

# Outcome Oriented Architecture

aka

## The Police Business Architecture (PBA)

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# Introduction to the Police Business Architecture



History

# Introduction to the Police Business Architecture



Approach

# Introduction to the Police Business Architecture

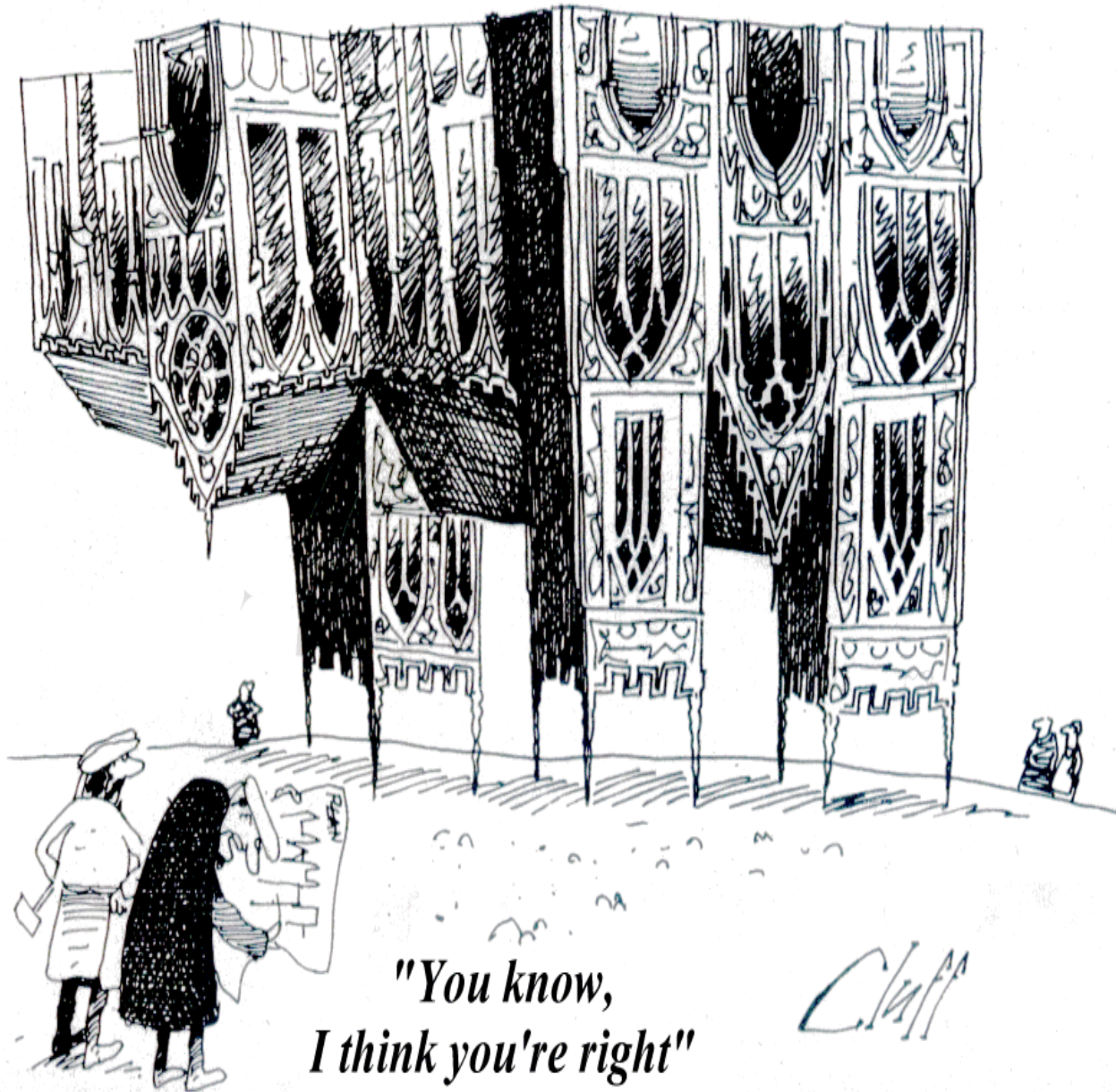
Problem

How to articulate the Police Business Architecture?

Approach

We turned to the IT domain who are obliged to manage complexity

# Requirements for a Reference Model



Purpose ?

