

CSC

EA Governance Practitioner

Lawmaker, Enforcer & Counsel?



John M Sanders
Enterprise Architect

Noli nothis permittere te terere



**TOGAF 8
Certified**

Roles matter

Worker dead at desk for five days

From the New York Times: Bosses of a publishing firm are trying to work out why no one noticed that one of their employees had been sitting dead at his desk for five days before anyone asked if he was feeling okay. George Turtlebaum, 51, who had been employed as a proof-reader at a New York firm for 30 years, had a heart attack in the open-plan office he shared with 23 other workers.

He quietly passed away on Monday, but nobody noticed until Saturday morning when an office cleaner asked why he was working during the weekend.

His boss, Elliot Wachiaski, said: "George was always the first guy in each morning and the last to leave at night, so no one found it unusual that he was in the same position all that time and didn't say anything. He was always absorbed in his work and kept much to himself."

A post mortem examination revealed that he had been dead for five days after suffering a coronary. George was proofreading manuscripts of medical textbooks when he died.

You may want to give your co-workers a nudge occasionally. The moral of the story: Don't work too hard. Nobody notices anyway.

Georges-Eugène (Baron) Haussmann

Architect: translated the vision of an Emperor and the *XIX ème siecle* into a new Paris, with wide avenues, clean water, 5,000 acres of parks, and a legacy of style and functionality which has survived for more than a century.



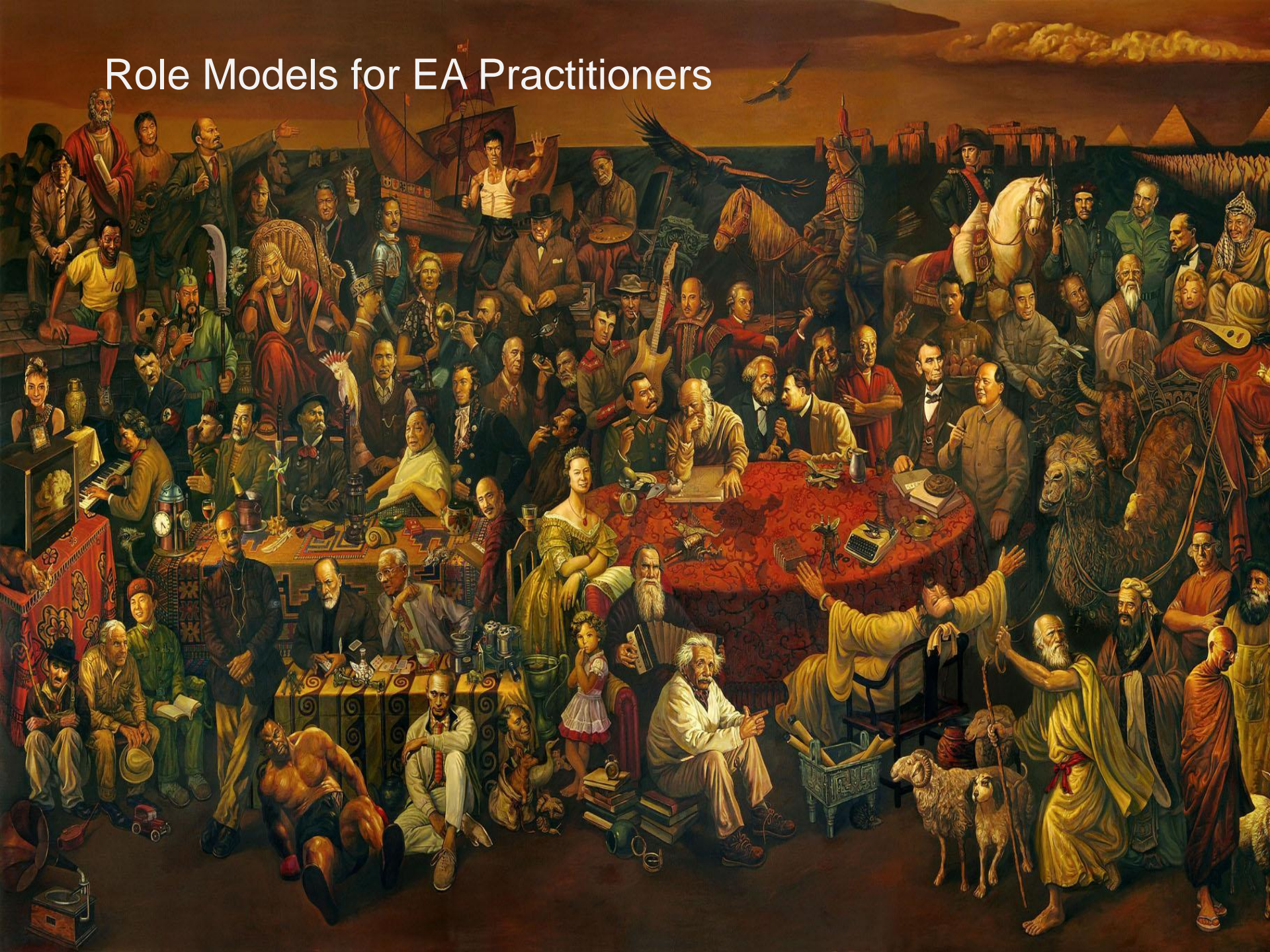
Napoléon III et Haussmann

Lawmaker: established architectural frameworks, property laws, building codes, tax laws, environmental standards, public health regulations, and business rules.

Enforcer: nick-named L'Eventreur, the Gut-Ripper, he used the powers of *Préfet du département* to demolish property, widen roads, levy taxes, mobilise 14,000 labourers, and enforce schedules.

Counsel: trusted advisor, loyal and honest servant to his superiors despite ultimately being betrayed by Napoléon III.

Role Models for EA Practitioners



EA is Mainstream

Recent Gartner Research

Enterprise Architecture *A must for all business stimulus packages*

Findings From Client Discussions: 2 March 2009

Your Business Needs EA More Than Ever

Betsy Burton, Gartner

“Increased management pressures to demonstrate business value are sending some enterprise architecture teams into inaction. Now is the time for clear leadership; business turmoil presents a unique opportunity for EA to lead business optimization, growth and transformation.”

Alan Calder, author of **“IT Governance: a Manager’s Guide to Information Security and ISO27001/ISO27002”**, talks about current governance and information security issues.

“.....governance and risk management are going to be key themes in 2009 for the world’s better organisations....”

EA Roles

Q. *Do we create or choose Enterprise Architectures?*

A. If the former, we are **Lawmakers**,
if the latter we are Trusted Advisers.

Q. *Do we design business/technology solutions, or do we govern their design and deployment?*

A. If the former, we are Solution Architects,
if the latter we are **Enforcers**.

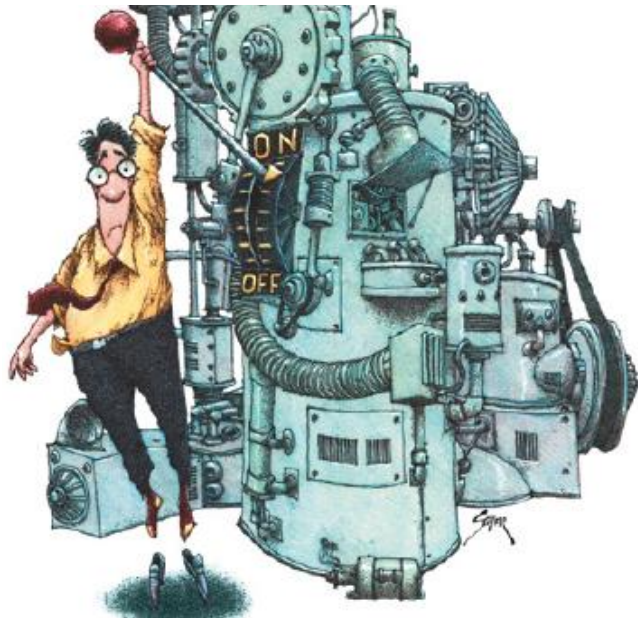
Q. *Are we engaged in the running of the corporate engine, or are we informed spectators?*

A. We act as **Counsel**, and monitor with rights of intervention on matters of governance.

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Architecture Governance

Who governs what?



Who controls the corporate engine?

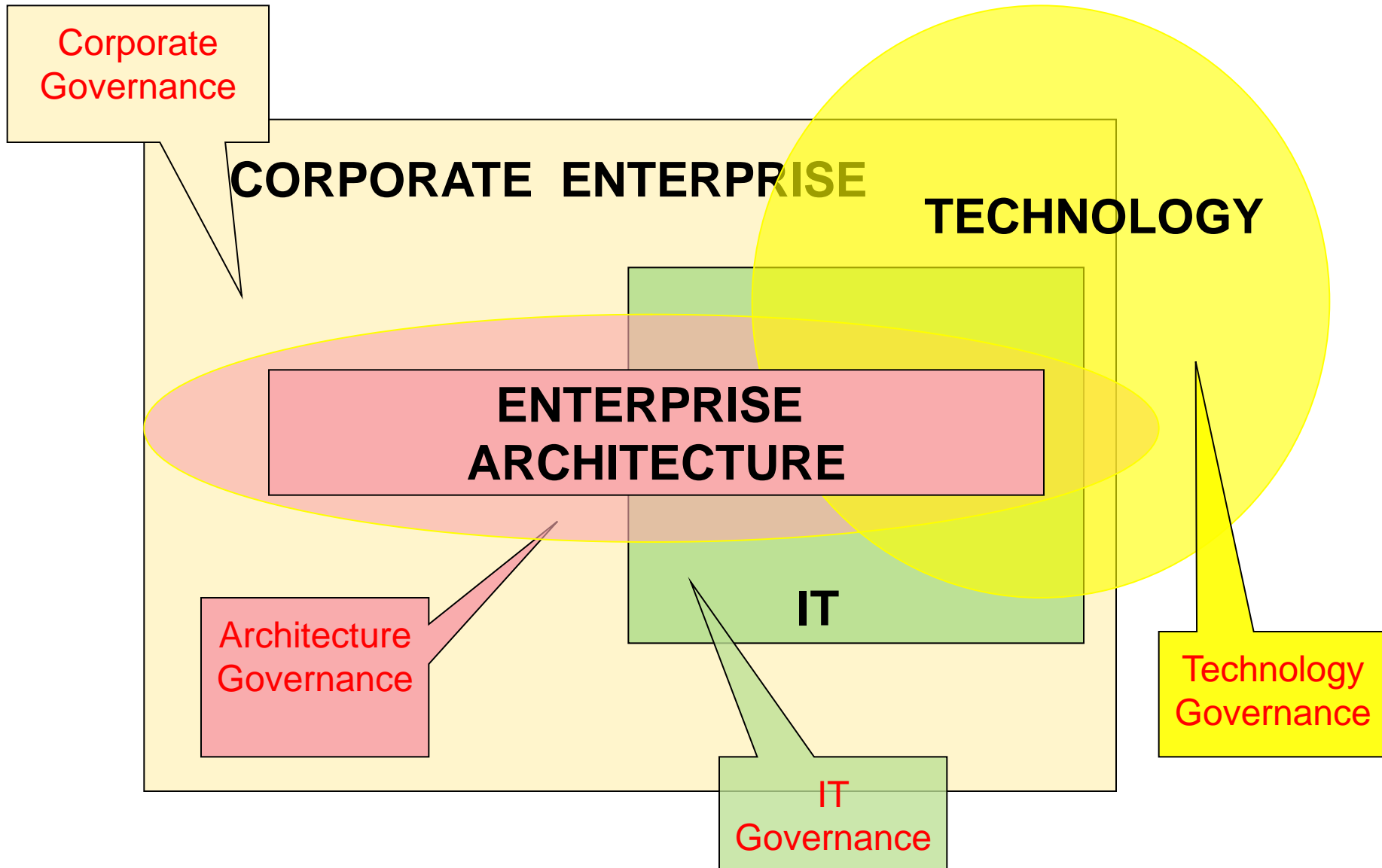
Architecture Governance - Definition

“Architecture governance is the practice and orientation by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level. Architecture governance typically does not operate in isolation, but within a hierarchy of governance structures, which, particularly in the larger enterprise, can include all of the following as distinct domains with their own disciplines and processes:

- Corporate governance
- Technology governance
- IT governance
- Architecture governance “

