



Sustainable Enterprise Architecture

22nd Enterprise Architecture Practitioners Conference, London

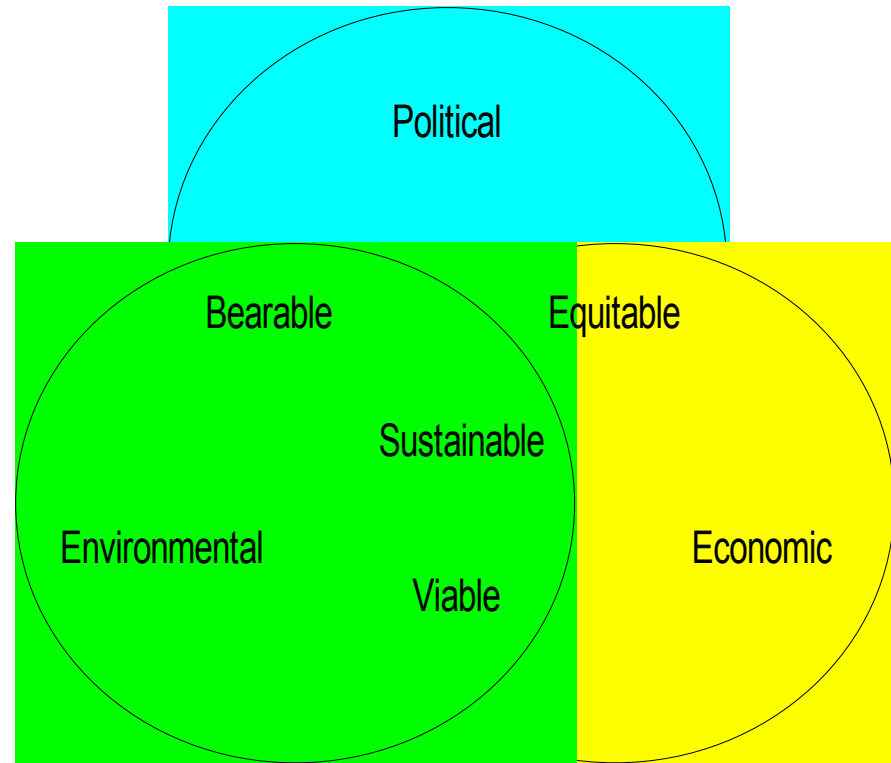
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Richard Latham
Lead Consultant

Sustainability - Is the ability to maintain a certain process or state.

Based upon real world experience from our recent engagements - How we create and make EA work without undue strain on resources of the Organisation

