

Enterprise Architecture at the Gauteng Shared Services Centre

*Conference for EA Practitioners
Cape Town 11-13 Mar 07*

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**Business
Connexion**

Creating value together



Aim of Presentation

- To share some lessons learnt during establishment of EA practice at the GSSC



Scope

- EA Capability Development
- The EA Knowledgebase
- EA Capability Implementation
- EA Maintenance
- Way Forward
- Why TOGAF?



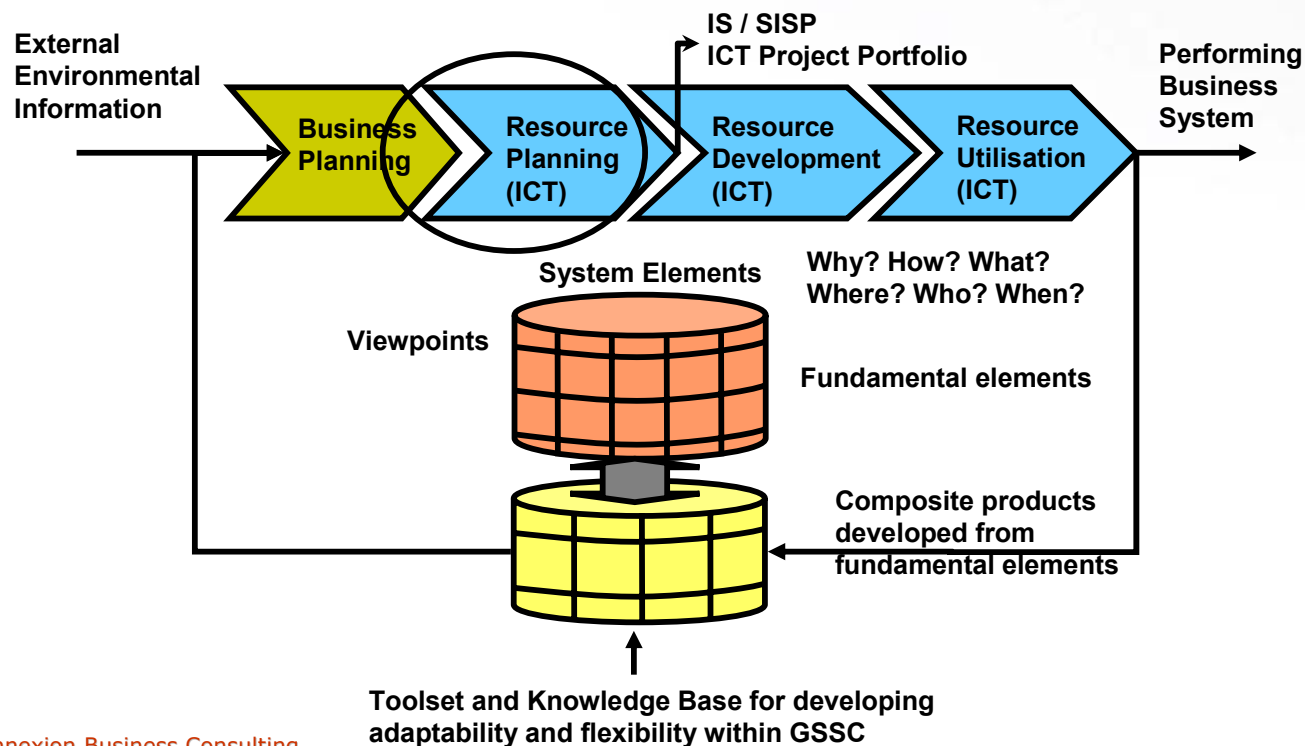
Introduction

- GSSC EA project commenced July 05
- Three focus areas
 - EA Capability Development
 - EA Capability Implementation
 - EA Maintenance
- Project concluded Feb 07 (within budget - two months over time)
- Maintenance initially focussed primarily on enhancing business architecture and afterwards research / development of ICT architecture (building block standards / patterns)