# PBA: Approach

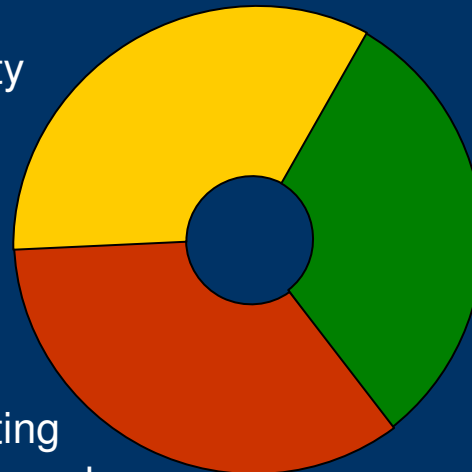
- Business-focused from the outset
- Aimed to add value by contextualising rather than replacing/duplicating existing assets
- An evergreen suite of models using open standards wherever possible (few appropriate, initially)

## Design

Getting the structure of the model(s) right, to ensure logical rigor, longevity and flexibility. Grounded in open standards, wherever possible

## Use

Identifying and creating methods and processes to make productive use



## Build

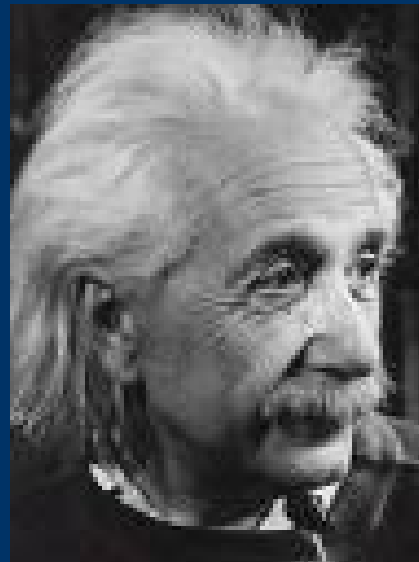
Populating the models, mostly by drawing in (structuring where necessary) existing material

# Introduction to the Police Business Architecture



Architecture

“The significant problems we have  
cannot be solved  
at the same level of thinking  
with which we created them”



*Albert Einstein*



# PBA architecture: Metamodel concepts

Outcome:  
Relevant end states,



Governance:



Delivery:



Responsibility:



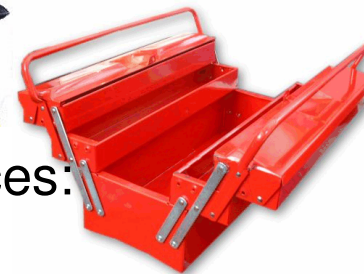
Consequences:



Directives:

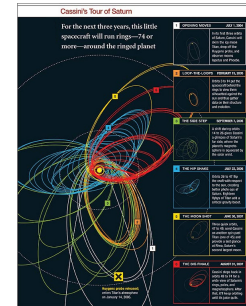


Resources:



# PBA architecture: Metamodel concepts

Outcome:  
Relevant end states,



Approach:

Governance:



Delivery:



Responsibility:



External  
Factors:

Consequences:



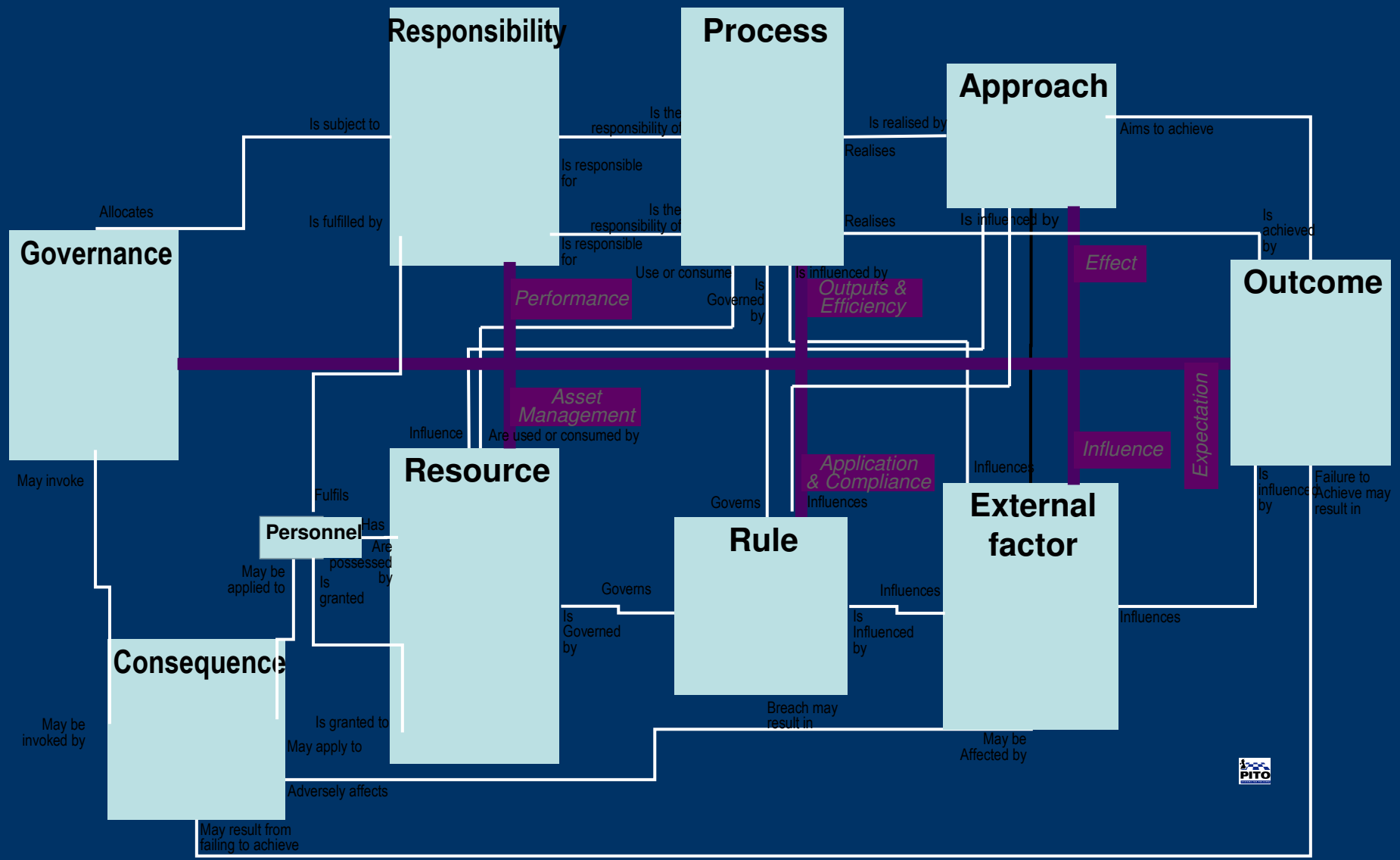
Directives:



Resources:



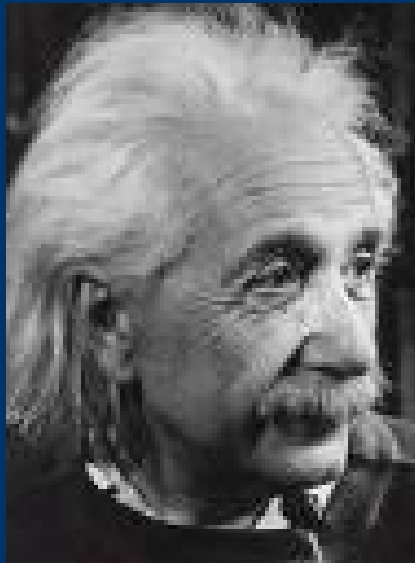
# PBA architecture: Model elements



# PBA architecture: Relationship with Enterprise Architecture Framework for the Police Service (EAF4PS)

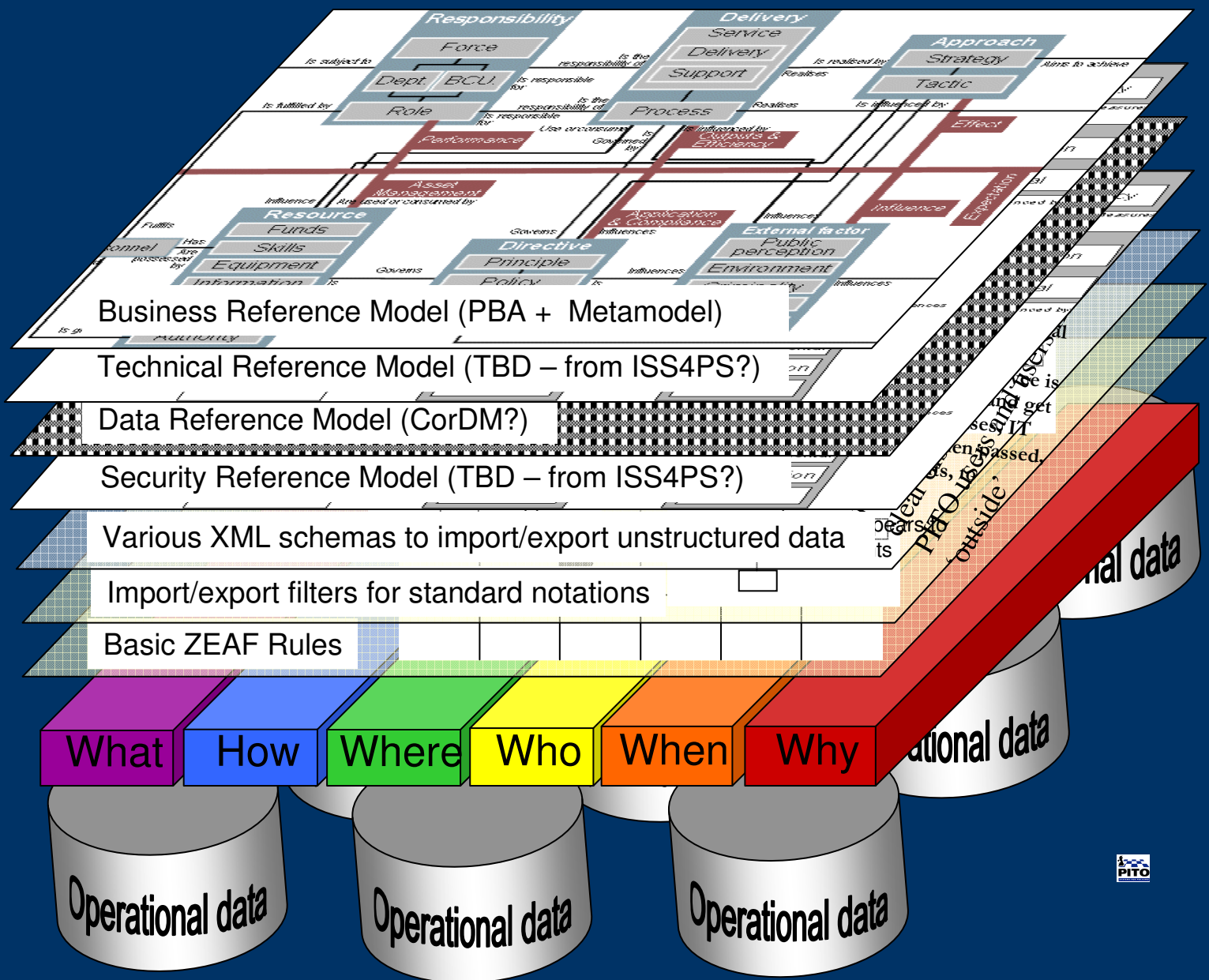


“If you speak of technical things  
only in technical terms,  
you do not understand them”



*Albert Einstein*

# PBA architecture: Relationship with EAF4PS



# PBA: Process model - context

- Functional model broadly following Porter's Value Chain model; separating core purpose from supporting activities



# PBA: Process model - context

- Functional model broadly following Porter’s Value Chain model; separating core purpose from supporting activities
- Treats process as ‘primitive’ element (“transformation”), independent of but structurally related to goal, responsibility, resources etc.
- Drawn from and traced to the plethora of existing models created for specific purposes