- **Money**
- **Political Capital**
- **Change to the status quo**



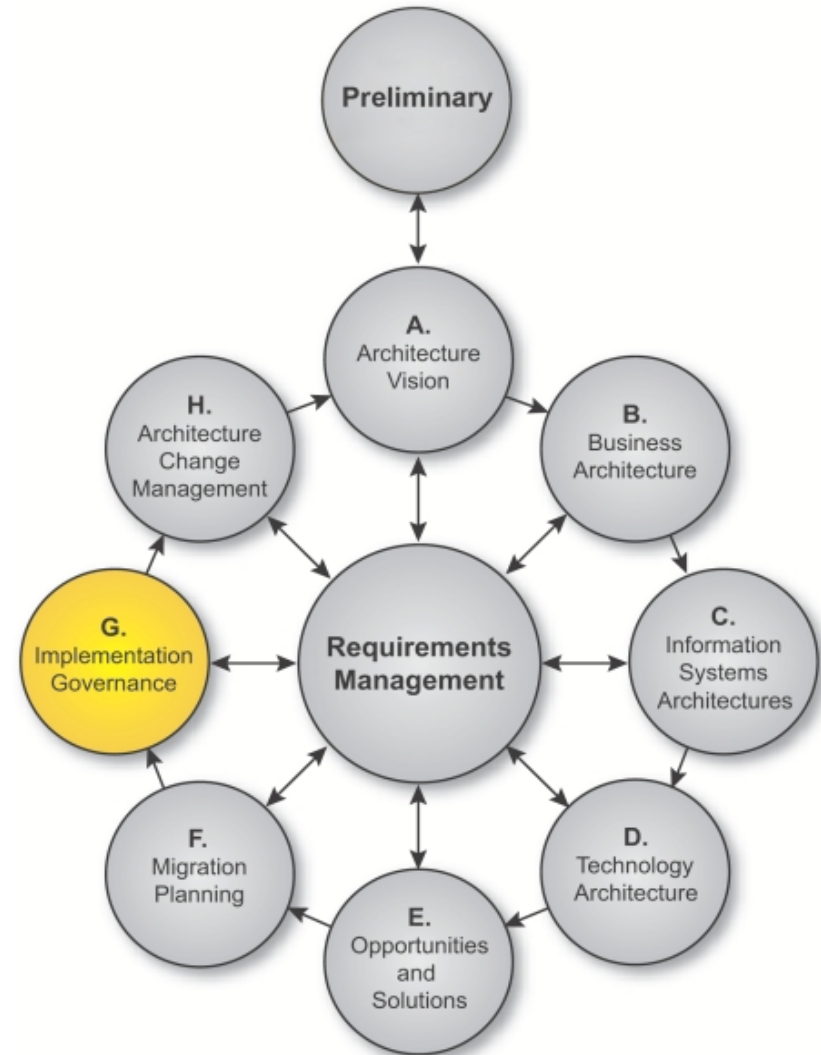
Adapted from UCN. 2006. The Future of Sustainability

You do not need a big EA project to do EA

- **A Moniker to popularise Architecture**
- **Identify and use Sources of Change**
- **Driving the creation and maintenance of the Architecture**
- **Creating demand for Architecture to improve it**
- **Guidance & Compliance**
- **Balancing Resource use and being Sustainable**
- **Continual improvement**

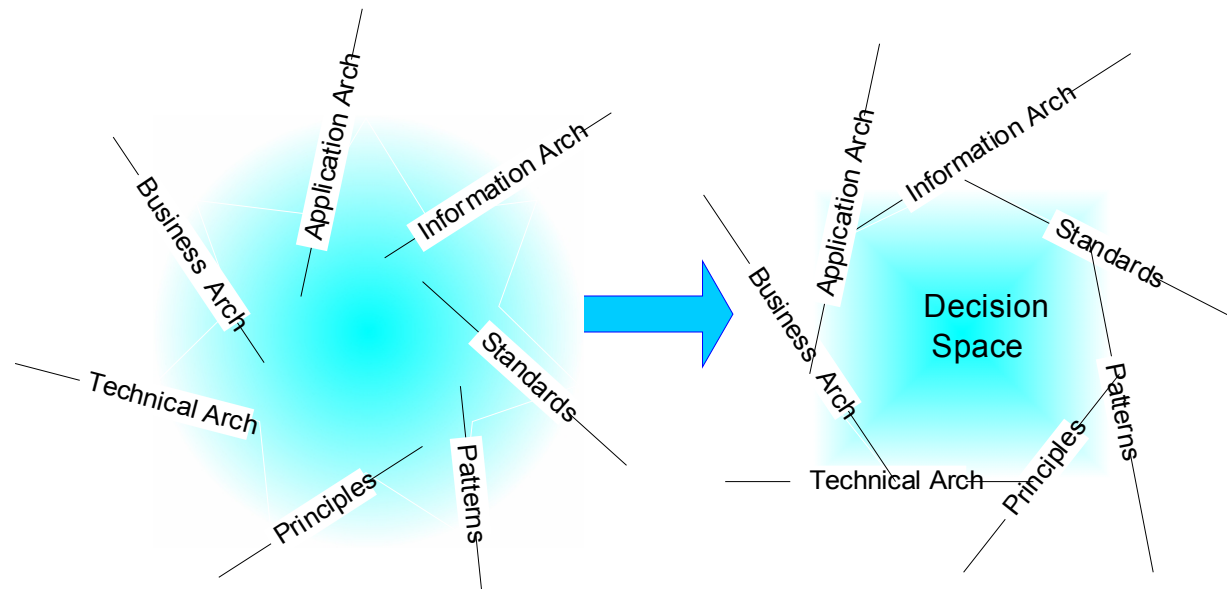
Operating in the 4th quadrant of ADM – Phase G Implementation Governance