Source: TOGAF 9 –Architecture Governance

Governance – Distinctions and Overlaps



Technology vs IT Governance

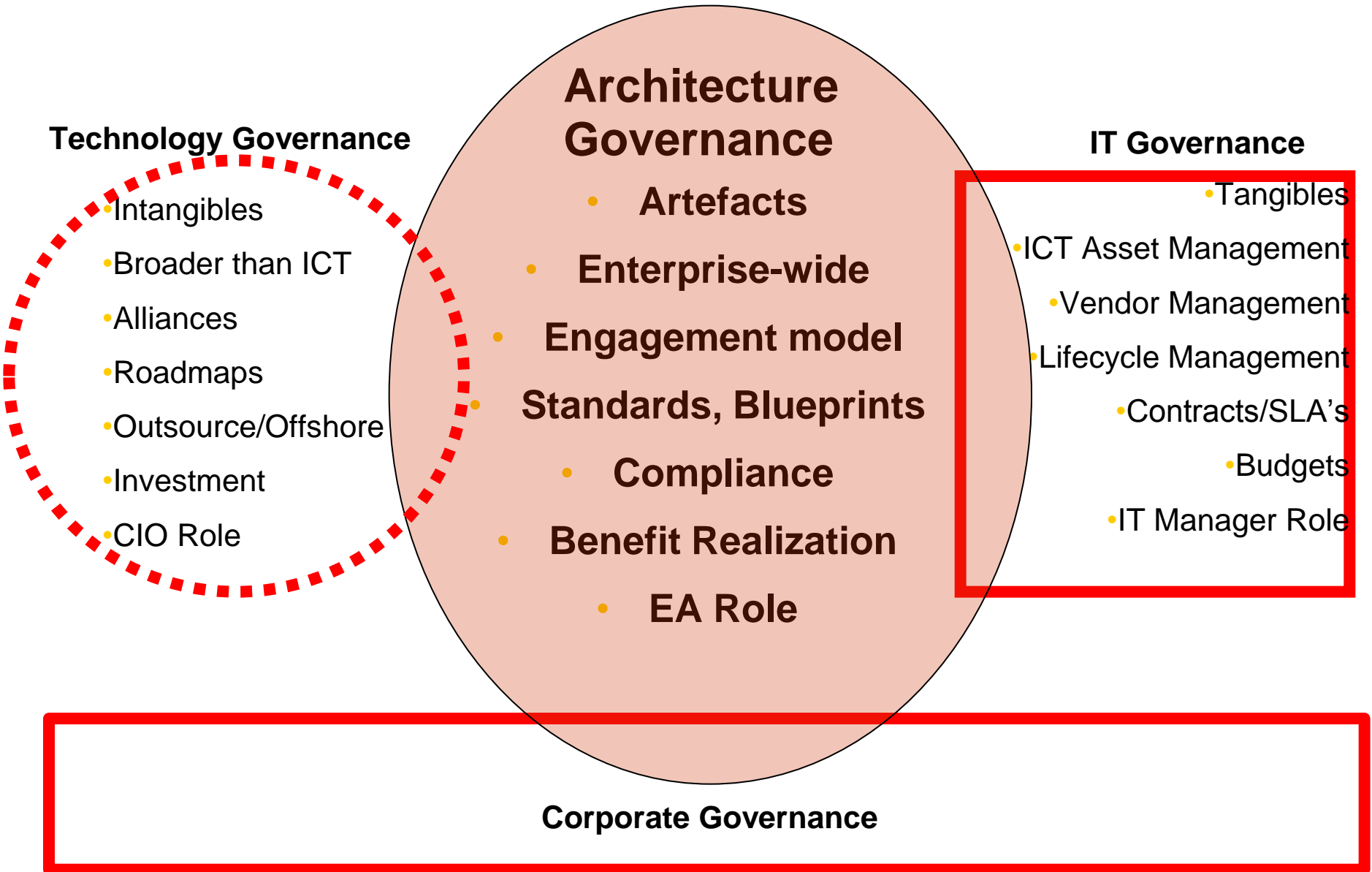
Technology Governance

- Intangibles
- Broader than ICT
 - Alliances
 - Roadmaps
- Outsource/Offshore
 - Investment
 - CIO Role

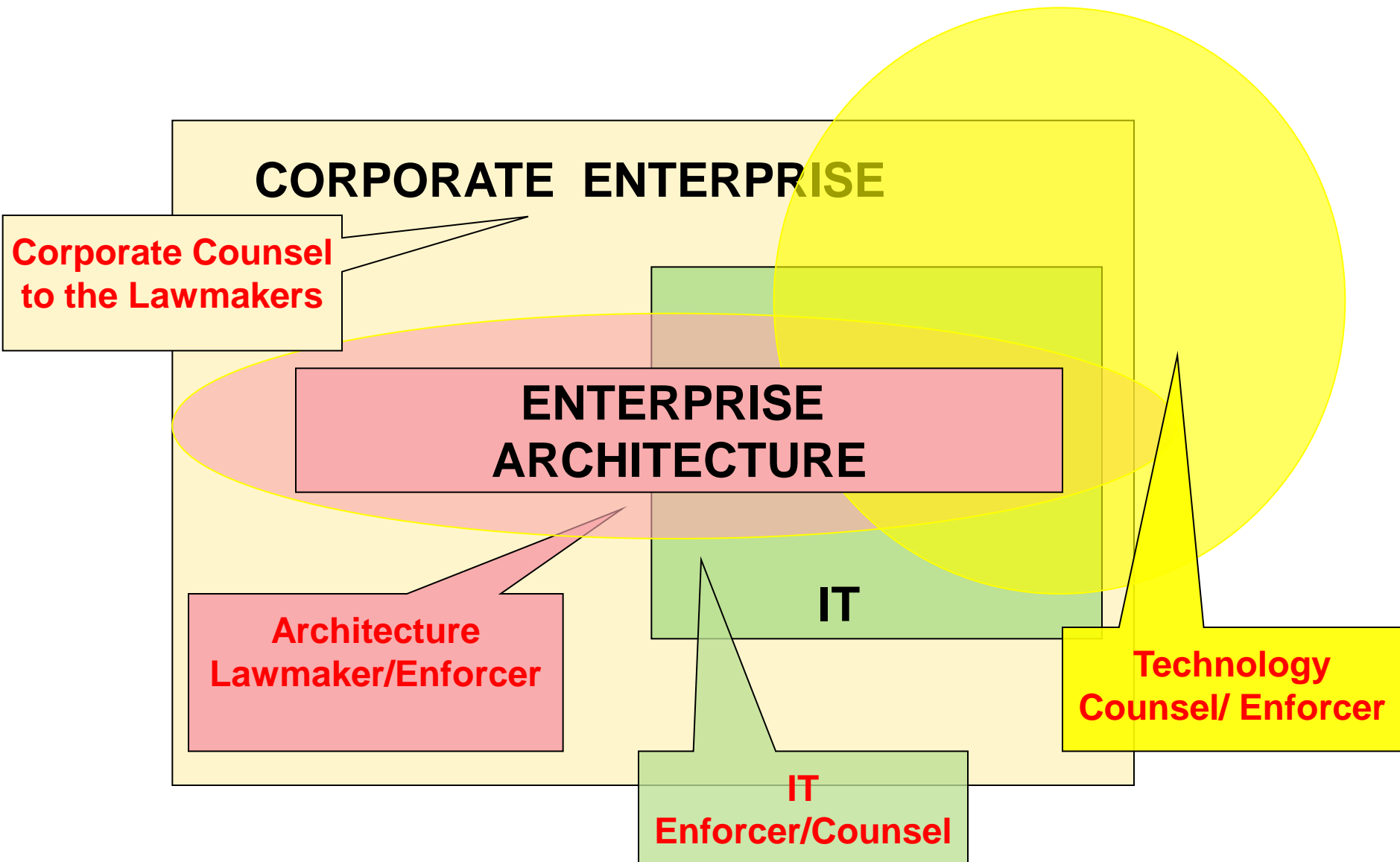
IT Governance

- Tangibles
- ICT Asset Management
- Vendor Management
- Lifecycle Management
- Contracts/SLA's
- Budgets
- IT Manager Role

Architecture Governance

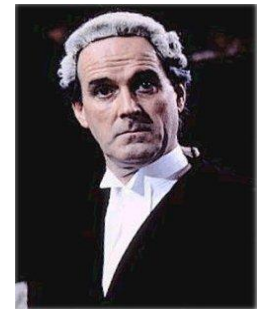


Governance – Viewpoints



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Architecture Governance Roles



Lawmaker, Enforcer, or Counsel?

EA as Lawmaker vs Trusted Advisor?

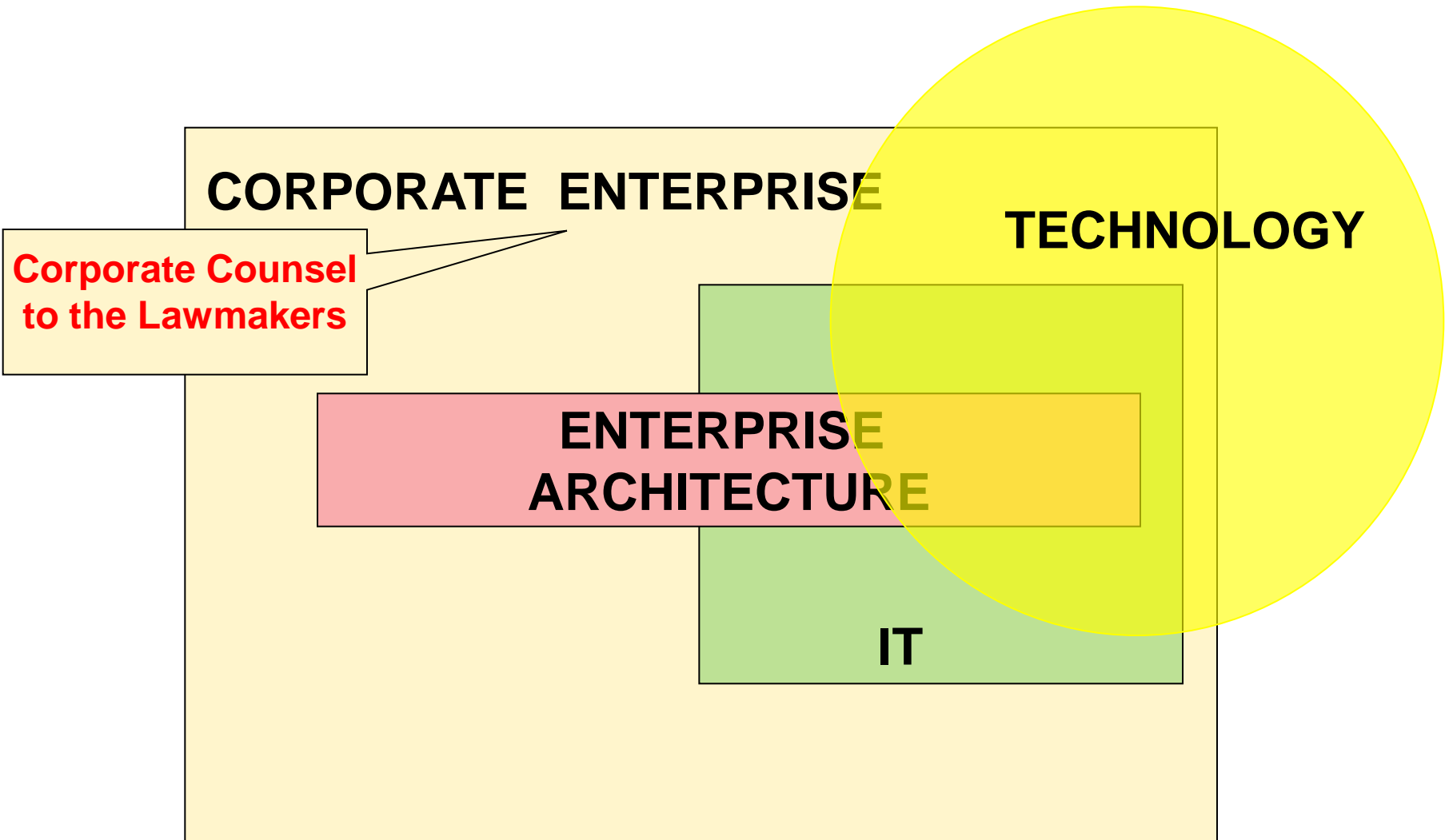


Thought Leader , maybe Visionary, but not the Head of State, though regrettably the buck stops with us when the roles are not well defined or executed. EA role is **Trusted Advisor**.