Capability Development - EA Scope & Context

- Process requires integration with business management and SDLC processes which are not necessarily formalised
 - **Focus on initial establishment of management and SDLC processes**
 - Separating responsibilities for business and ICT architecture
 - Convergence on EA processes will support EA success – Role of TOGAF





Capability Development - EA Framework

- Remained close to original Zachman thinking
 - Management support to align, integrate and eliminate duplication within business and resource systems – Policies / Plans / Logical Solutions / Physical Systems (***Optimised through separation of composite / primitive elements***)
 - ***Federated Architecture (National / Provincial / Local)***
 - Convergence on EA framework thinking a prerequisite for EA success – Role of TOGAF

System Elements ▶	WHAT? Data	HOW? Activity	WHERE? Location	WHO? Responsibility	WHEN? Time	WHY? Motivation	COMPOSITE REFERENCE CONTENT
Perspectives ▼							
Enterprise Context	Enterprise Information	Enterprise Activity	Enterprise Location	Enterprise Responsibility	Enterprise Events	Enterprise Motivation	Enterprise Reference Content
Business System Scope	Business Information	Business Activity	Business Location	Business Responsibility	Business Events	Business Motivation	Business Reference Content
Logical ICT System Design	Logical System Data	Logical System Activity	Logical ICT	Logical System Responsibility	Logical System Events	Logical System Motivation	Logical Reference Content
Physical ICT System Development	Physical System Data	Physical System Activity	Physical ICT	Physical System Responsibility	Physical System Events	Physical System Motivation	Physical Reference Content