# PBA: Process model - alignment with Goals

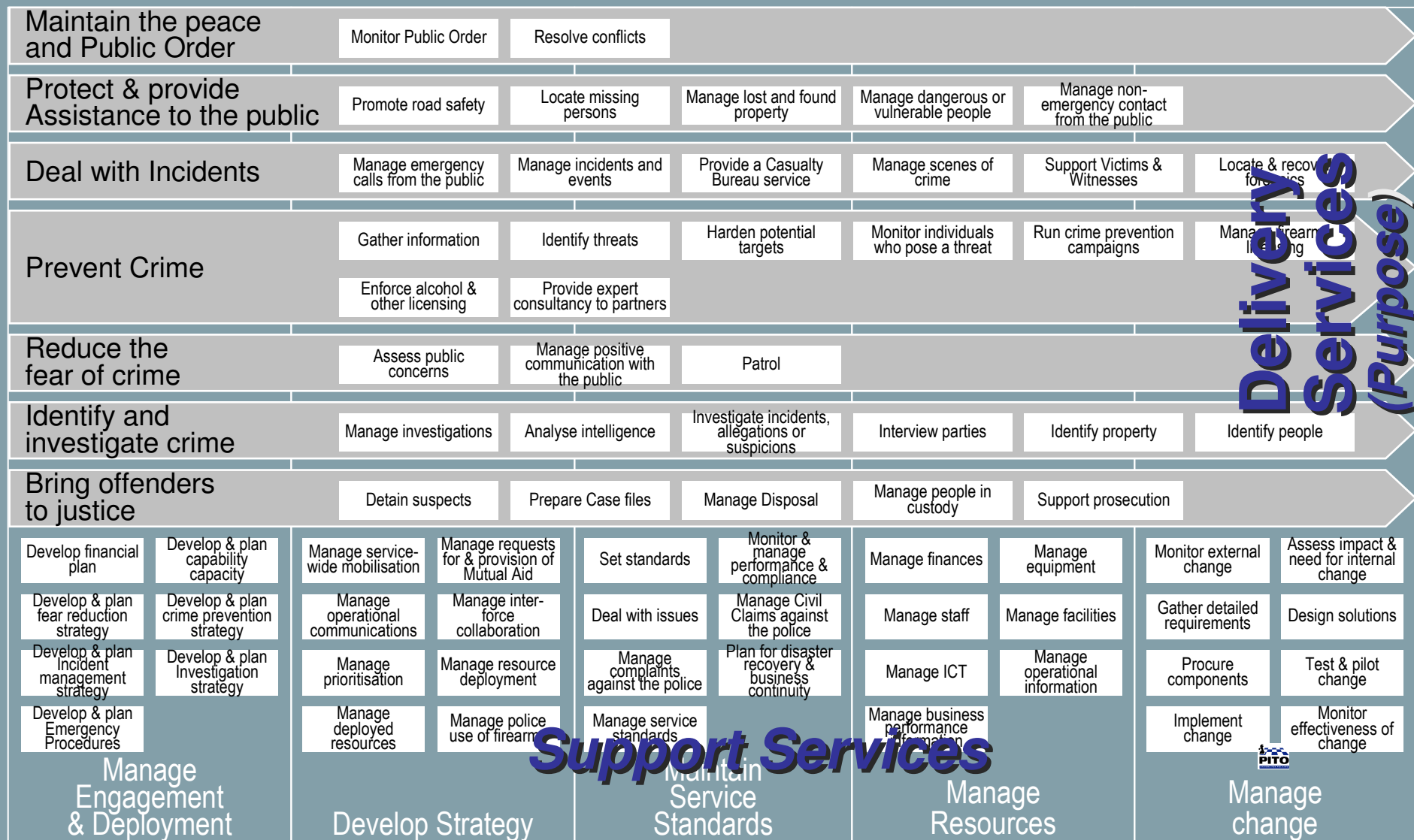
Vital traceability link between actions and goals

Top level

- Aligns with definition of scope within European Code of Police Ethics 2001 (policing blueprint)
- Defines the Purpose of the organisation
- Aligns top level Services with top level goals, providing structural basis for aligned hierarchical decomposition of both