In the absence of a viable Governance Board, we're sometimes put in the role of Judge. EA role is **Drafter of the Artifacts of Governance** and **Custodian of Evidence**.

Corporate Counsel to the Lawmakers



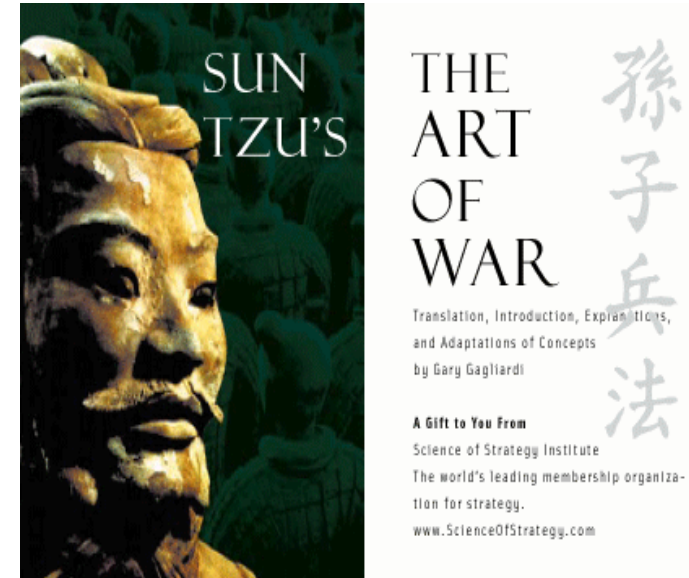
Trusted Advisor Dilemma

CEO: *Our CO2 reduction target is 20% by 2010. Our Green IT Program is on target.*

CIO: *We've consolidated servers through virtualization to less than 30%.*

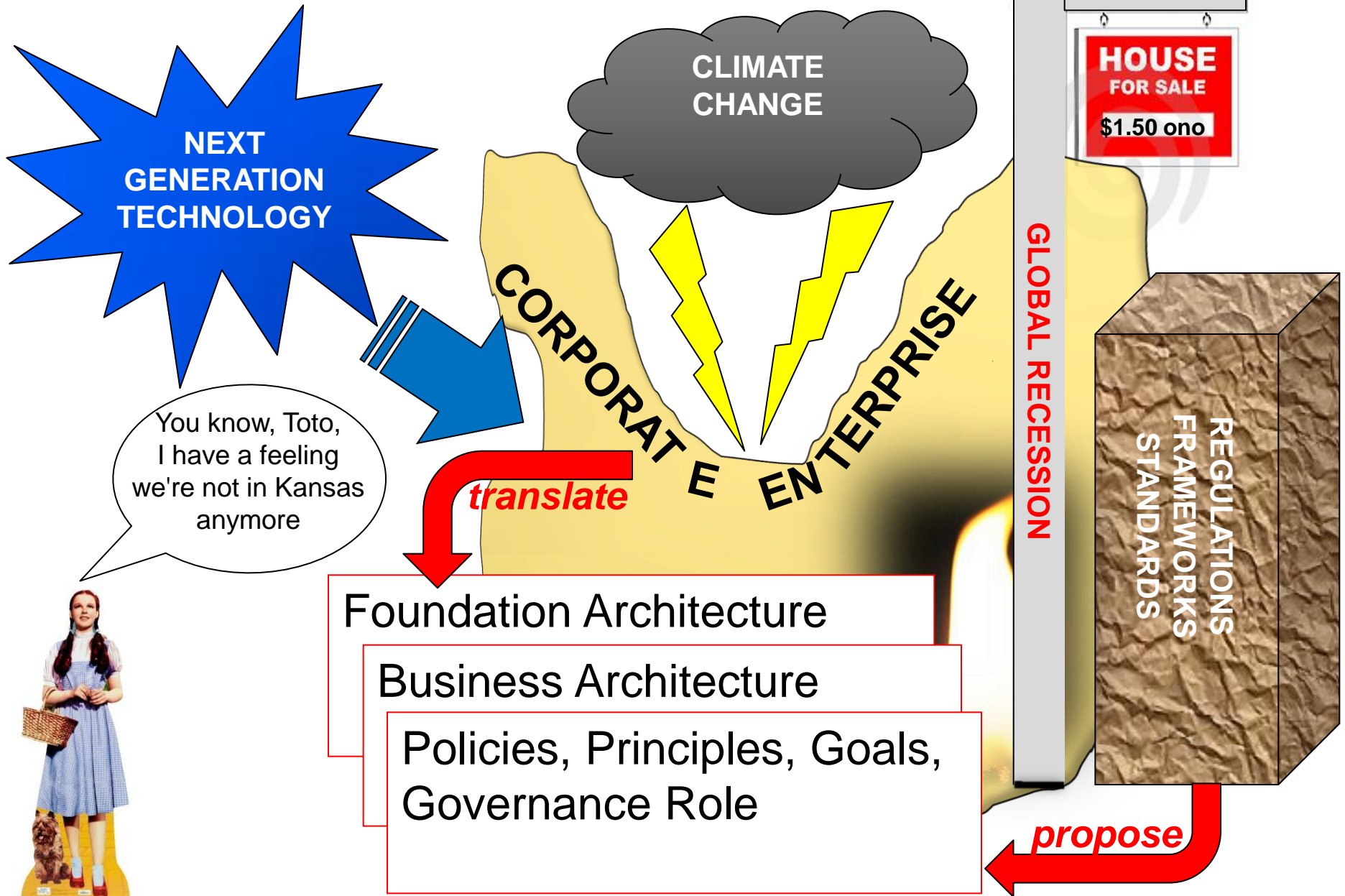
Customer: *I'm happy to pay a premium for saving the planet.*

EA: *But, we're increasing the storage footprint by 150% a year.*

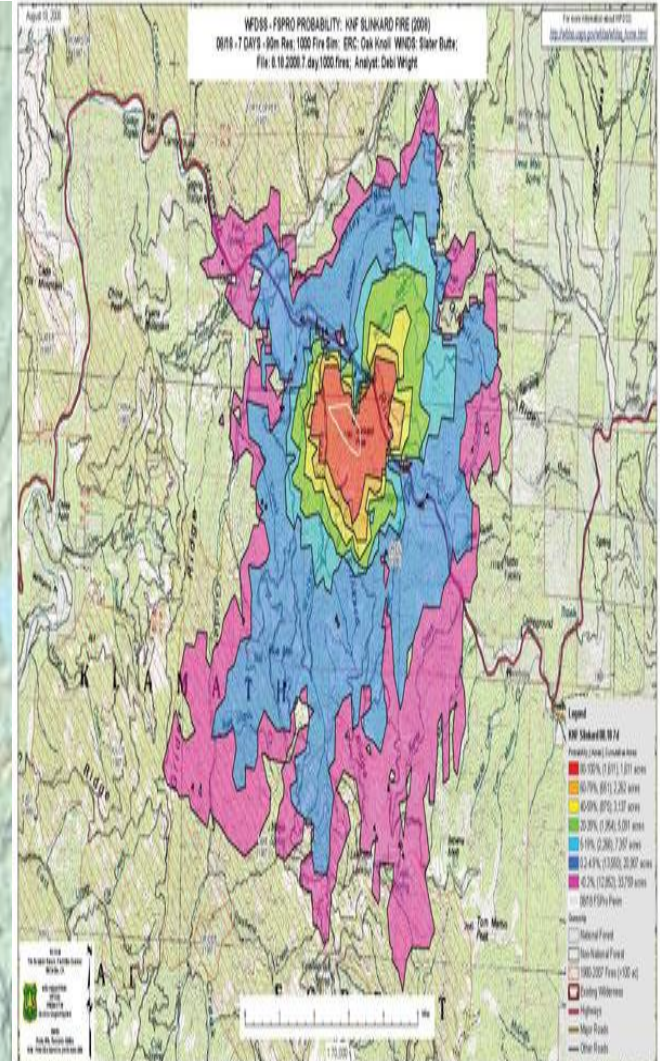


“Unhappy is the fate of one who tries to win his battles and succeed in his attacks without cultivating the spirit of enterprise.”

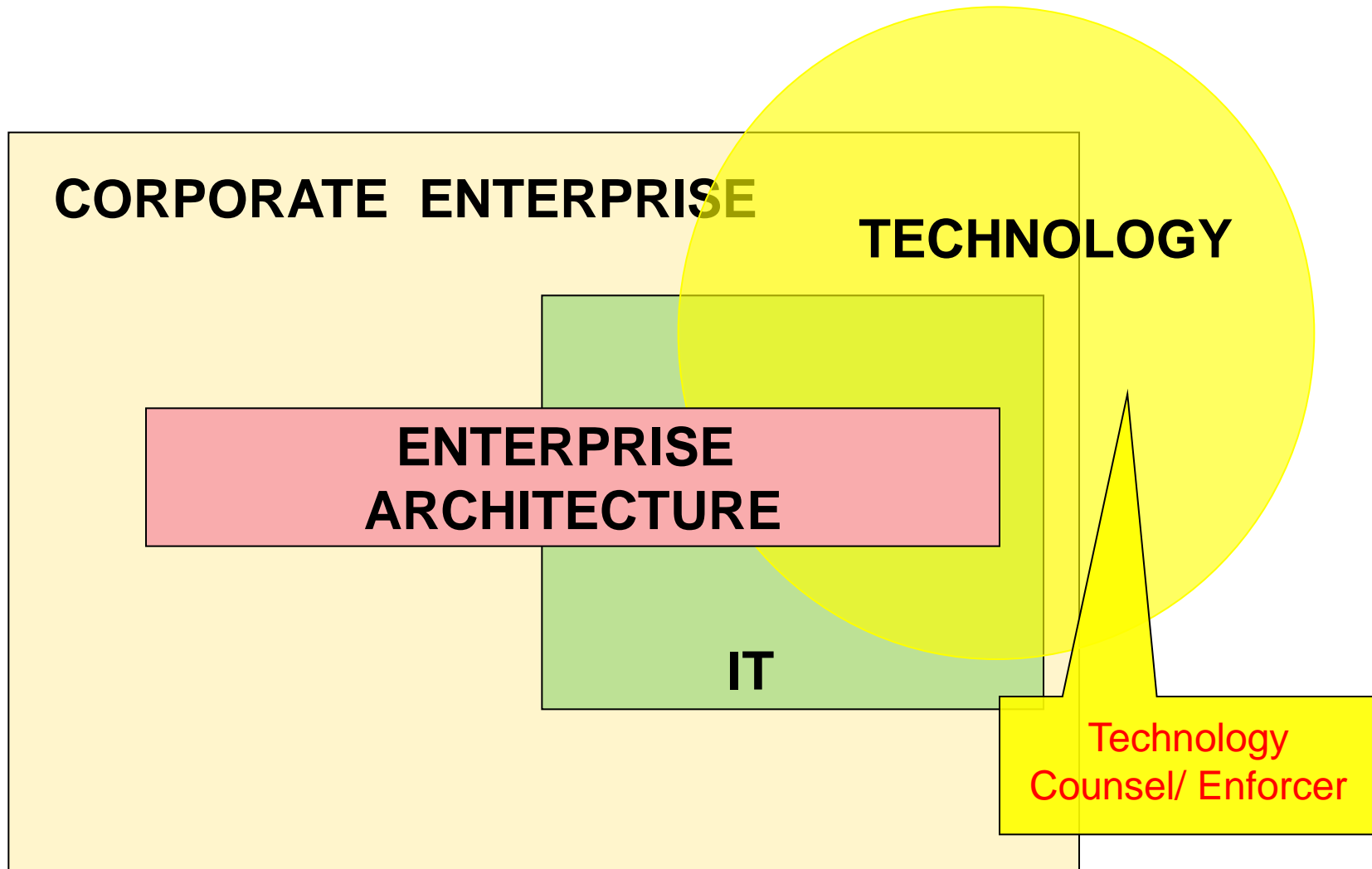
Corporate Counsel to the Lawmakers



Role of EA in Climate Change Active Fire Mapping Program



Technology Counsel/Enforcer



Technology Counsel/Enforcer

**NEXT
GENERATION
TECHNOLOGY**

**New Media
Virtualized Everything
Social Power
Information Transparency
Unified Communications
Cloud Computing
Beyond Silicon Technology**