Capability Development – Toolset & Skills Transfer

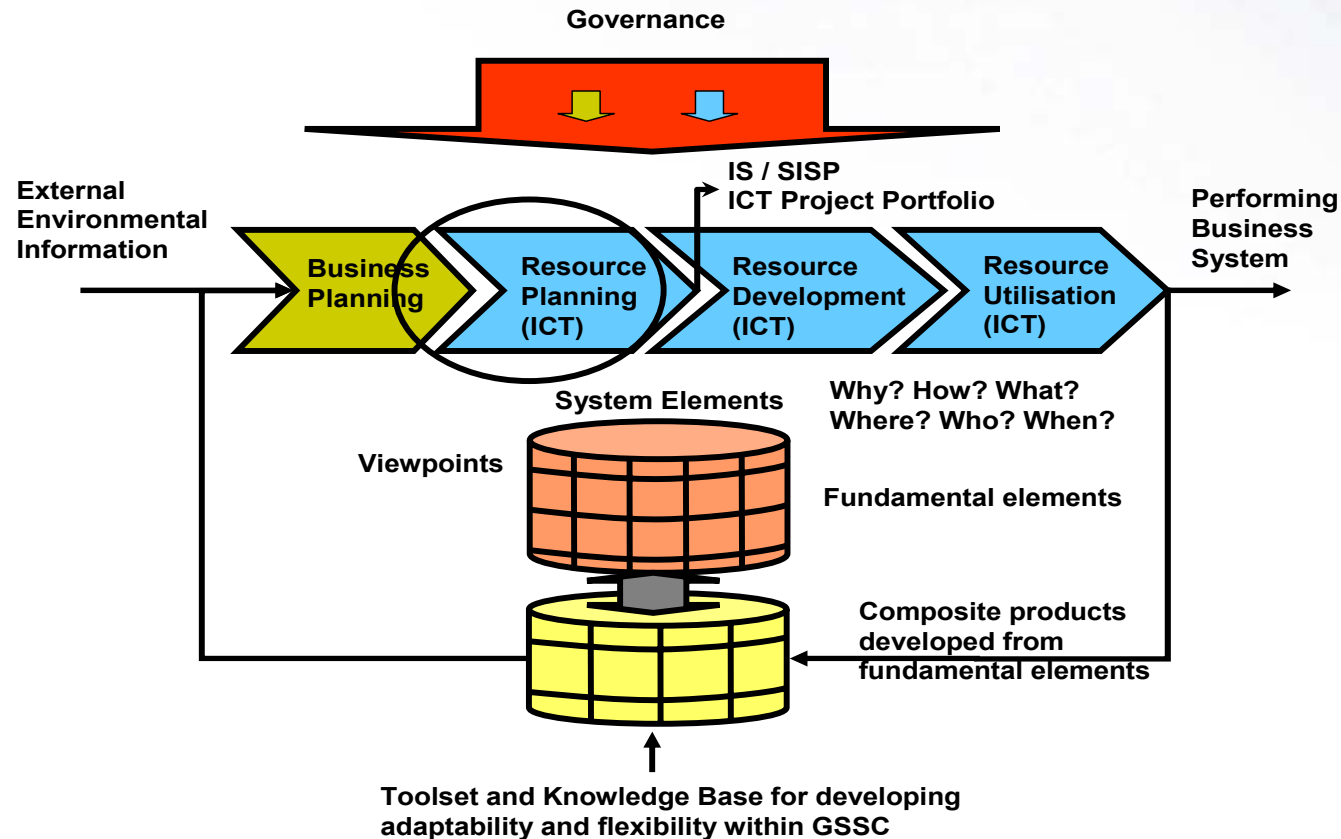


- Toolset: Vendor differences in process / framework will lead to continued divergence wrt functionality and knowledgebase structure provided – Role of TOGAF
 - Positive aspect is that high end toolsets are generally customisable
- Skills Transfer: Large scale divergence in process / framework / toolset lead to divergence wrt skills
 - Certification required - Which theory (Management / SDLC) – TOGAF?



EA Capability Development – Internal Policy

- Internal Policy: Compliance can only be controlled if practice is captured within internal policy