- **Assumptions**
- **There is or will be a Vision**
- **There is or will be Strategy**
- **There is or will be a Roadmap**
- **There is or will be some Architecture**



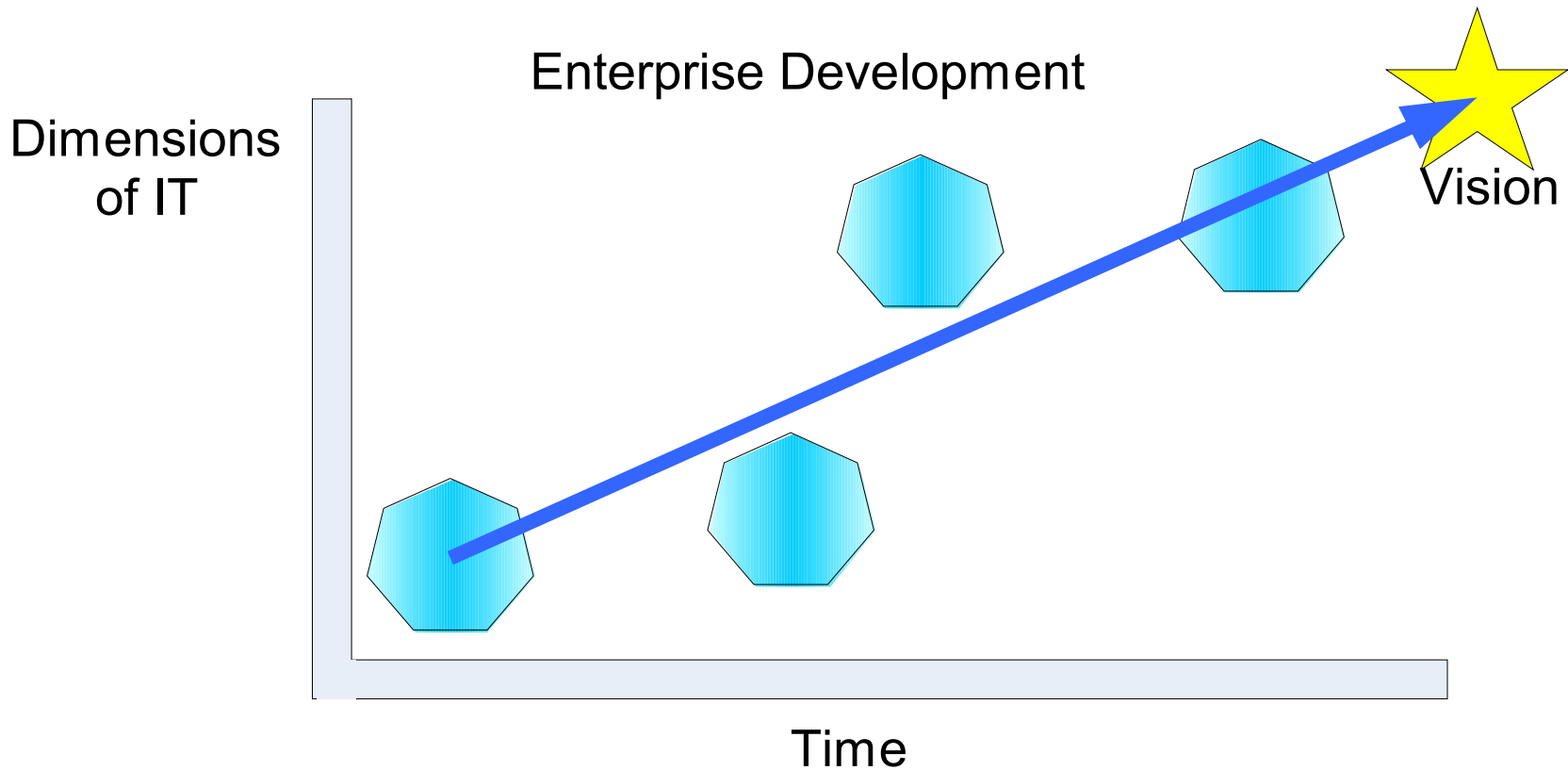
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Architecture defines the boundaries of acceptable solutions, i.e. the space in which to make decisions