Technology Strategy

Target Architectures

Roadmaps

Technology
Reference Models

translate

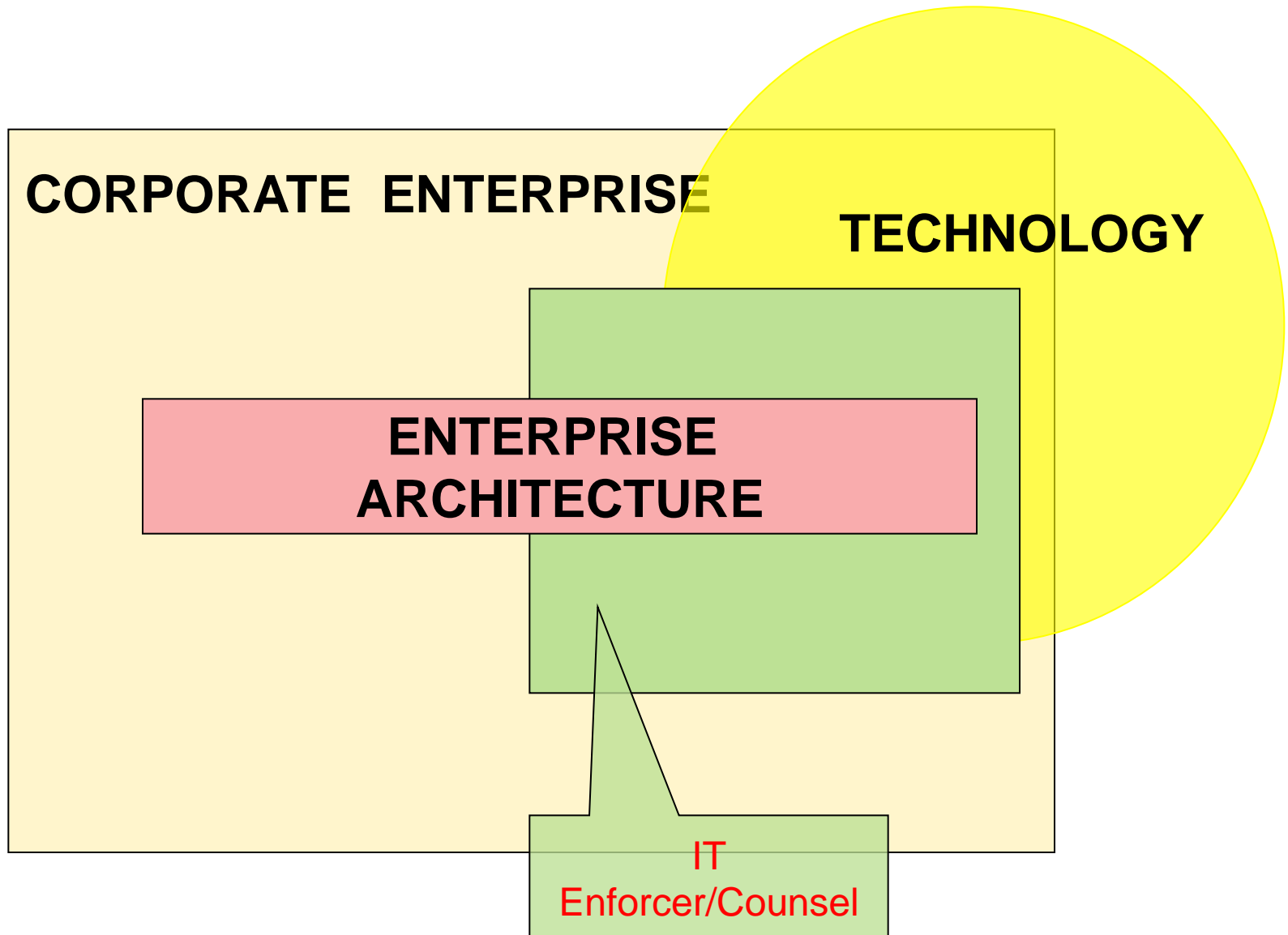
govern

REGULATIONS
FRAMEWORKS
STANDARDS

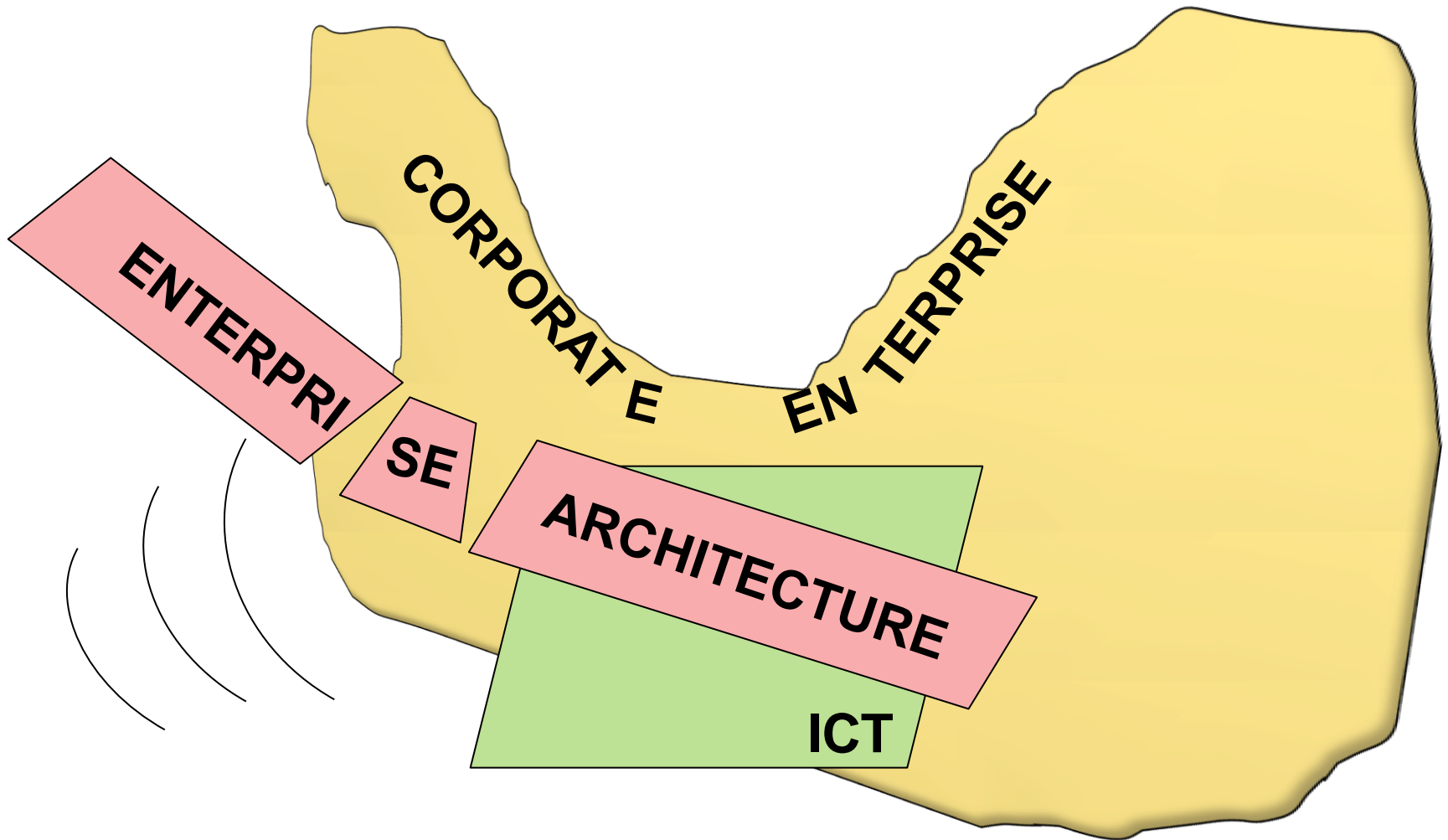
Next Generation Technology

New Media	Flexible distribution channels, self-created content, broad participation
Living in a New Reality	Virtual reality, eg Enterprise Architecture virtual conference: presented by Computerworld and InfoWorld. Live Event: March 11,2009
Social Power	Business benefits of social networks
Information Transparency	Circumstance triggered universal accessibility, on demand or intuitively
New Waves of Waves	Unified comms , Cloud Computing, Green IT, etc
Platform Makeover	Beyond silicon technology
Smarter World	Semantic principles turn information into intelligence, user defined services on demand

