

CIO EXPECTATIONS FROM AN EA PRACTICE

The following paragraphs document the expectations for a CIO in establishing and evolving an Enterprise Architecture practice, according to increasing levels of maturity and capabilities for that practice. These expectations are based in part on the adoption of a formal and rigorous EA methodology and toolset, and in particular on the application of the Proact Business Transformation Toolkit®. Many of the noted deliverables are work products of the Proact EA Methodology.

There are three primary ways that an effective EA practice contributes to the goals of the CIO:

1. **By Improving the Service Delivery of the IT Function through...**
 - a. Mapping IT resources (people, systems, and technology) to the client organizations and the functions they perform; and evaluating the effectiveness of those solutions;
 - b. Rationalizing those IT resources, addressing problem areas, eliminating unnecessary divergence of solutions and establishing common, reusable, systems and supporting technology standards; and
 - c. Establishing a service orientation to IT delivery complete with service definition, service level management, and an entrepreneurial focus. (This implies performing business transformation within the department.)
2. **By Providing More Effective Governance of IS and IT Programs through...**
 - a. Ensuring that all programs are identified and scoped as to the capability areas to be impacted (potentially involving all four BOST views of the Proact Framework);
 - b. Establishing baseline and target architectures for all impacted areas for all programs, including any process, organizational or resource changes, with an emphasis on systems interface models and the use of integration systems, as well as underlying technology services, devices and templates;
 - c. Determining the appropriate migration strategies and whether a staged approach is desirable or required; and
 - d. Conducting compliance reviews and consultation at critical program development stages (design review and solution review) to ensure consistency with target architectures, use of approved technology standards, and deal with any variances.
3. **By Aligning IS and IT Programs with the Changing Strategic Needs of the Business through...**
 - a. Capturing changing business requirements and related strategies using the appropriate business and operational models;

- b. Using those business and operational models to identify and prioritize the functions for which the most strategic business improvement opportunities exist;
- c. Developing business and operational scenarios to define the high level requirements for improved operations for those high priority opportunities; and
- d. Creating related target architectures, migration strategies, roadmaps and business cases and establishing the program structures to deliver these improved capabilities.

Interestingly, **these three areas of contribution: service delivery, program governance and business alignment; also represent increasing levels of maturity and capability for the EA practice with different related benefits.**

In **service delivery**, the emphasis is on **effective management of resources and expenditures** with corresponding improvements in operational costs and service quality. In **program governance**, the emphasis is on **risk management**, ensuring completeness of impact assessment, addressing interdependencies, and managing changes so as to improve the quality and timeliness of IS and IT programs. In **business alignment**, the emphasis shifts to **leveraging investments in business transformation**, focusing on strategic opportunity identification, ensuring that all conceived programs are aligned with shifting business priorities, and that programs are well defined with established and measurable strategic benefits.

Obviously, the greatest benefits are accrued at the business alignment level of maturity, where the EA practice becomes a highly valued and leveraged facilitator to business transformation. This can and ultimately should lead to reducing the need for outside business consultants and for better management of their interventions.

Accordingly, there is a **progression of deliverables or capability achievements** that should be expected of the EA practice as they proceed through these maturity levels, as follows:

1. Adoption of an EA Framework and Methodology that is oriented towards business transformation planning and governance
2. Adoption of a shared user modeling tool and repository that supports that framework and methodology and offers web-based publishing and access to architecture models and standards
3. Acquisition and customization of a comprehensive industry reference model that identifies the capabilities and their interrelationships for the enterprise
4. Training of a core EA team on the use of the methodology, toolkit and reference models (Bronze Certification with Proact Toolkit)
5. Initial mapping and populating of the enterprise reference model to capture and analyze key areas of application portfolio, technology assets, and organizational ownership/sponsorship of those assets
6. Identification and prioritization of application portfolio rationalization opportunities, both the need for reducing diversification and addressing

- underdeveloped opportunities, as well as extending the use of integration systems to better manage inter system and user information exchanges
7. Development of solutions and programs to address the high priority systems rationalization opportunities
 8. Identification and prioritization of opportunities to rationalize technology services and related standards and develop reusable templates of device configurations for various operational work centers
 9. Development of standards and templates and related programs to address the high priority technology opportunities
 10. Mapping and analyzing existing IS and IT organizations to the corresponding service functions and services (service design model)
 11. Identification of opportunities to improve organizational design, introduce better practices (process design), rationalize staff resources, and make better use of information systems within IT
 12. Development of target architectures and transformation programs to improve IT service delivery
 13. Certification of EA team in systems and technology rationalization (Proact Silver Level Certification for Systems and/or Technology)
 14. Development of target architectures and migration plans for “in-plan” major new or replacement systems
 15. Establishment of compliance review body and process in conjunction with program management office
 16. Completion of architecture compliance reviews for “in-plan” programs
 17. Identification of business area and business sponsor for strategic business transformation assessment
 18. Fact finding and model population of baseline information for this chosen business area
 19. Development of strategic business drivers and goals for chosen business area
 20. Identification and prioritization of strategic opportunities and related business and operational scenarios
 21. Development of target architectures and migration plans for high priority opportunities
 22. Establishment of transformation programs to deliver these new capabilities
 23. Completion of architecture compliance reviews for new transformation programs
 24. Certification of EA team in business, systems, and technology transformation program development (Related Silver and Gold Proact Certifications)
 25. Plan to expand EA resource base and establish in house training and certification capabilities (full self sufficiency)

The CIO and the EA leadership team should set realistic goals and timeframes for establishing and evolving the practice, based on available skills and experience, the opportunity for business transformation, and the positioning and credibility of the IT Group with respect to business level consulting.

The practice of EA extends well beyond the core team of EA specialists. It affects everyone in IT and the user community who is involved in assessing, planning and designing business transformation opportunities and solutions. As such, the entire IT management team needs to be involved in adapting the organization and its process and resources to the new capabilities of EA management.

With the right leadership and support, it is possible to take an aggressive path towards business transformation with the appreciation that there will be a lot of opportunity for on the job learning as the team progresses through accumulating the various skills and experience required to lead business transformation engagements.

The CIO, through establishing this EA practice, may, in fact, evolve into a CEA - a Chief Enterprise Architect, or find another executive suited to this critical role of leading enterprise transformation. Today's business environment demands the rigor of EA as a means of managing the complexities of ever present transformation situations. The introduction or expansion of the role of EA practices has quickly become a critical success factor for the entire executive team. In most companies, it is the CIO who is stepping up to the challenge.

We trust these thoughts will be useful in planning an approach for your EA practice that will bring your enterprise the greatest return.