# PBA: Process model - top levels

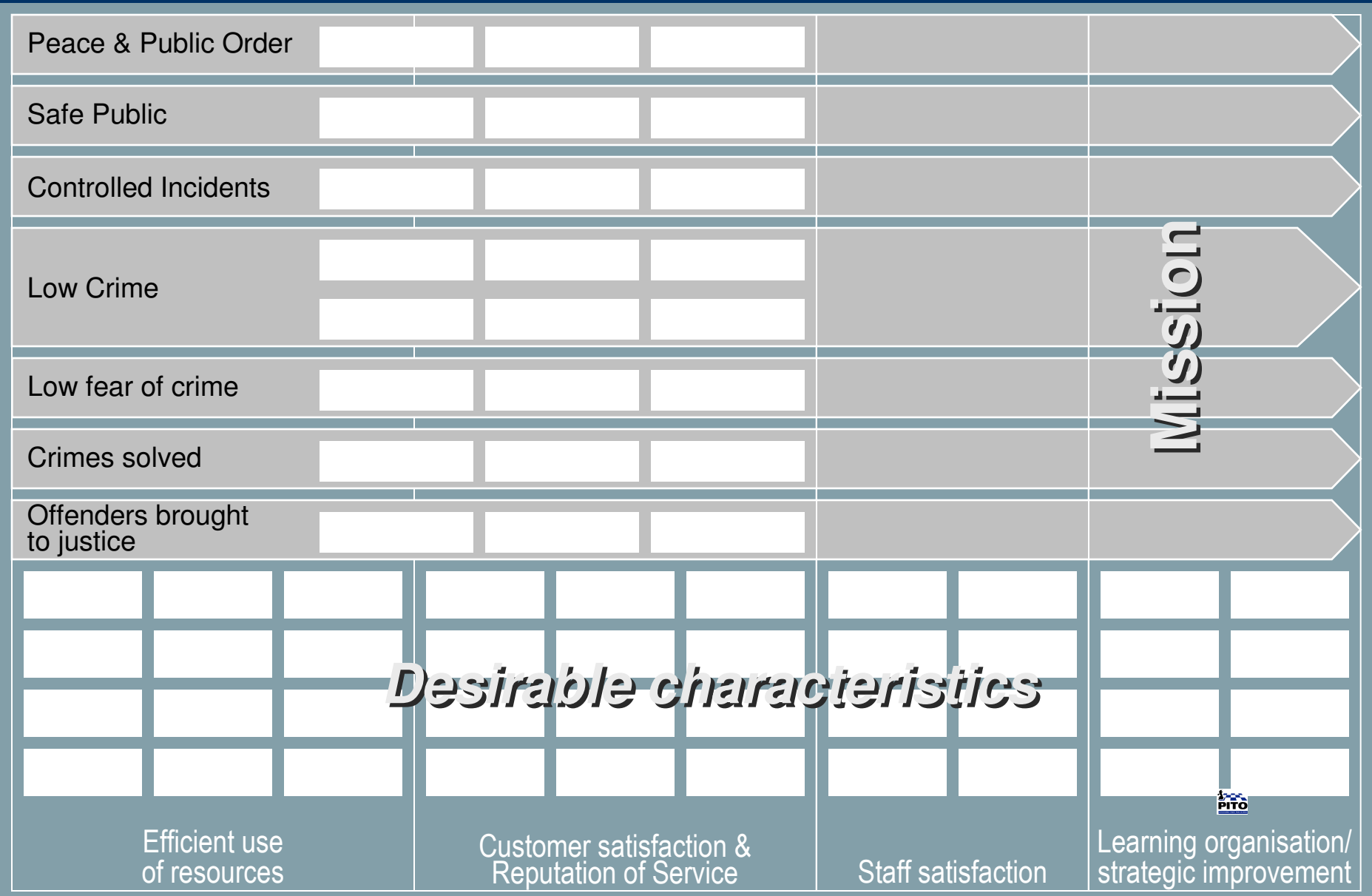


**Delivery Services (Purpose)**

**Support Services**



# PBA: Goals model – top levels

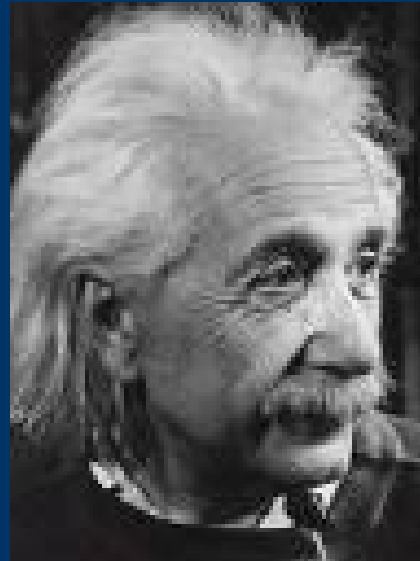


# PBA: Goals model – Balanced Scorecard structure

- Places the Goals in a common, structured format
- Builds on basic Kaplan & Norton (1992) model
- Based on key indicators
- Operational Mission dimensions in one segment
- Others should be public sector-generic
- Number of measures proportionate to importance, with weighting as a separate “overlay”