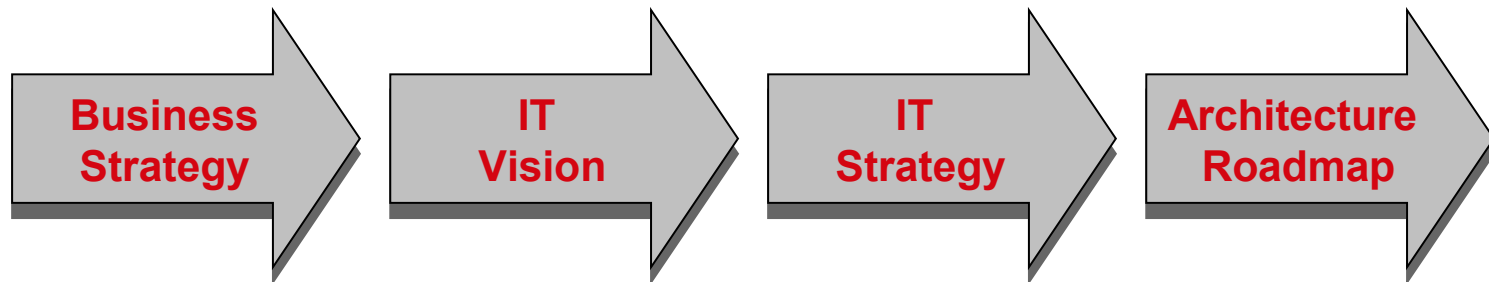
The Decision Space

Move the Decision Space to achieve the strategy

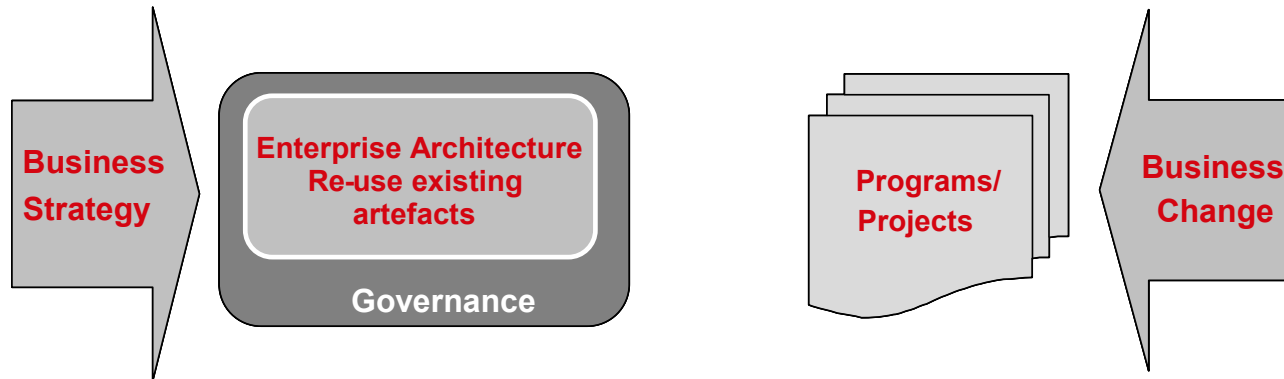


The Roadmap sets the timetable for progressively changing the Architecture

- The Business Strategy feeds the IT Vision
- IT Vision is to be achieved by executing the IT strategy
- The IT Architecture Roadmap is derived from the IT Strategy and is the way that Architecture contributes to the achievement of the IT Vision
- The Architecture Roadmap moves the Decision Space in the direction of the IT strategy

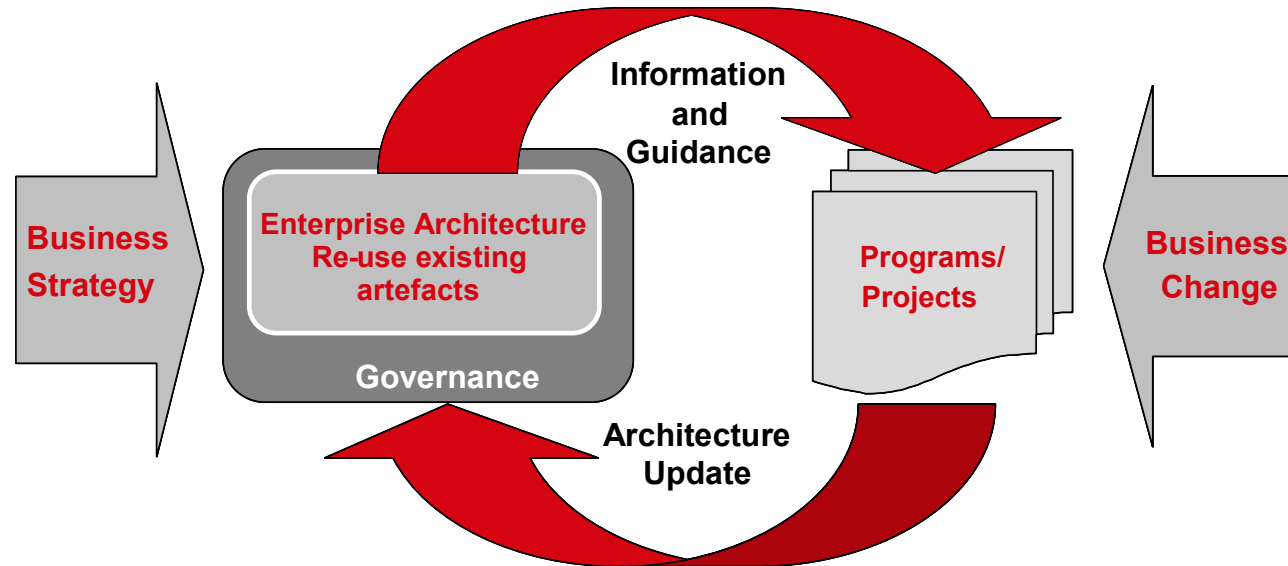


There are two sources of change



- Business Strategy - moves the Decision Space e.g. the principles, guidelines and standards
- Business Change – Creates programmes which change the architecture

Build the Architecture and benefit the Programmes by creating the Virtuous Circle