The EA Knowledgebase

● <..\..\..\..\EAKB\inetpub\index.htm>



EA Capability Implementation

● **Primary Deliverables**

- SISP
- ICT Project Portfolio

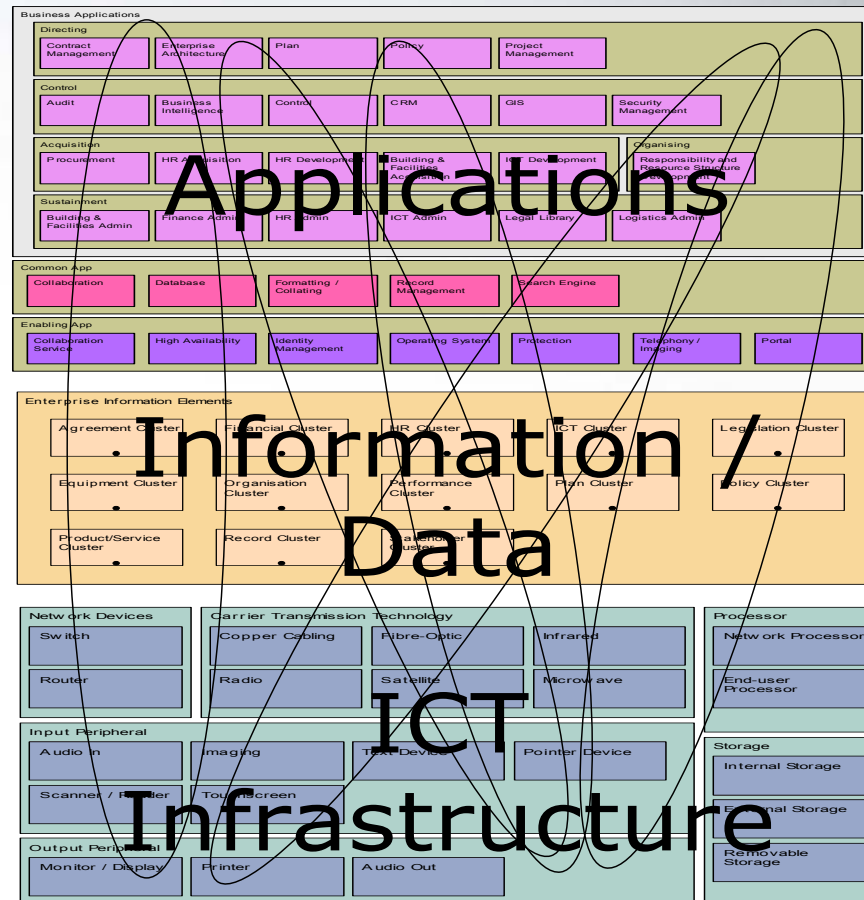
● **Secondary Deliverables**

- Process Duplication Analysis
- Service Level Agreements supported by process modelling