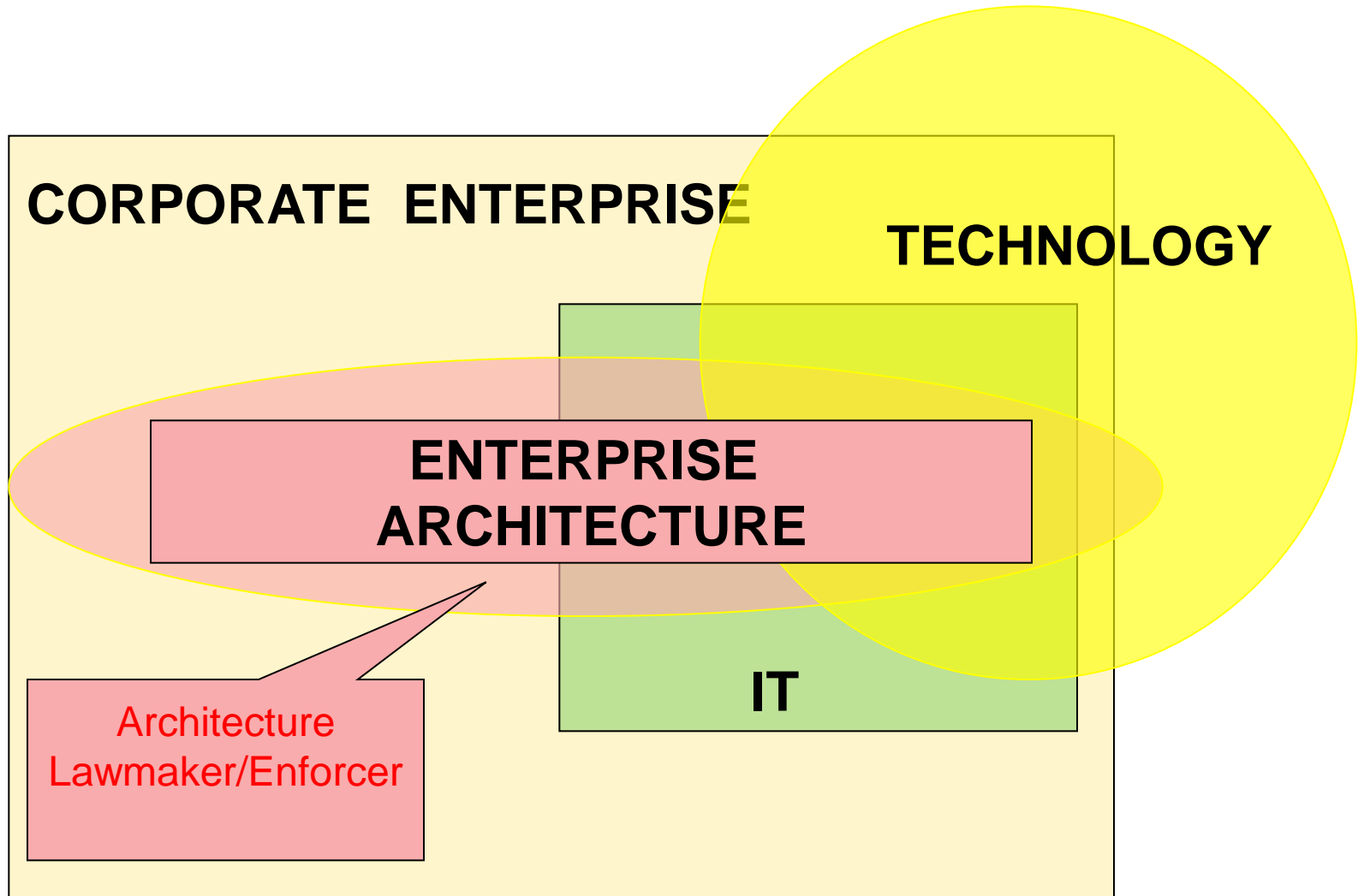
IT Enforcer/Counsel



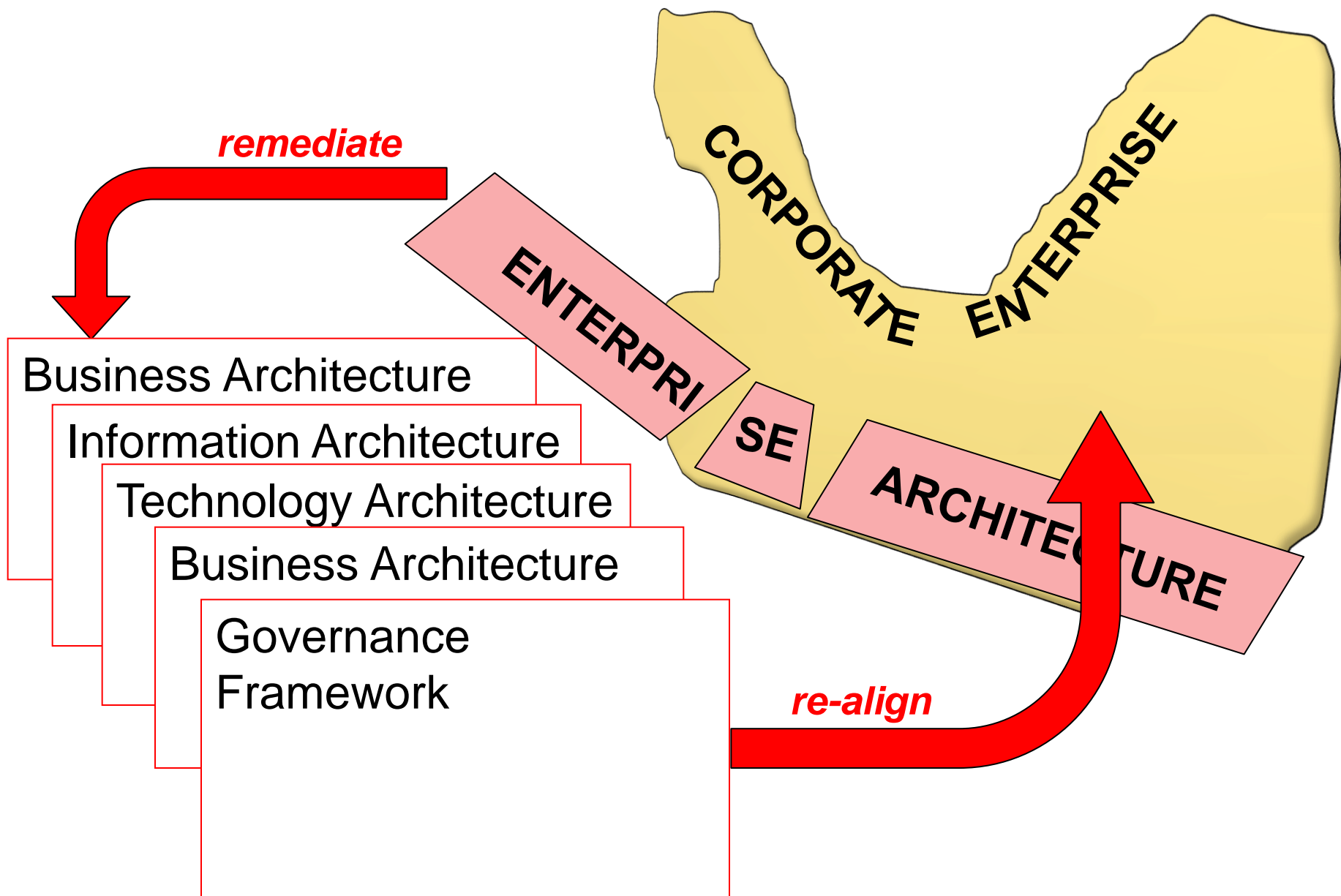
IT Enforcer/Counsel



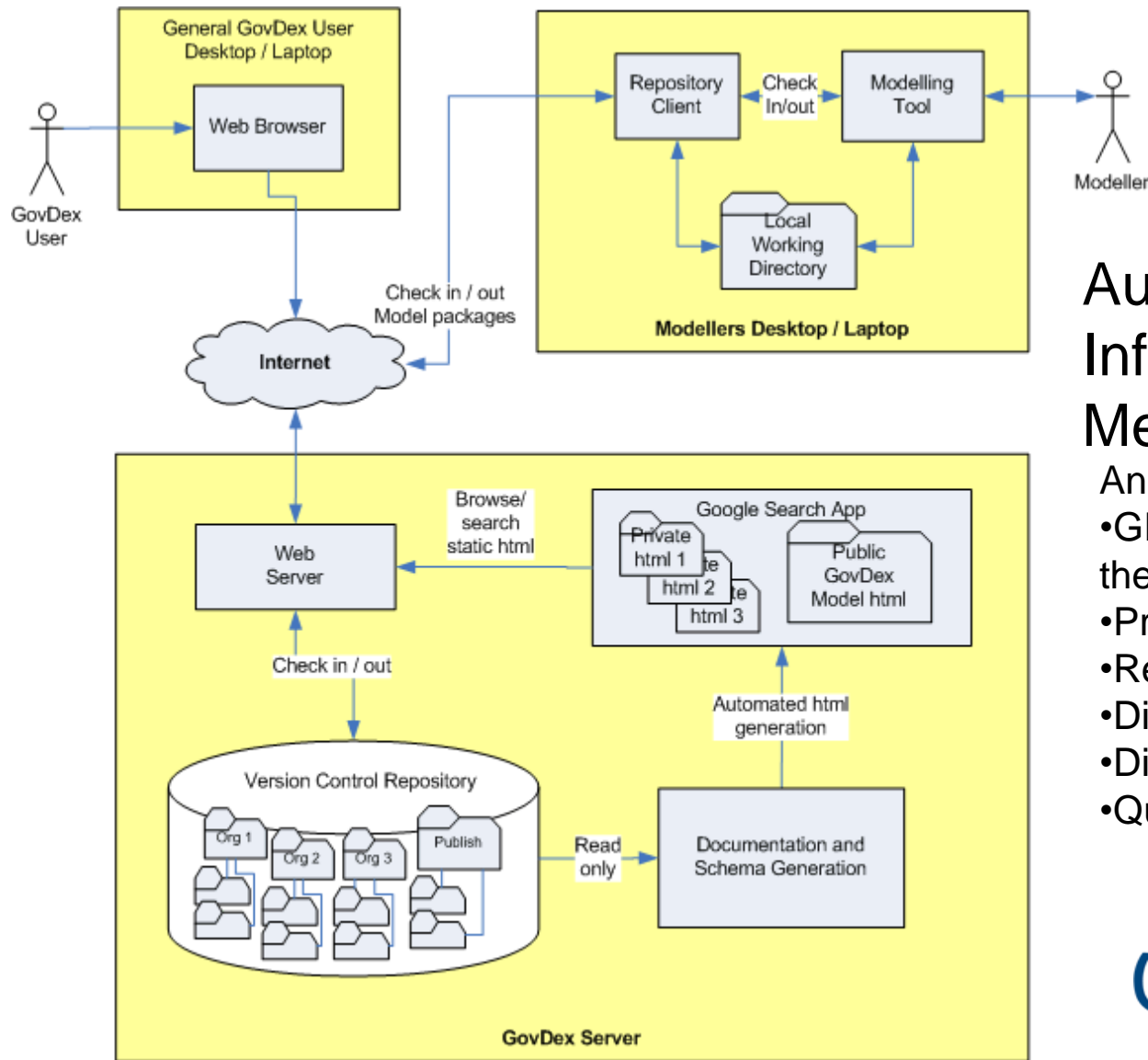
Architecture Lawmaker/Enforcer



Architecture Lawmaker/Enforcer



Build the Big Rules



Australian Government Information Exchange Methodology GIEM

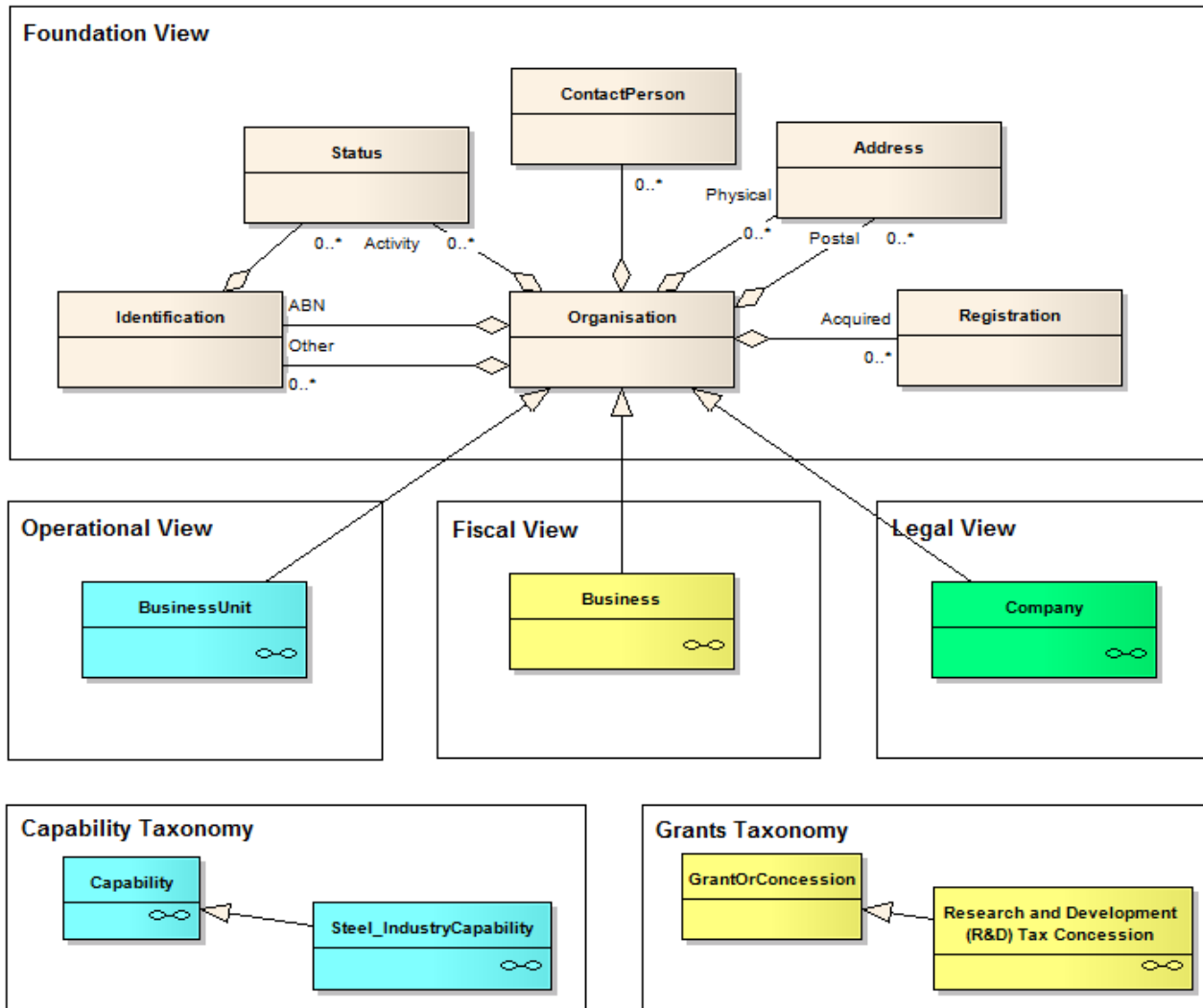
An EA profile that defines the

- GIEM Elements together with their Notation
- Pre Defined Model Structures
- Reference Libraries
- Diagram Patterns
- Diagram Specific Toolboxes
- Quick Linker function