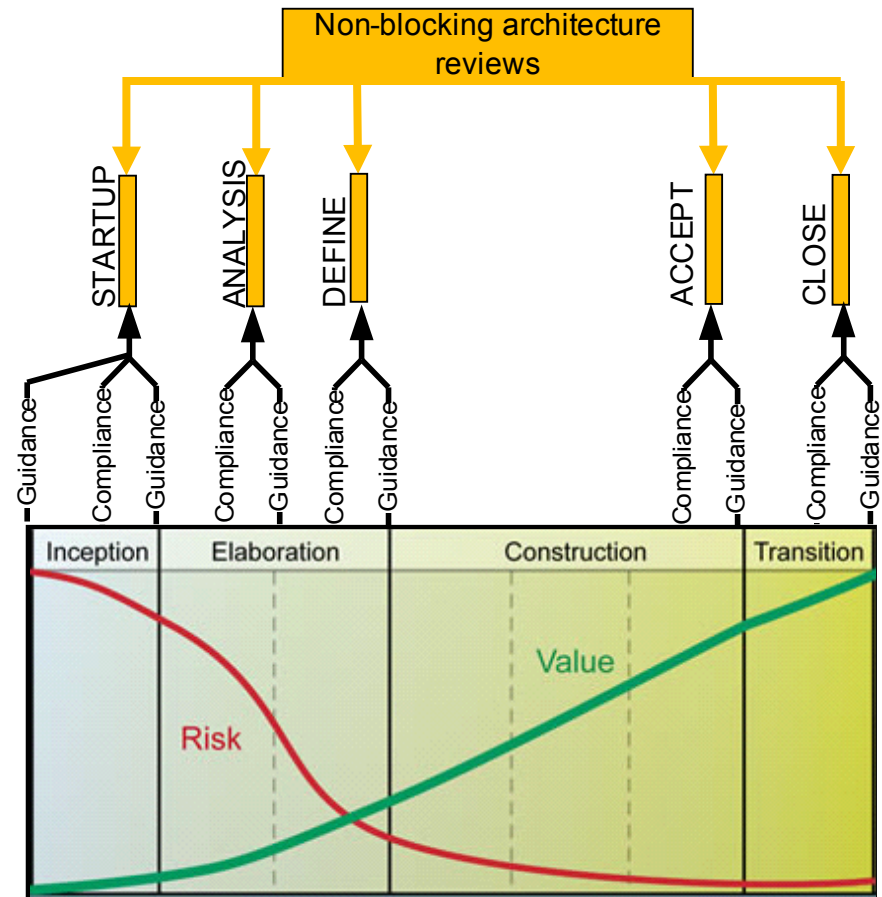
- Programmes use architecture to make decisions within the decision space
- Programmes feed the changes into the architecture

Board involvement

- The Board are traditionally interested in 3 main attributes of Programmes:
 - Managing Cost
 - Managing the Schedule
 - Benefits realisation (deployment)
- As the Board also owns the Vision and the Strategy they should also be interested in the fulfilment of their strategy
 - The mechanism for implementing strategy is the programmes
 - The programmes deliver within the Decision Space
- Board level approval should be the mandate for Programmes to comply with the Vision and Strategy. Use of the Architecture makes it easy for Programmes to comply with the Strategy – Embodied in the Architecture Contract

Programmes use the Architecture

- Establish touch points between Programmes and Architecture
- Report Programme / Architecture status through end of phase programme reports
- The status report should be made to the board, so that action can be taken if required



What are Architecture Touch-points?

- A touch-point is an interaction between a Programme and Architecture.
- Compliance reviews occur at the boundaries between project phases.
- Typically each touch-point has two parts:
 - Guidance – An agreement between Architecture and the Programme that the programme will do things and follow standards, strategies etc. If this agreement cannot be reached, then a concession (to do something else) should be agreed
 - Compliance – Usually a review, which should be recorded on a review sheet, conducted from recognised points of view with agreed actions as the outcome
- The Start-up touch creates the Architecture Contract
- Board Approval to Proceed must include architecture approval
- The Close touch point completes the cycle, the Head of Architecture accepts the Architecture Artefacts delivered by the project
- The Close Touch-point provides time to review any concessions or dispensations and the actions to fix them