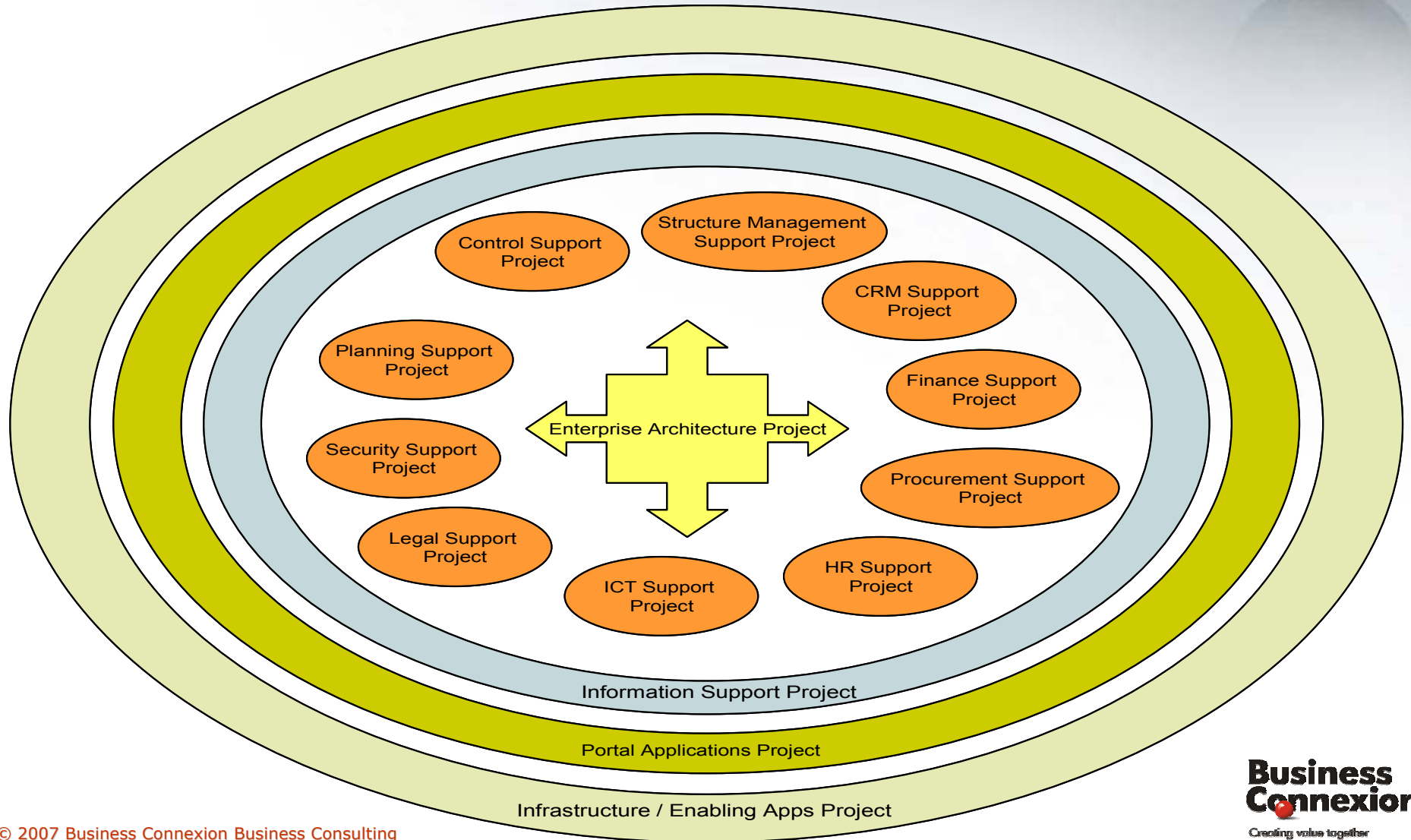


EA Capability Implementation: SISP

- Weak business process models / internal policies
- Logical Design Shock - Business and ICT managers wanted to see products
- Current ICT Inventory inaccurate
- Prioritisation always problematic - Existing strategic review (ICT element) had to be incorporated
- SISP had to become driver for ICT project portfolio planning



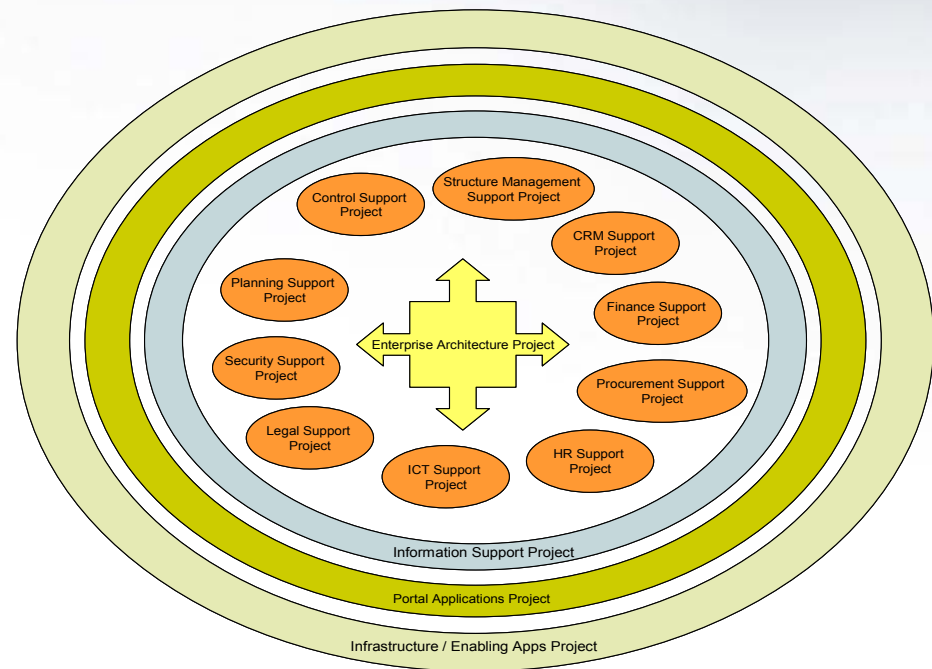
EA Capability Implementation: ICT Project Portfolio



EA Capability Implementation: ICT Project Portfolio



- Re-organising existing ICT projects to eliminate duplication
- Where prioritisation became problematic – focus shifted to scope of deployment
- Every project scoped based on status of existing systems and projects
- Business architecture project moved to Centre of Innovation
- Service Delivery Improvement through portal – enough business specific support
- Business specific projects influenced by external events - IFMS
- “Common Information Support” project will create largest infrastructure footprint





EA Maintenance

- Enterprise Change Management supported by Enterprise Architecture
- Enterprise Architecture practice to be integrated with the internal change management policy
- Only successful if enterprise change management practice addresses all enterprise components
- Appropriate forums a requirement - policy



Way Forward

- Master Systems Planning for GPG (12 Departments) utilising federated architecture thinking
- Increase scope within same knowledgebase

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Why TOGAF?

- Anyone can choose to become the dinosaur of the information age
- If TOGAF loses it's shine everyone will still be richer from the experience