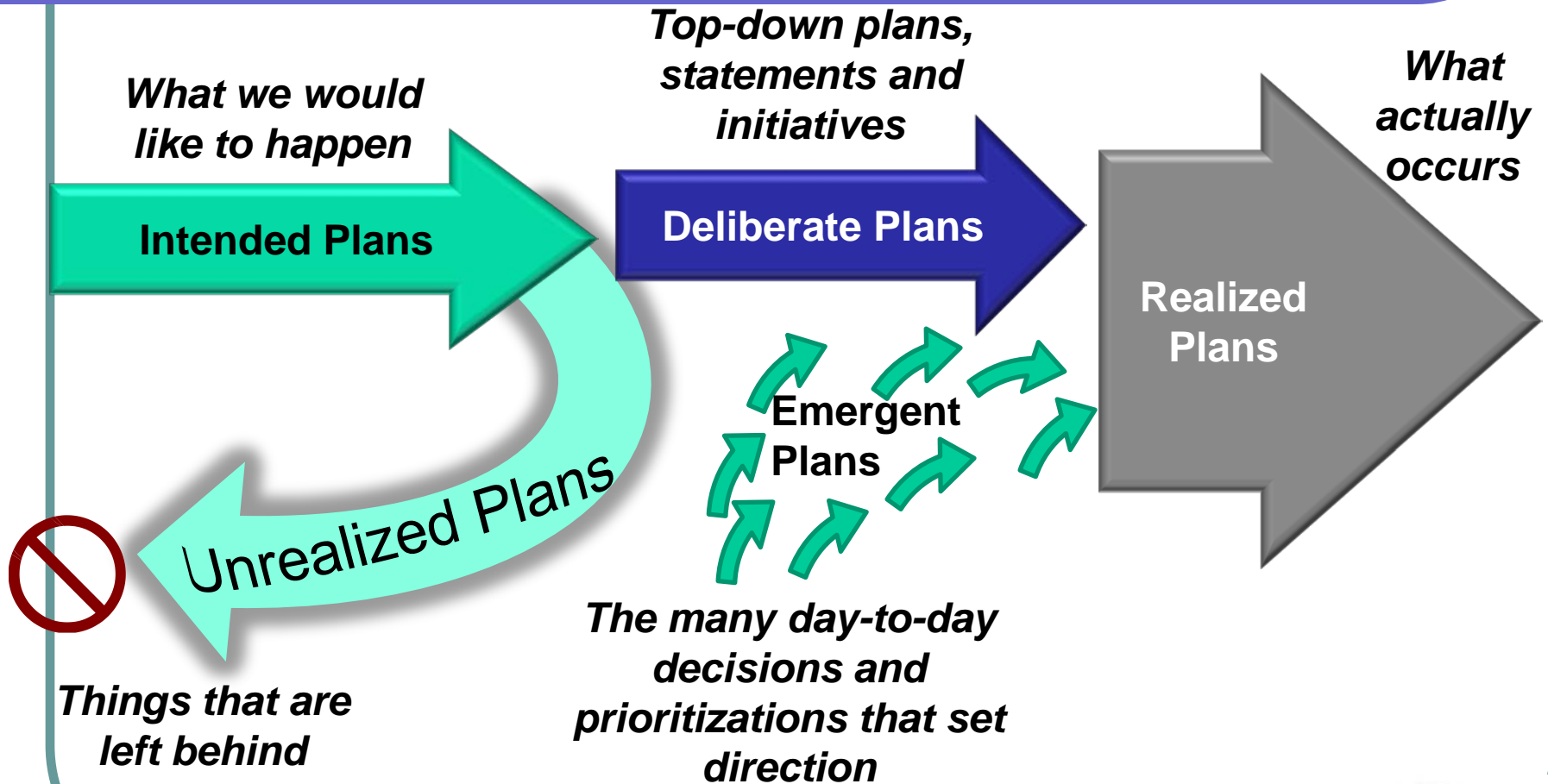
Source: Mintzberg and Waters (1985)

Enterprise Architecture

GUIDE RAILS

"Architecture" – Is?