Engagement Model



- The engagement model aims to achieve the following:
 - Credibility of architecture
 - Sets expectations
 - Projects Pay for their Architect
- The Architecture team aim to achieve the following KPIs:
 - Reviews allocated on same working day as request is received
 - X working days to deliver a review of an item
 - 1 working day to complete and verify changes and complete review
 - Each review should include at least one hour available for meetings
 - An arrival rate of Y items to review per day

Engagement Model



- The engagement model aims to achieve the following:
 - The existing project lifecycle is used
 - The existing project processes are used, but modified
 - The existing reporting is used, but modified to add architecture status
 - There is a record of the items that have been reviewed
 - Analysis of the reviews can be made
- Key Performance Indicators
 - Architecture performs as agreed
- The Architecture team aim to provide assurance that
 - The Programme delivers what is required
 - The Architecture removes doubt and risk
 - More reliable estimates & plans

Engagement Model



- The engagement model aims to achieve the following:
 - Early engagement with Architecture is free and produces a clearer definition of the project
 - Reduced risk of the project being rejected by the approval process
 - The cost of the Solution Architect is paid for by the project
 - Impact and gap analysis identify all of the major pieces of work and dependencies
- Key Performance Indicators
- The Architecture team aim to provide assurance that
 - The Architecture removes doubt and risk
 - More reliable estimates & plans
 - Faster Delivery
 - Less re-work

Make sure that the Architecture is used

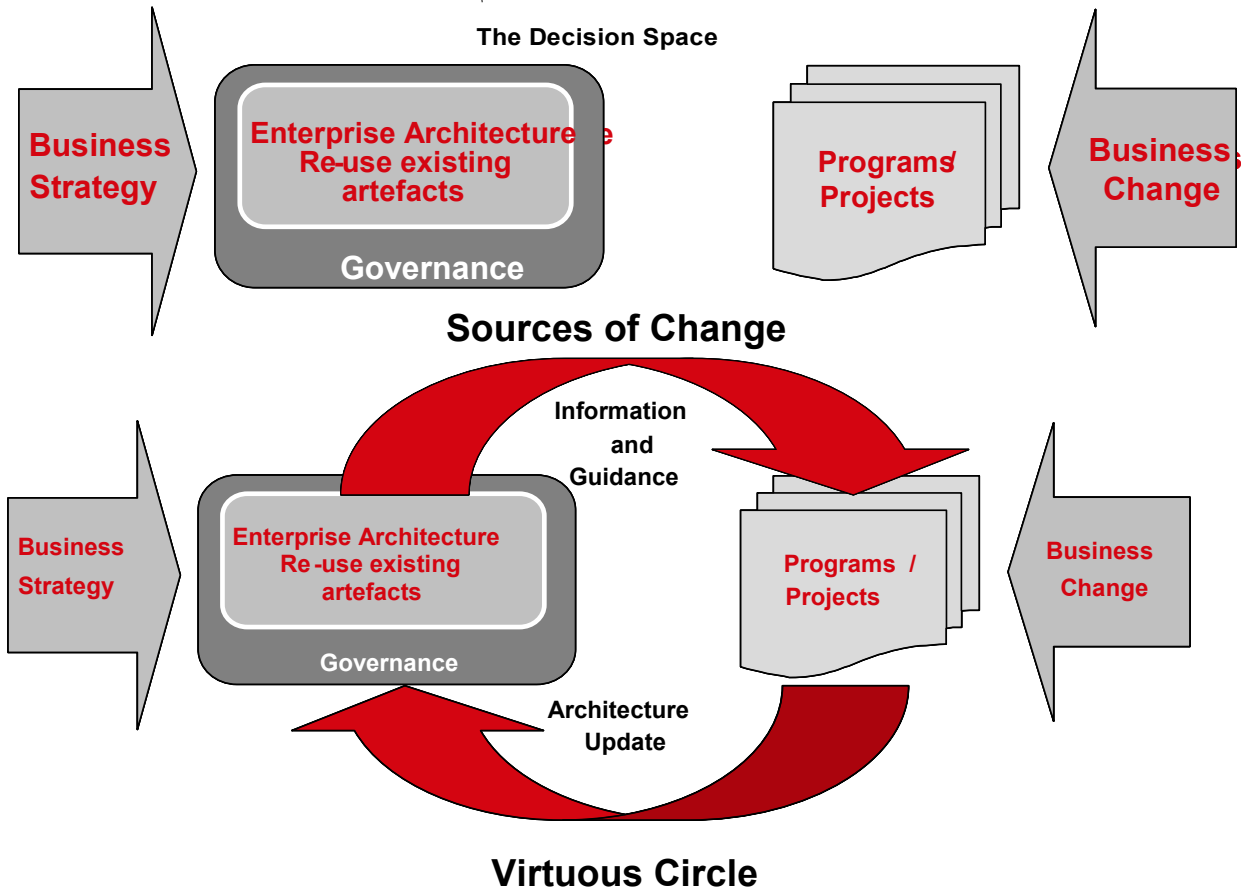
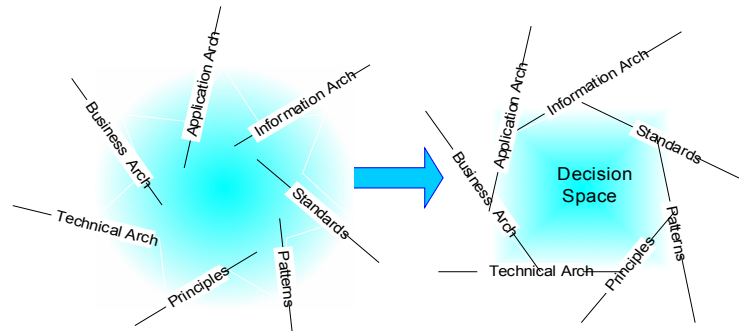
- Get feedback from its use to improve the Architecture
 - Architecture improves the design and decision processes
 - Creating touch points with programmes
- The Architecture team delivers a service within the KPI
 - Responsive to requests for information & help
 - Responsive to requests for changes
 - Responsive to requests for reviews
- The use of Architecture artefacts by Programmes / Projects
 - Faster delivery based on consistent information and re-use of models
 - Lower risk design within the decision space provided by the Architecture
 - Standardisation of terms improves project quality
 - Better communication using standard models