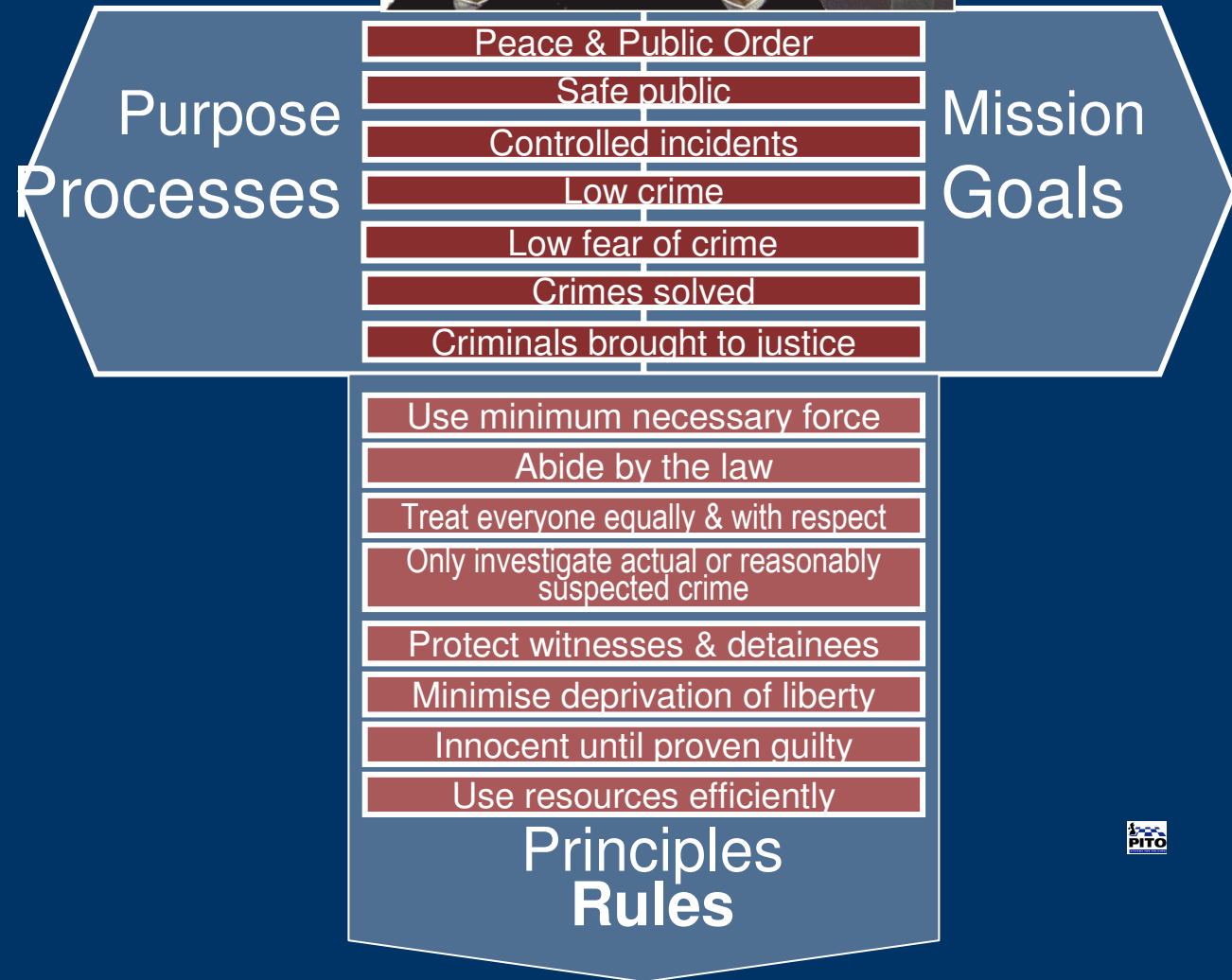


“Perfection of means and  
confusion of goals  
characterise our age”



*Albert Einstein*

# Enduring concepts



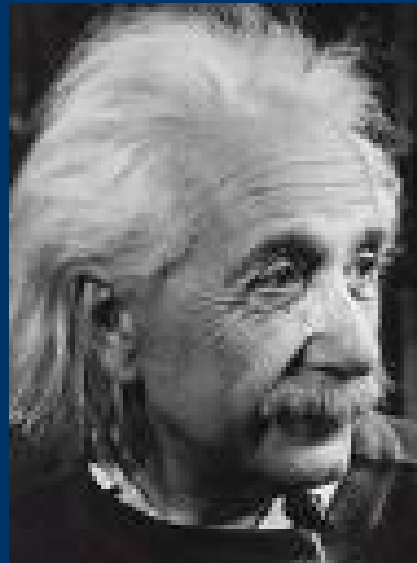
# PBA: Rules model – top levels

		Principle	Policy	Rule
Civil Liability		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operational	Legislation	Primary	<input type="checkbox"/>	<input type="checkbox"/>
		Secondary	<input type="checkbox"/>	<input type="checkbox"/>
	Police Regulation		<input type="checkbox"/>	<input type="checkbox"/>
	Code of Practice		<input type="checkbox"/>	<input type="checkbox"/>
	Verbal & written Order, Including Conditions of Service or Contract		<input type="checkbox"/>	<input type="checkbox"/>
	Guidance		<input type="checkbox"/>	<input type="checkbox"/>
	Practice Advice		<input type="checkbox"/>	<input type="checkbox"/>
	Support function rules		<input type="checkbox"/>	<input type="checkbox"/>



# Values

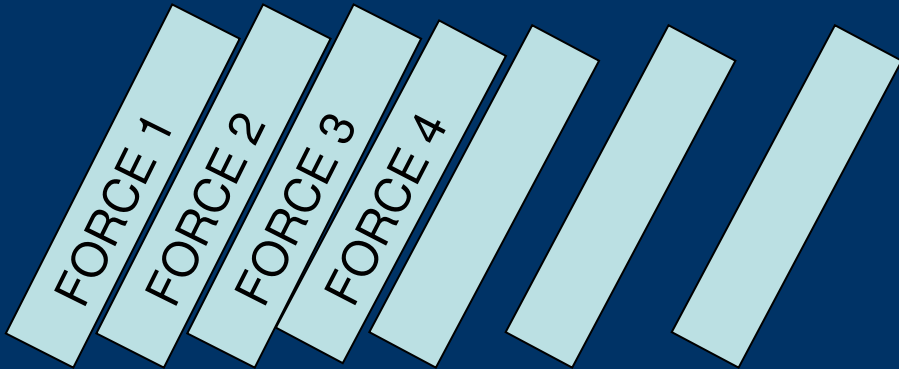
“Try not to become a man of success,  
but a man of value”