➢ The fundamental organization of a system, embodied in its components, their relationships to each other and the environment, and the principles governing its design and evolution.
  ➢ ISO/IEC 42010:2007

➢ A formal description of a system, or a detailed plan of the system at component level to guide its implementation.
  ➢ TOGAF

➢ The structure of components, their inter-relationships, and the principles and guidelines governing their design and evolution over time.
  • TOGAF

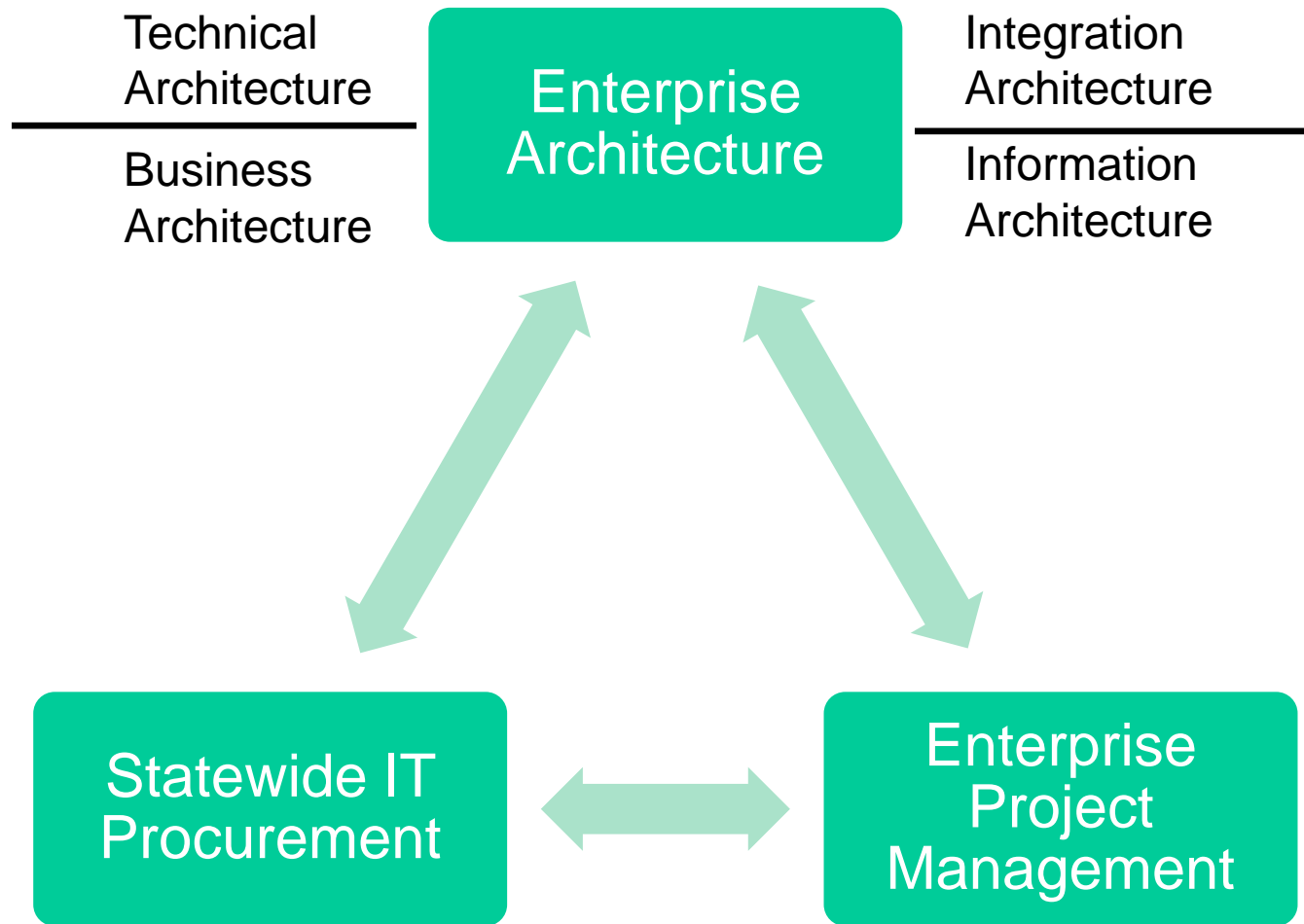➢ Simplified: A series of good ideas which have withstood the test of time