Projects improve the Architecture

- Programmes and Projects will raise change requests and add items to the backlog
- Projects will create and change architecture artefacts under change control
- Improve the artefacts
 - The high priority items on the backlog should be given sufficient attention to be able to correct the errors or fill the gaps
 - Projects augment the Architecture with artefacts created by the project
- Improve the processes
 - The touch points and communications are monitored against the SLA
 - Templates and review perspectives used, reviewed and improved

Architecture improves Architecture

- The Architecture governance processes will be used to improve the Architecture. Measuring and reviewing performance against KPIs, the Roadmap and the IT Strategy
- Set up periodic reviews
 - Review IT strategy against Business Strategy
 - Review the Architecture Roadmap against IT Strategy and the current position
 - Review Architecture against the Roadmap – is progress being made in the right direction?
 - Review output and performance of systems, services and applications in the light of Architecture decisions & guidance (Is the Architecture guidance working?)
 - Create & execute corrective actions



- Make it important to the Board (Stimulates Demand)
- Create Demand for Architecture (Grows the Architecture)
- Respond to the Demand (Maintains Political Capital)
- Create Project Touch-points (Maintain Environmental Capital)
- Govern the Architecture (Maintain Architecture Capital)
- Give projects the Responsibility for Creating and Modifying Enterprise Architecture Artefacts (Maintain Economic Capital)
- Create a Backlog (Maintain Political Capital)
- It is Hard to keep up with the Demand once you start it



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For more information on Enterprise Architecture, please visit our website

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Richard Latham
Lead Consultant
rlatham@smart421.com