EA@GC

Enterprise Architecture at the Government of Canada

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Let's build a house

Yes we should
Outline

Enterprise Architecture in Lay Speak
The Three Ways of EA
EA Activities in the GC
Summary and Next Steps
What is EA@GC?
EA Defined

Architecture = Descriptions
e.g. Words and Pictures for Bridges, Buildings, Town Plans, etc

An Enterprise Architecture = Enterprise Descriptions
Such as:

- Business Vision and Strategy
- Policy & Legislation
- Rules & Regulations
- Organization Design, Charts & Job Descriptions
- Process Maps and Models
- Application Designs
- Technology Designs
- Service Designs
- etc
EA Vision
Coherent Government
by design

Make descriptions **coherent** and enable:
- Complete and accurate enterprise wide information
- Alignment between the layers & between departments

**Coherent descriptions require rules** for describing

**Rules look like:**
- Standards
- Reference Models
- Service Profiles
- Principles ….

**But so many rules to develop… we needed a strategy!**
EA Strategy

1. **Project Based EA Development**
   Focus on architecture that helps achieve specific business objectives

2. **Embed Operationally**
   Learn from the project and embed rules into existing processes

3. **Lead with EA for Business Design**
   - *Good Building Architecture = Solid Buildings*
   - *Good Business Architecture = Solid Business*
The Three Ways of EA

In collaboration with:
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Watch for the first chapter in the next Journal of EA
Imagine an Enterprise that had not heard of EA.

- It is operational
- It produces and uses information (there are artefacts)
- But no one is responsible for enterprise wide coherence using scientific method.
- It can be viewed as having business through to IT operations.

In the Beginning

Existing Enterprise

Business

IT

EA Not applied
First - Foundation

Use of EA to ensure Alignment of Business & Systems

- Capture Understanding of Business
- Target: Systems Architecture and Design
- Valuable and the most practiced form of EA
- Largely lead by CIO Community
Non-IT use of EA

- Support Coherence Generally (e.g. Policy Alignment)
- Enables ‘Enterprise Engineering’
- Less practiced form but arguably more valuable than foundation.
- Not necessarily lead by CIO Community
The use of EA by non-IT and IT in normal processes.

- In the lay speak definition, we said it was already there so an Enterprise’s Architecture should NOT be developed on a project. It should be leveraged.

- Find these key descriptive processes, apply EA structure to those artefacts and enable alignment.
Notes on Foundation

- Provides Excellent Value

- Some implementations are simply IT Architecture at the Enterprise Level

- In some cases this is all you need for a particular investment.
Notes on Extended

- **Traditional Business Architecture:**
  - Capturing business requirements to build systems
  - Results in solutions aligned to business

- **New Business Architecture:**
  - Design the business to achieve desired business outcomes
  - Results in business aligned to purpose

Think business “Purpose” not just business “Process”
Notes on Embedded

Implications

- EA becomes the task of the CxO Leaders
- Alignment Support is the Chief Architect’s Responsibility
- Built Out effort gets reduced because we get to reuse Built In artefacts.

Example:

When starting transformation of a policy center because of new political direction we would:

Previously – Begin the process of properly capturing the “As Is”.

Now – We simply get the “As Is” from the artefacts updated through regular process (e.g. Annual Plans, Budgets…).

Motto: Find It, Structure It, and Align It
GC EA Activities
EA Update

Embedding Alignment:
- Internal Services Profile into Budget Process (PAA)
- Elements of EA (BTEP) moving to Project Management Policy
- Chief Architect’s Guide

Architecture for business design:
- GSRM (GC Strategic Reference Model) going Pan-Canadian
- Testing GSRM as UMM Extension (Towards UN Adoption)
- New Webinar Explaining Business Architecture (Free)
- Revised web sites and Collaborative Library

Project based development:
- Grants & Contributions Redesign Support
- ISRA (Internal Services Renewal Alignment)

PAA - Program Activity Architecture   BTEP - Business Transformation Enablement Program
EMF - Enhanced Management Framework   UMM - UN/CEFACT Modelling Methodology
GSRM - Governments of Canada Strategic Reference Model
EA Update
Collaborative Architecture Library

By and for the Public Service:

- Web 2.0 wiki based
- Official and unofficial content
- Complete and work in progress (clearly identified)

Goals:

- Learn from our successes and failures
- Build on the great work of others
- Search and publish tools and models
- Ultimately improve the way we deliver service to each other and Canadians

Internal Launch Underway
EA Update
CARA – Chief Architect Recognition Award

Annual Award

- Special Recognition for leaders in advancing EA from two perspectives:

- **Core Practitioner Leader**
  
  Advancements in the ‘Science’ of EA. Reference Model Advancements, Alignment Tool Developments, etc.