Develop the Roles and Identify the Viewpoints

Standard Organisation Construct

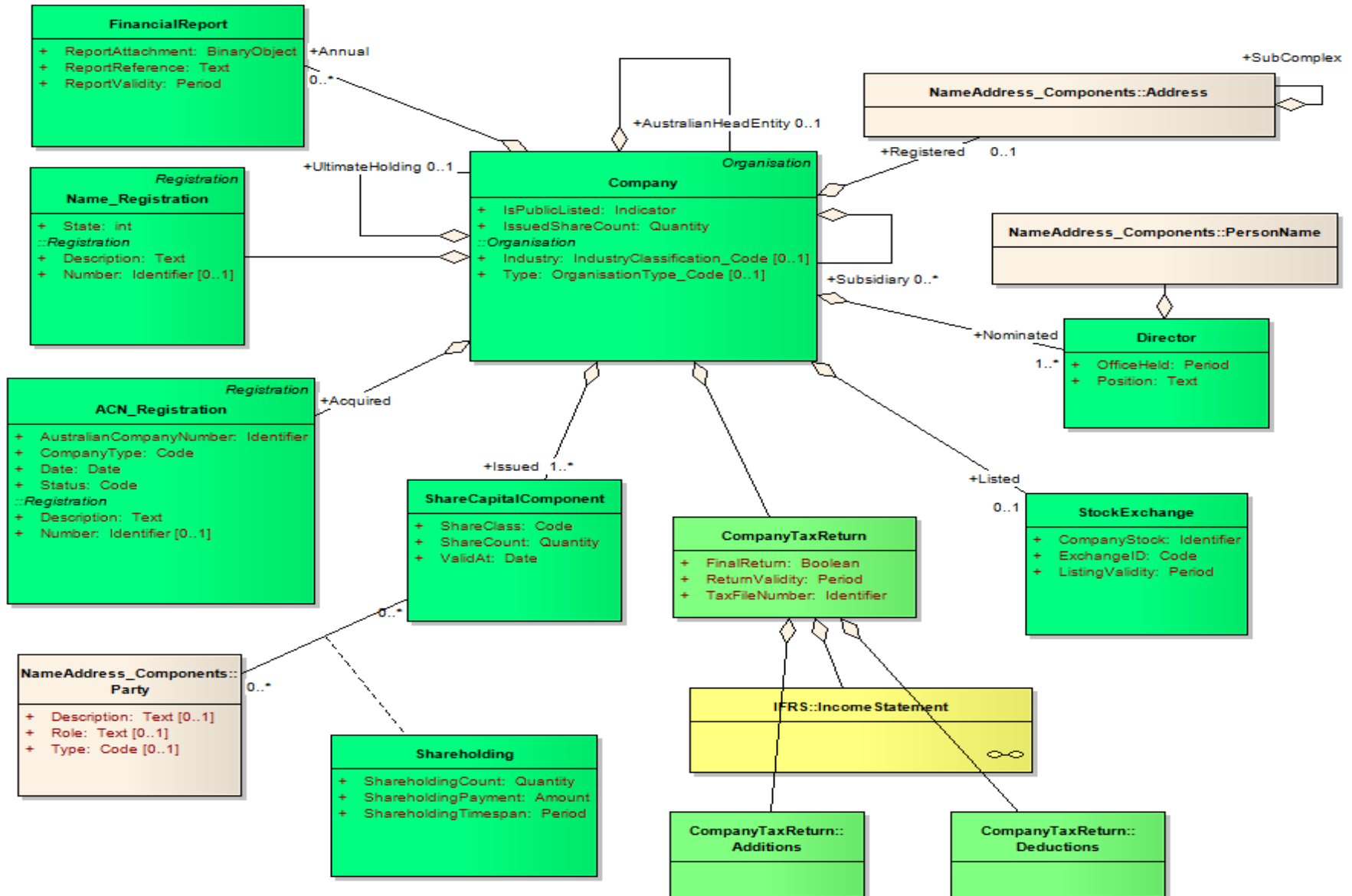


The Foundation View contains common elements that are re-used across all views of an organisation. These include names, identifiers, contacts and addresses. The elements in this view are based on the AS4590 standard - and Australian standard for name and address data. Click anywhere in the view to see more details.

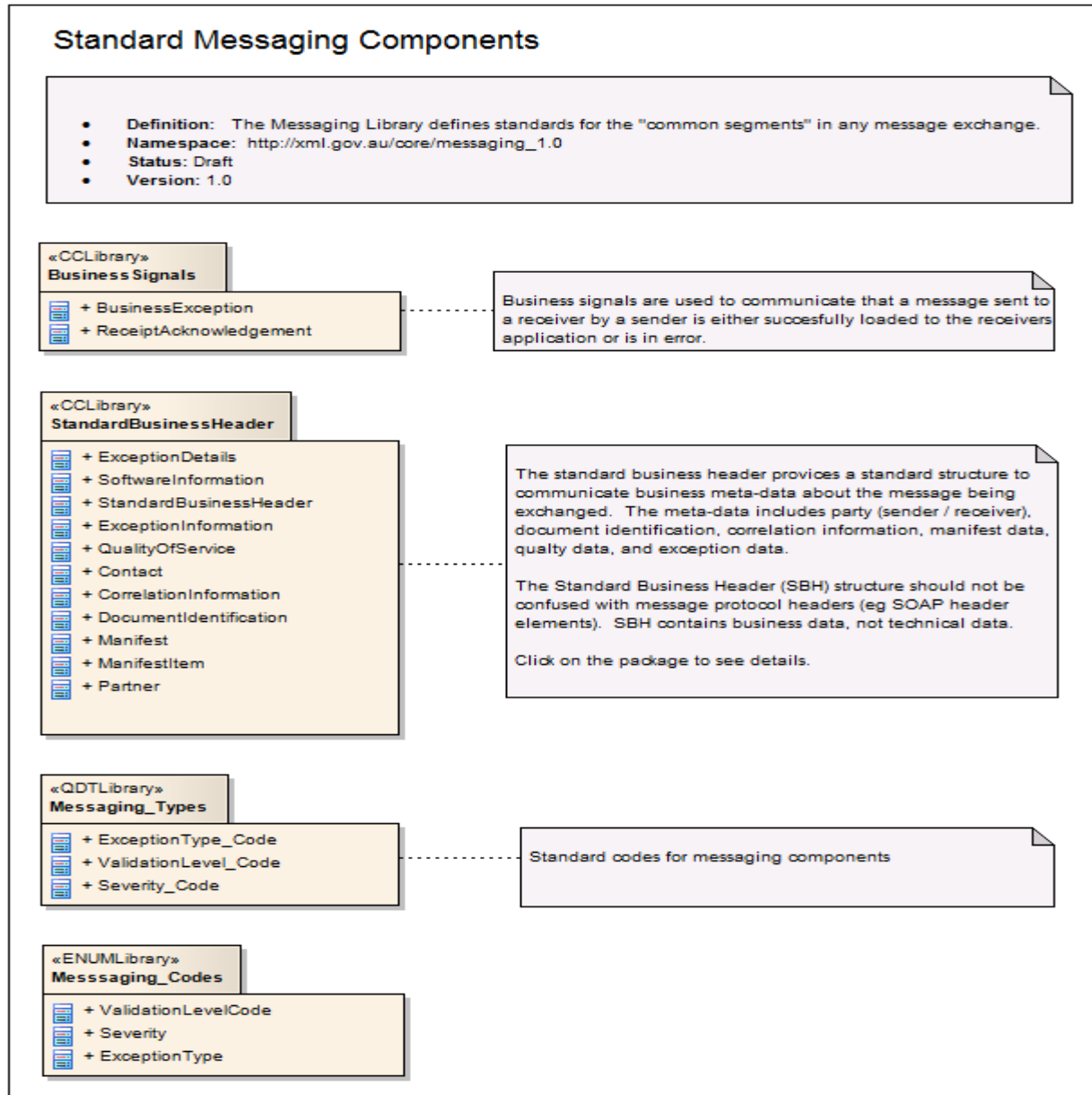
These views extend the foundation components to show different perspectives on an organisation. The operational view models physical facilities, products and services, and assessed capabilities. The Financial view models financial performance data, tax obligations, and government grants & concessions. The legal view models the incorporation structure, shareholding and registrations.

Taxonomies provide an extensible way to model general classifications and specific extensions. The capability taxonomy defines generic capability properties, specific codes for the steel industry and relationship to national standard industry classifications. The grants taxonomy similarly models a generalised grant and demonstrates extensions for the AusIndustry R&D Tax concession.

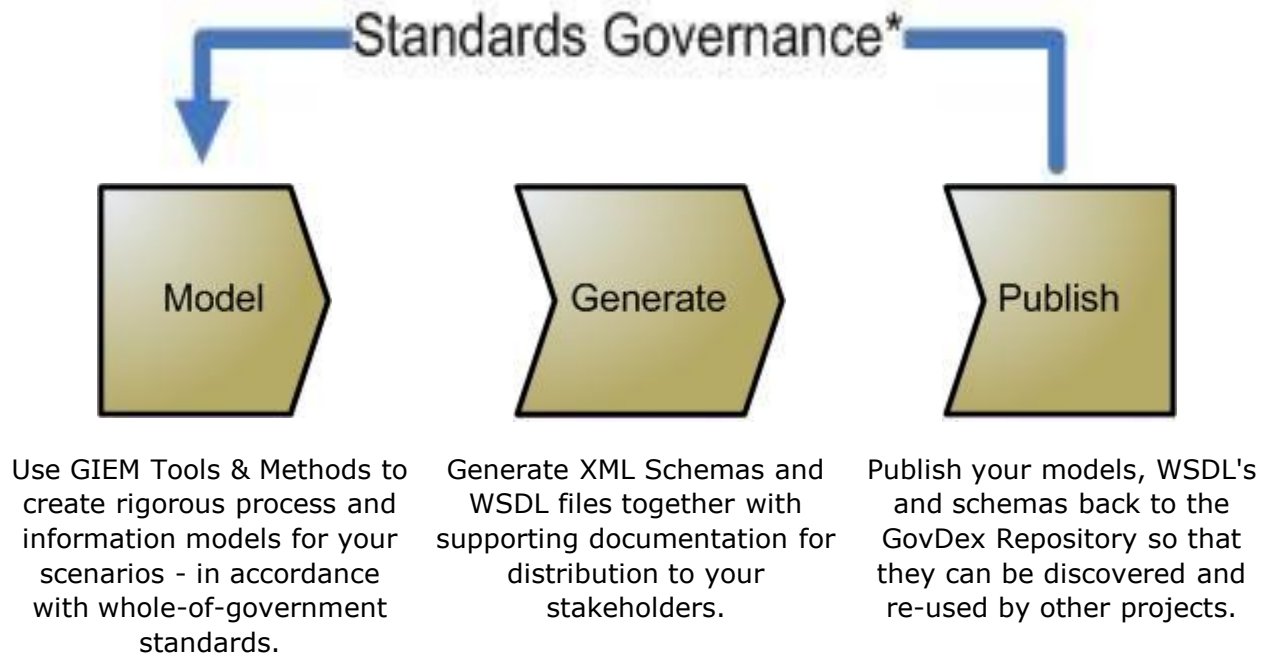
Construct the Business Model



Establish the Building Blocks



Understand Governance



Implement Governance?