*Albert Einstein*



# 'Values' from a selection of police force web sites



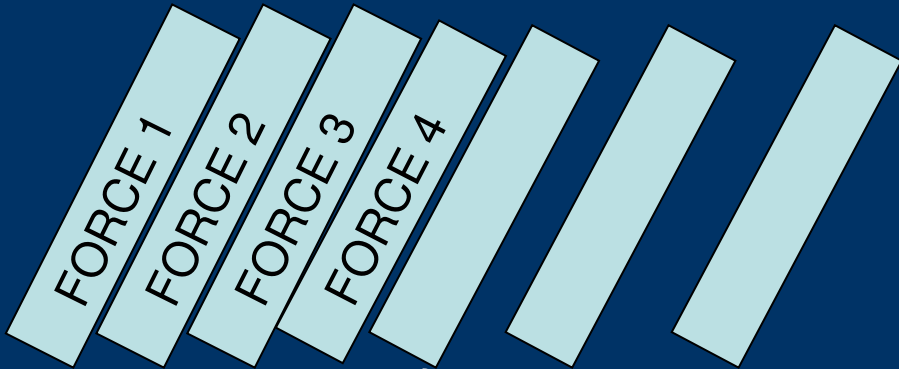
'Values'

Selflessness
Leadership
Honesty
Openness
Accountability
Objectivity
Integrity
Respect
Fairness
Sensitivity
Learning culture
Perf. improvement
Consult public

✓				
			✓	✓
✓		✓	✓	✓
✓		✓	✓	✓
			✓	✓
			✓	✓
	✓		✓	
✓	✓			
✓		✓		
	✓	✓		
✓				
✓				
		✓		



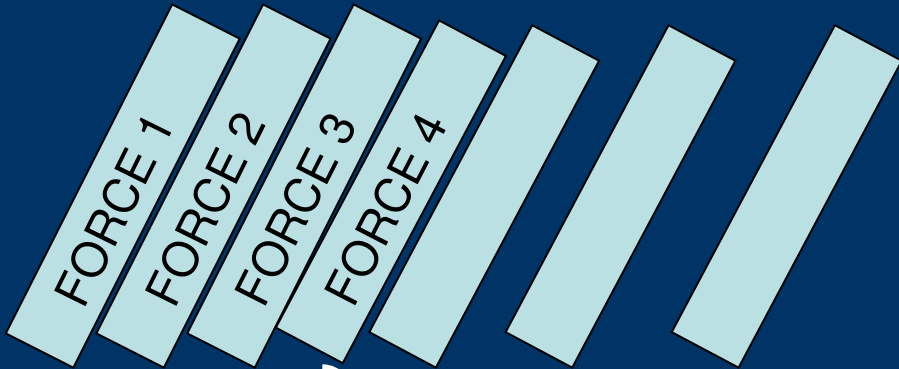
# 'Values' from a selection of police force web sites



'Values'	Selflessness	✓				} The [ Nolan committee's ] seven principles of public life
	Leadership			✓	✓	
	Honesty	✓		✓	✓	
	Openness	✓		✓	✓	
	Accountability				✓	
	Objectivity				✓	
	Integrity		✓		✓	
	Respect	✓	✓			
	Fairness	✓			✓	
	Sensitivity		✓		✓	
	Learning culture	✓				
	Perf. improvement	✓				
	Consult public				✓	



# 'Values' from a selection of police force web sites



	Selflessness	✓		
	Leadership			
	Honesty	✓	✓	✓
	Openness	✓	✓	✓
	Accountability			✓
	Objectivity			✓
	Integrity		✓	✓
'Values'	Respect	✓	✓	
	Fairness	✓		✓
	Sensitivity		✓	✓
	Learning culture	✓		
	Perf. improvement	✓		
	Consult public			✓

The [Nolan committee's] seven principles of public life

**“These principles apply to all aspects of public life. [They are] .... for the benefit of all who serve in public life”**



To achieve  
Outcome Oriented Architecture:

Alignment of goals,  
policies, and rules with  
process is a  
pre-requisite for success

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Questions?

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