EA – Who

*The **Enterprise Strategy** department provides project oversight, Procurement processes, formal strategies, and enterprise architectural standards and technology roadmaps in support of Statewide governance responsibilities.*

Tripod (or maybe part of a whole)

Technical Architecture

Business Architecture

Enterprise Architecture

Integration Architecture

Information Architecture

Statewide IT Procurement

Enterprise Project Management

Span of Influence

➢ Statewide Technical Architecture

➢ Project Review and Oversight

➢ Procurement Reviews

➢ Consulting / Early Engagement

➢ Hosting Exception processing

➢ Statewide Procurement Initiatives

➢ Statewide IT Strategic Planning

No But Really, Why Architect?

Service Delivery

- Faster time to market
- Increased (and documented) interoperability
- Improved (ITIL) processes

Value

- Less variability – lower costs (fewer things)
- Better planning – Better ROI
- More "reuse" Less duplication

Quality

- Proven designs (As-Built)
- Security Risk Mitigation
- Alignment & Consistency

EA – Benefits

- ➢ Operational Efficiencies
  - ▪ Simpler designs and lower operational costs (Network, Virtualization, etc.)
  - ▪ Modernized infrastructure and delivery techniques
  - ▪ Increased reuse and sharing of infrastructure services (DB, LDAP, etc.)
  - ▪ Reduced provisioning time (IaaS, Private Cloud)
  - ▪ Improved viability and benefit of ITIL service processes
- ➢ Service Alignment
  - ▪ Increased understanding-documentation of business requirements, plans, capabilities, interdependencies, data architectures, and more
  - ▪ Reduced variability and customer segmentation methodology provides for optimization of existing services
  - ▪ Early recognition of needs and opportunities for partnerships for new services (e.g., Service Bus, Content Management, etc.)

Some Critical Success Factors

- ➢ Overall IT governance structure
  - ▪ Sourcing: Service Management Organization (SMO)
  - ▪ Authority is critical
- ➢ Line of business participation
  - ▪ Require high level of participation from agencies
    - o Strategic planning
    - o ARB (Architectural Review Board)
    - o Shared designs
    - o Technical standards

Sourcing

Strategy and Organization

Sourcing Strategy (SMO)

➢ Strategy

  ▪ Which services should we *retain* ?

  ▪ How do we best source these services?

  ▪ Are these new services more economical for my business than our legacy system?

➢ Organization

  ▪ How do we manage-govern across internal and external IT services?

  ▪ What changes in organization, roles, and responsibilities are important to consider as we embrace the new service?

➢ Technology

  ▪ How do we securely integrate the new services with our current IT environment?

  ▪ What impact does the new service have on our Enterprise Architecture?

  ▪ Can we optimize our application portfolio by taking advantage of the new service?

Reference: 2012 Gartner, Inc.

Sourcing Management

➤ Sourcing Management requires distinct process and skills competencies

- Contract Management – establishing and managing an effective contract

- Performance Management – managing the vendor performance

- Relationship Management – managing the vendor and company partnership

- Risk Management – managing risks, developing and putting into action mitigation plans

- Financial Management – managing the vendor fees and ensuring market competitiveness

Reference: 2012 Gartner, Inc

Close

What May Happen

➢ Formalized strategic planning framework, governance structure, published libraries

➢ Technology roadmaps

➢ Technology standards, reference architectures, blueprints

➢ Private cloud oversight

Irony