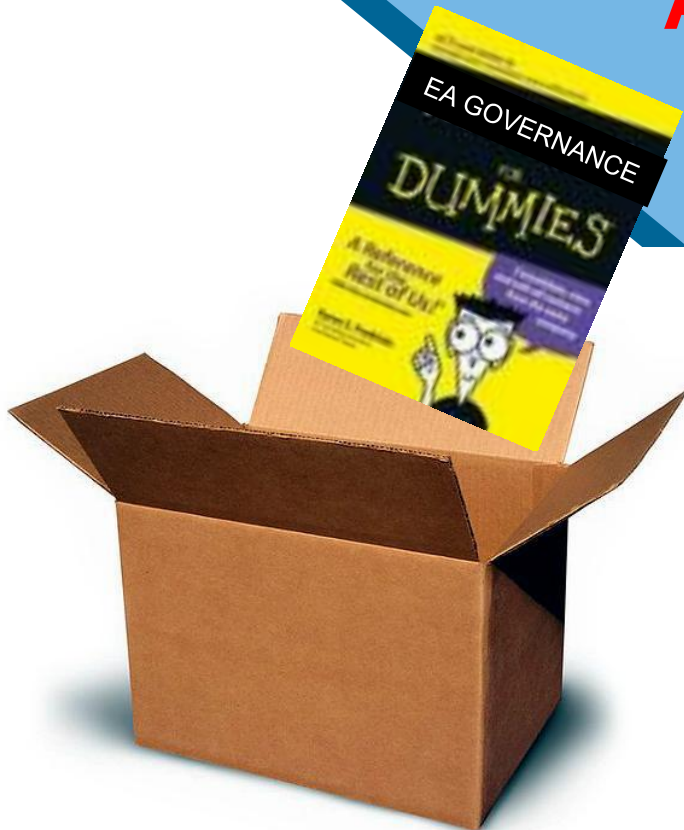
AGIMO Standards Governance Framework

details coming soon



Architecture Governance

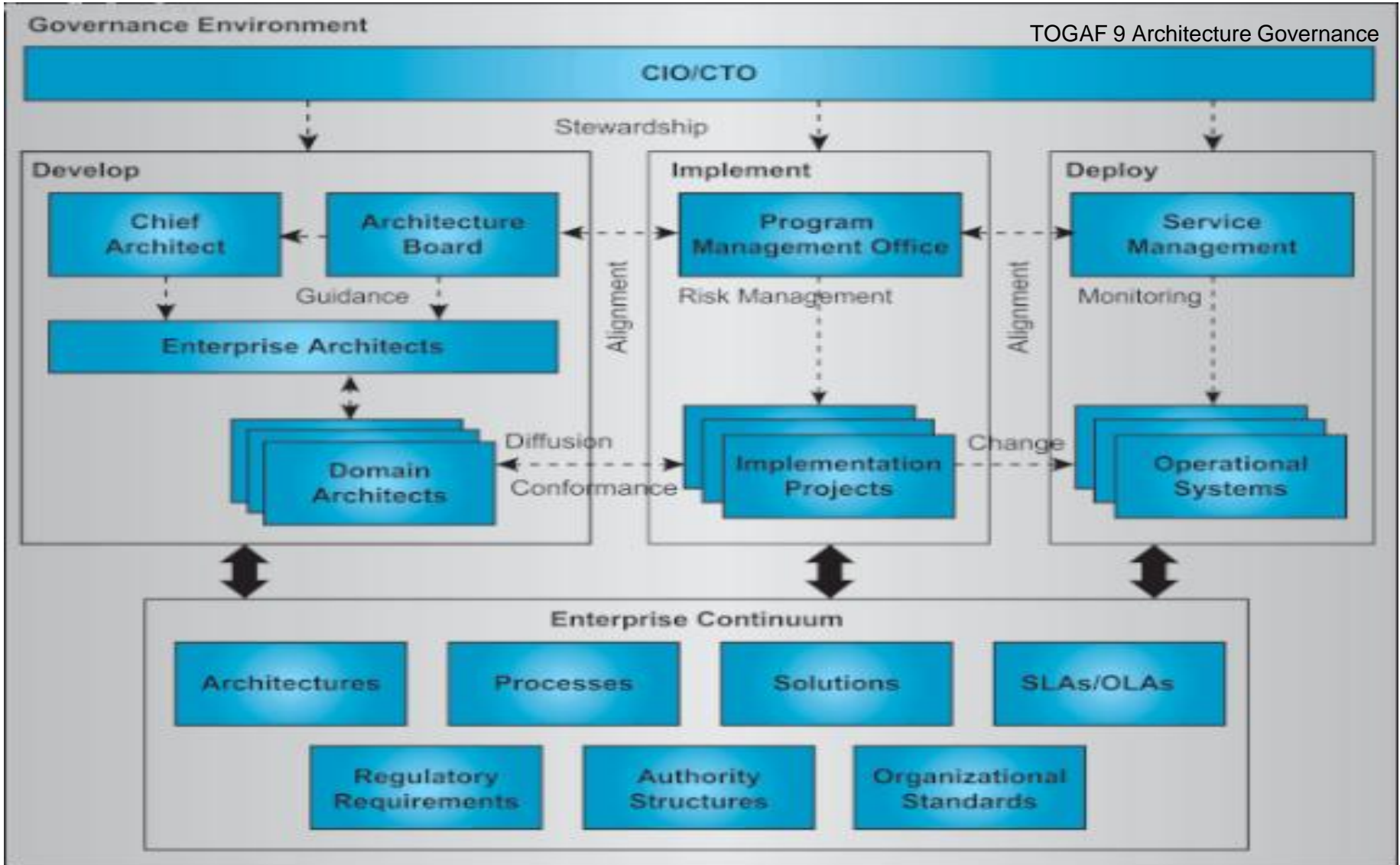
Where next?