- **Applied EA Leader**
  
  A member of the Community at large that is NOT a core practitioner but has adopted or implemented EA in a way that advances our Coherence objective.
ISRA Context

Many initiatives, many players, many opportunities…
ISRA - Alignment means…

Enterprise Architecture can help with this …
ISRA Overview
Enabling alignment of Internal Service initiatives

1. Inventory of initiatives

2. Tools to assess alignment
   - Alignment Models

3. Iterative assessments
   - Find gaps and overlaps
   - Recommend options for correction where possible

4. Alignment in operations
   - Strategy for embedded alignment tools and processes
   - Built in continuous improvement
ISRA Scope and Impact
Aligning internal services improves service to the public

Internal Services (PAA 08/09)
- Management & Oversight
- Financial Management
- Facilities / Assets Mgt.
- Information Technology*
- Public Affairs / Communications
- Other Support
- Corporate Policy
- Supply Chain Management
- Information Management*
- Legal
- Evaluation & Audit
- HR Management

Revised Corporate Services — informed by the GSRM (Government’s Strategic Reference Model)

Initial focus

* IM and IT in the context of other back office services

Public Servants

Public Facing Programs

External Services

Public

Observation:
The majority of current transformation initiatives focus on Information, Technology, Financial, and HR services.

Value of obvious renewal initiatives
Some started, some planned all need to be aligned

* From the inventory of known initiatives RDIMS #590609, developed from an environmental scan of TB Submission Databases, Project Oversight Database and corporate knowledge of work planned or underway as of September 2007. Project start and end dates range from 2003-2012.
ISRA Foundation for alignment

Need to describe projects consistently

- Must attribute projects according to standard model for describing Business Lines (or sub-business lines) Solution, Outcomes, Outputs, program, service, process, etc.
- Subdivide according to standard based on PAA, GSRM and Service Profiles.

Need to align more than projects

- Alignment analysis must extend beyond projects. Align with the existing business. For example: Look at new web portals along side existing portals wherever they are.
# ISRA - Multiple alignment viewpoints

**Strategic Alignment**  
Support for GC and Departmental Strategic Outcomes and assurance that Strategic Outcomes of another business area are not undermined.

**Logistical Alignment**  
Schedule and budget relationships, dependencies and integration between projects.

**Design Alignment**  
Identify and assess overlaps, gaps and dependencies in service delivery.

**Methodological Alignment**  
Assess adherence to approved methodologies.

**Compliance Alignment**  
Strategy and design adhere to: policy instruments.

**Capacity Alignment**  
Capacity of the organization to successfully complete and use the initiative.
ISRA Findings

Many projects developing/need similar components but with different names and descriptions.

While testing some of the alignment tools we identified urgent issues for the senior management committee. They have started to address these already.
ISRA Finding
Need for Portal Interoperability Architecture

Federation Standards: Governance, User Attributes, Personalisation & Preferences, Identity, Collaboration, IM, Business Process, Content, Search, SOA/WOA, Customer Care, etc

Employee Portal
Single window
Seamless access to relevant content
Self Service
Dynamic content and applications
ISRA Findings

GC Must Integrate it’s Integration Solutions
Create & promote a service oriented architecture in order to enable business integration.

- Shared Solutions Integration Initiatives
  - Pension Modernization
  - Payroll Mod.
  - Gov’t of Canada Marketplace
  - CASS
  - Real Property

- Departmental Integration Initiatives
  - Finance / HR integration with Legacy
  - Finance / HR integration with overall workflow

- Cluster Group Integration Initiatives
  - Delegated Signing Authorities
  - Salary Forecasting
  - Asset Assignment
  - Time Entry

Business Bridges
Standardized, integrated processes and data
Reusable solutions
End-to-end business processes
Business agility through reduced delivery times
Lower costs

Get it right the 1st time

Enabling All Integration Projects
ISRA Finding
Need a clear act as one model

Shared Service Options Stack
All departments govern
Department chooses to deliver or acquire services at appropriate levels
Every layer uses the one below
EVERYONE, follows the same core standards.

Full Business Services
Client Facing, i.e. Service Canada

Business Process Services
Common (white label) service i.e. Payroll, Travel, etc.

Solutions
Shared, central or local hosted using shared Enterprise Assets. Some customization i.e. PeopleSoft

Shared Enterprise Assets
i.e. Enterprise licence, some choice,

Core Interoperability Standards
Everyone uses common standards where required. From technical to business, community chosen, no exceptions

Public Servants
Public

Shared service options
Departments and Agencies
Summary and Next Steps
Summary

Your Enterprise Architecture already exists
- Just need to make it coherent

Alignment requires consistent descriptions
- Common rules and models
- Embedded rules not new processes

The GC CIO is doing IT and non-IT alignment
- A new trick for an old dog.

All CxO’s need to create and follow standards
- Collaborate on Rules for Describing
Next Steps

- Get yourself a Chief Architect
- Actively Practice the ‘Three Ways of EA’
- Tell your most Senior Executive (CEO, Deputy Minister)
  - EA is NOT just about IT, it can help your entire business.
  - If you want to know if something fits or is the right thing to do … you need a chief architect
- Practice ruthless standardization strategically
- Together, people can create:

Coherent Enterprise by design
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