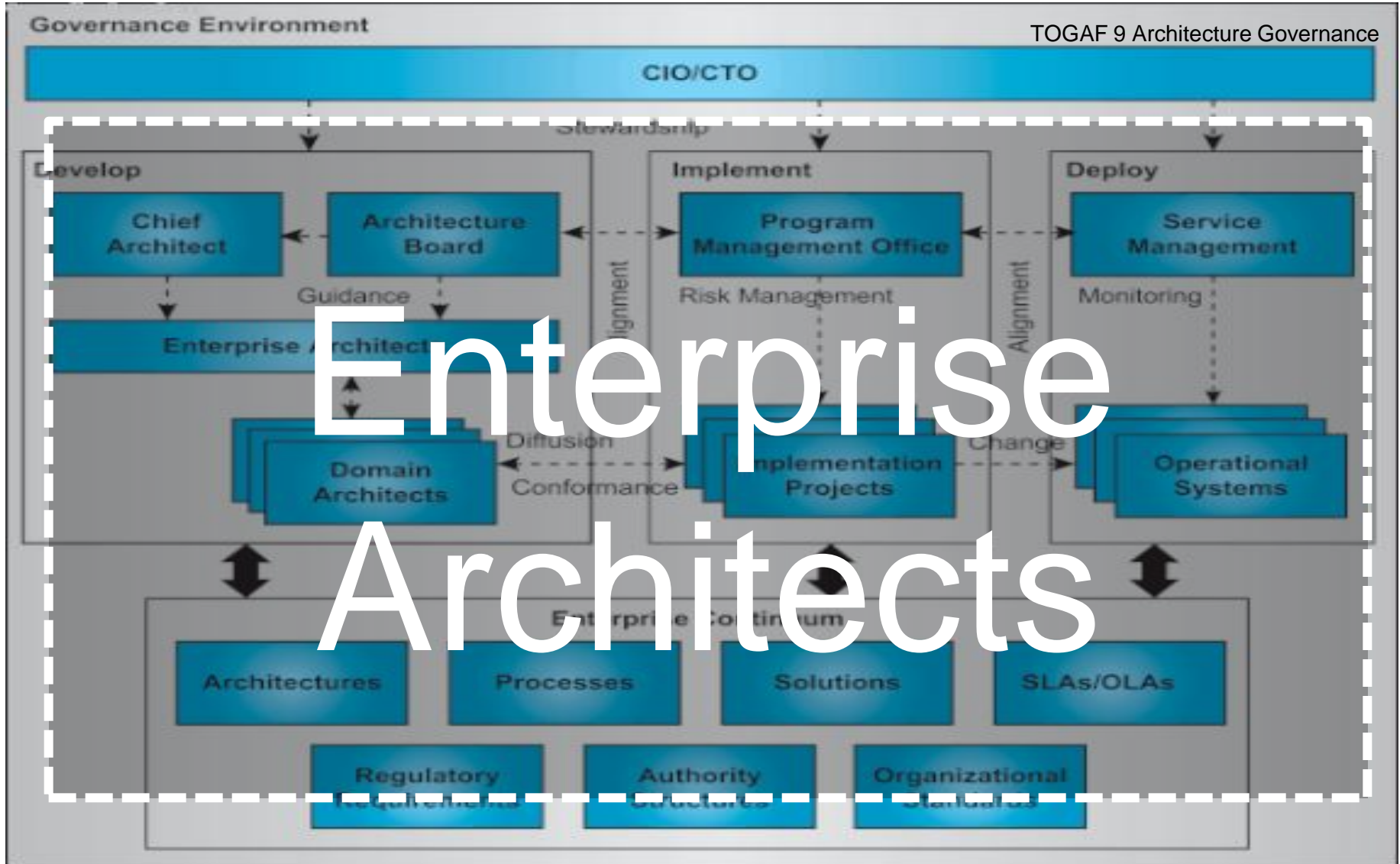
No easy solutions

Governance Organisation

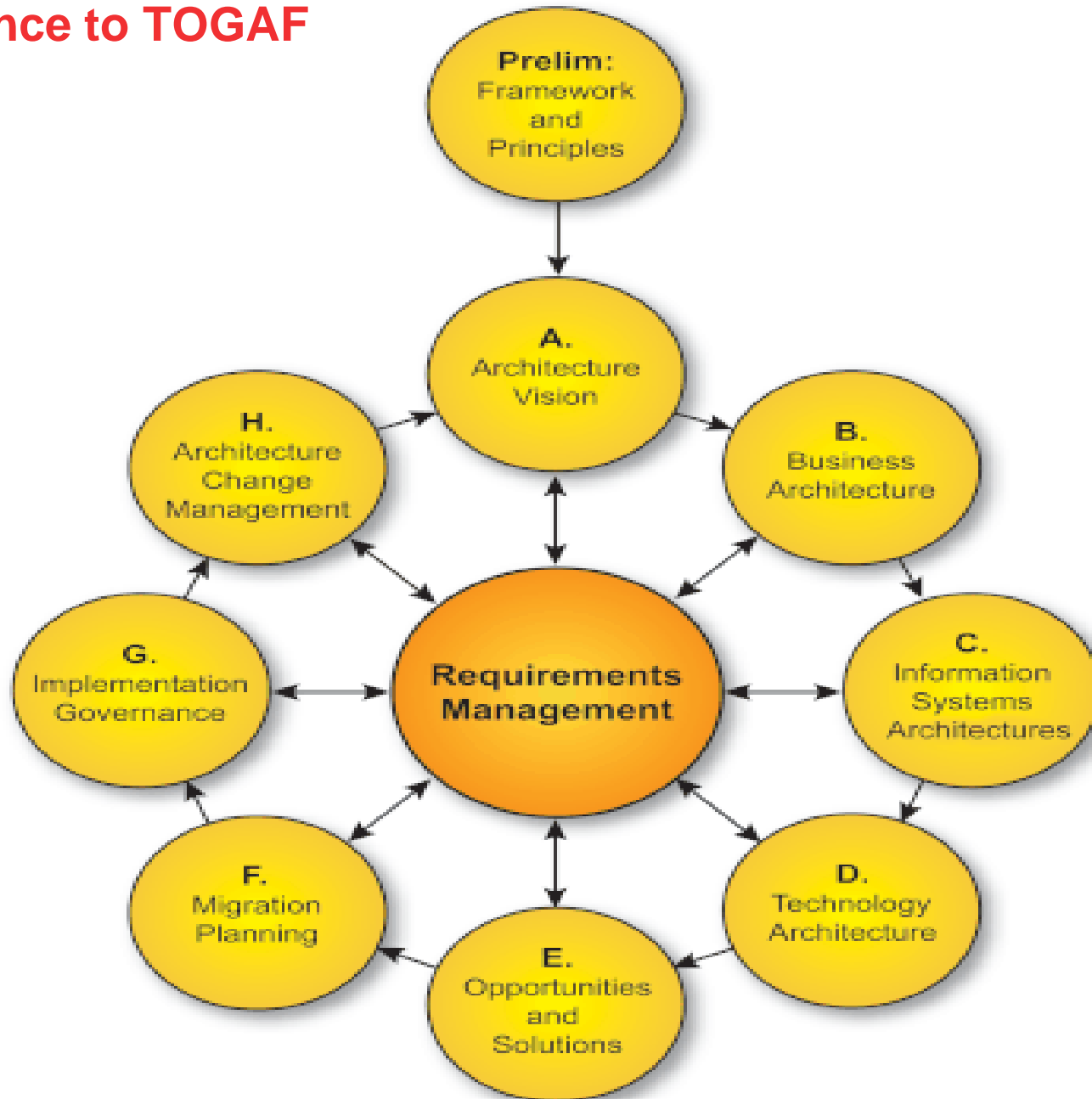
TOGAF 9 Architecture Governance



Governance Organisation



Relevance to TOGAF

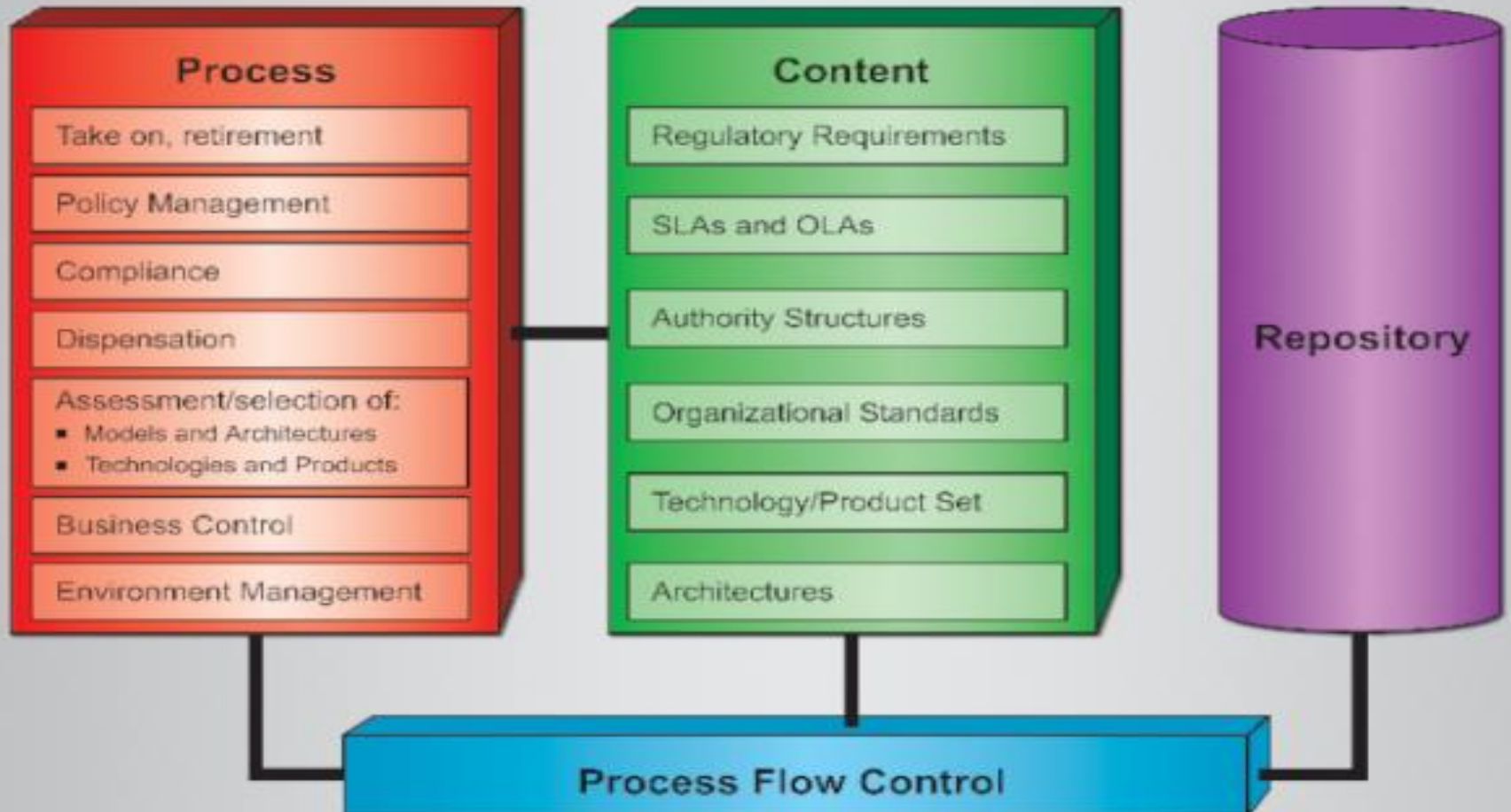


Architecture Governance – Contextual Framework

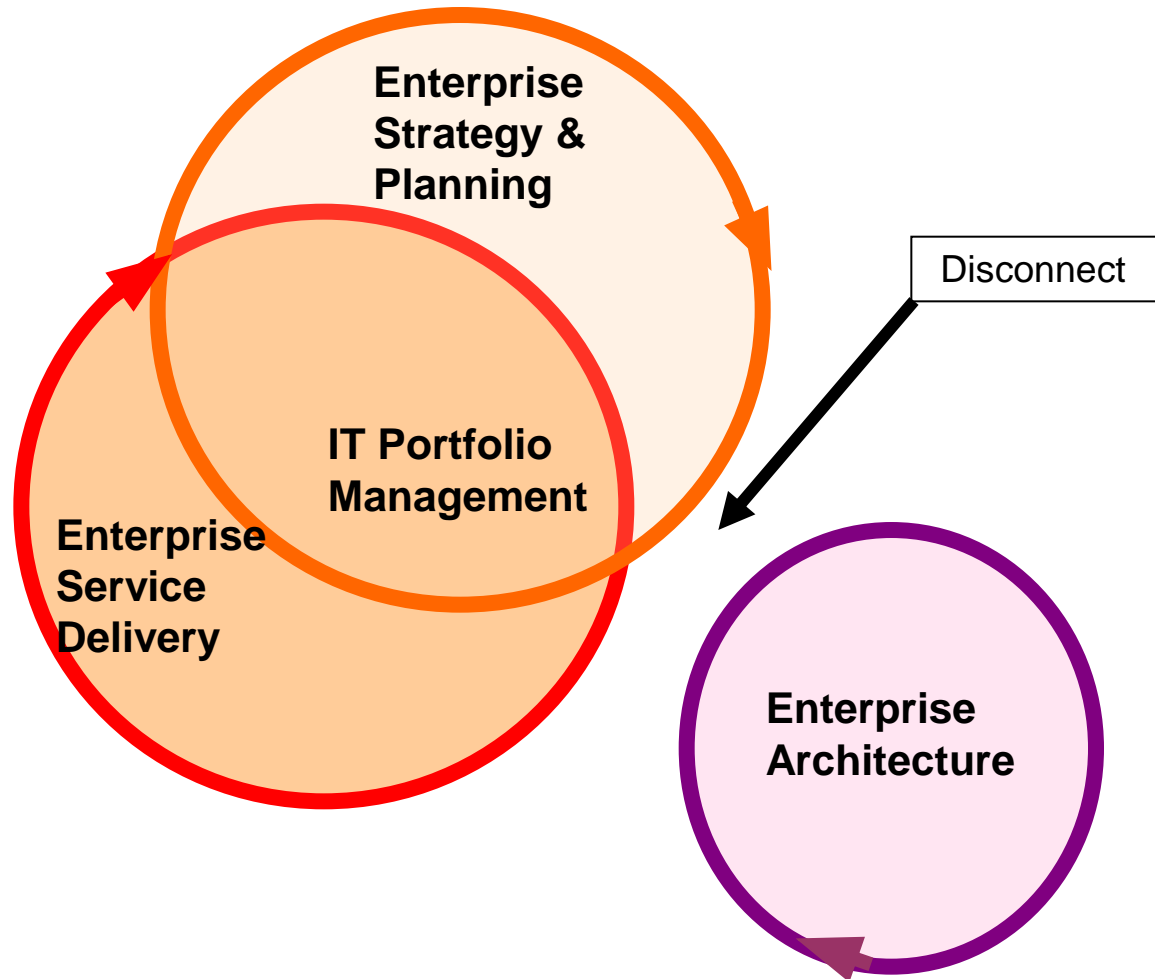
TOGAF 9 Architecture Governance Framework

Context

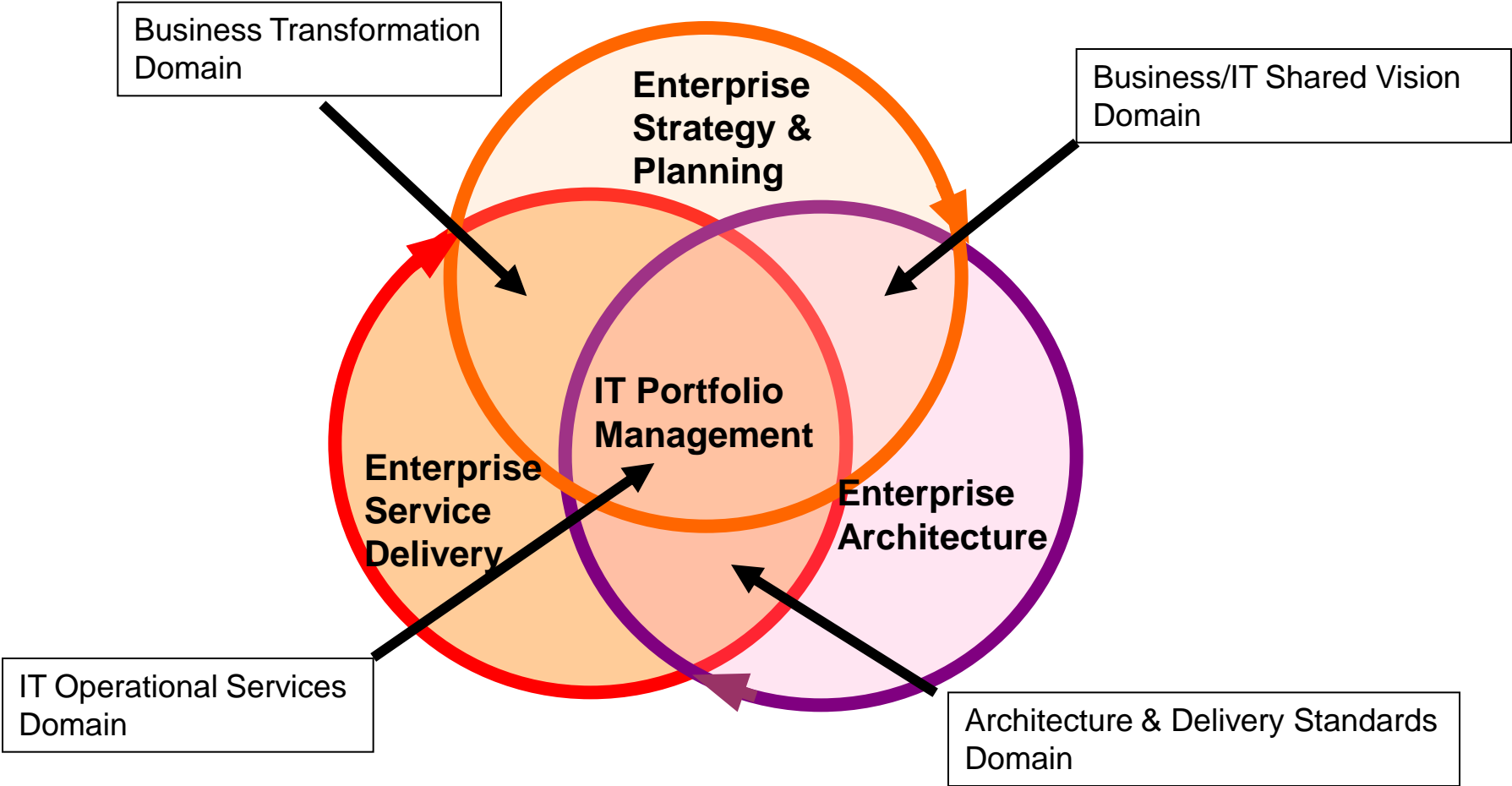
Drivers (industry, regulatory, political, legislative, legal)
Organizational form



Alignment Model



Ideal Alignment Representation



Model derived from Meta Group Alignment Model 2006

Architecture Governance – Value Proposition

	DOMAINS			
LEVELS	Business	Application	Information	Technology
1. Contextual Objectives & Scope	Process scope, principles & context	Functional scope, principles & context	Information scope, principles & context	Key capabilities, strategic alignment
2. Conceptual Model of the Business	High level business models, entity relationships, industry blueprints	High level functional & application models, Apps portfolio policies	Conceptual information, integration & repository models	High level technology models, Roadmaps, alliances, standards
3. Logical Model of Information System	Business process design, data models, rules, services	Applications/ Services architecture, EAI frameworks etc	Logical information models, etc	Technology configuration, etc
4. Physical Technology Model	User interfaces, delivery channels, access control, security	Application design	Data architecture (tables/columns), map to legacy	System architecture, platforms, hardware, software
5. Detailed Representation				

Thanks for your time