EA Scope / SoaPs

Growing an EA Practice

New2EA Working Group - 06/17/2020

Itana
ESTABLISHED 2007

Itana New2EA Working Group

Meetings every two (2) weeks

END OF 2019/20 Sessions - *Special Wiki Workshop Upcoming*

Call Time:

11AM Pacific, Noon Mountain, 1PM Central, 2PM Eastern, UTC/GMT 18:00

Agenda: New2EA WG (Wiki)

Zoom for Audio/Video

URL: https://tinyurl.com/new2ea-zoom

Telephone:

US: +1.669 900 6833 or +1 646 876 9923

Meeting ID: **560 869 507**

New2EA Steering - Next Meeting is **June 24th** - Connection details on Itana Events Calendar

Agenda

1. Scribe Shout-out - It's easy to scribe: [How To Scribe Itana Notes](#)

2. Roll Call (by time zone)

3. 2020 Wiki Refresh Workshop details

4. **EA Scope / SoaPs**
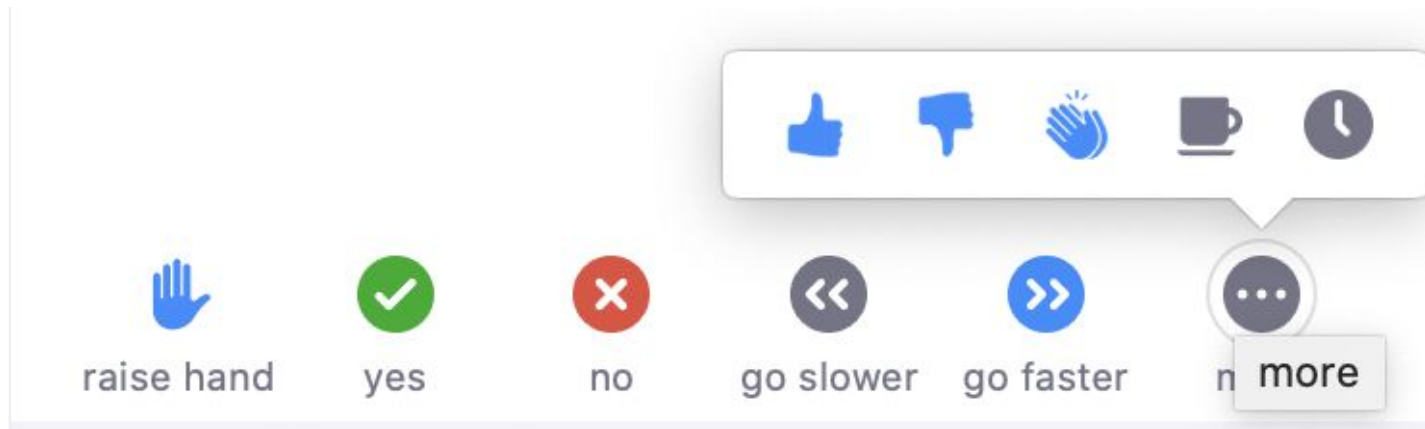
5. Closing (last 5 minutes)

New2EA Roll Call
(by time zone)

> Eastern

> Central

> Mountain

> Pacific

> Points around the Globe and anyone else missed

Itana
ESTABLISHED 2007

How I use Zoom tools to direct traffic

- Encourage people to use the *Participant Panel* for silent feedback/interaction
- Leverage the *Participant Panel* to call on people.

Itana Summer 2020 Wiki Refresh Workshop

July 20-22

Sign up today: https://forms.gle/j1tvvcKMJysAicocA

Goals of the Wiki Refresh Workshop

Refactor the Wiki Content around the **User Experience**

> What problems are people facing
> How do you leverage skills and methods

Outcomes:

> Know the wiki content and how it applies to EA
> Be able to navigate the content more effectively
> Align the content to challenges/engagements
> Expand your knowledge of EA Practices

Itana
ESTABLISHED 2007

Itana Summer 2020 Wiki Refresh Workshop

Kickoff

    Monday 7/20 - 2:30 to 5PM (Eastern)

Half Day

    Tuesday 7/21 - Noon to 2:00PM (Eastern)

    Tuesday 7/21 - 2:30 to 5PM (Eastern)

Half Day

    Wednesday 7/22 - Noon to 2:00PM (Eastern)

    Wednesday 7/22 - 2:30 to 5PM (Eastern)

Sign up today: https://forms.gle/j1tvvcKMJysAicocA

Itana
ESTABLISHED 2007

EA Scope / SoaPs

Slides by Piet Niederhausen, University of Washington

Links for today

[Strategy on a Page (SoaP) Template](#)

Example EA SoaP (U Washington):
https://wiki.cac.washington.edu/display/SIA/Enterprise+Architecture

[Scoping the EA Practice for Maturity Assessment](#) (original presentation)

Scope Definition

The conceptual scope of enterprise architecture is very broad. For this reason many EA practices start out with broad, open-ended scope.

This is fine while gathering initial support and finding out about the organization's needs, but over time -- iteratively -- scope should be increasingly defined.

The more clearly the scope of an EA practice can be defined, the easier it is to make best use of the EA practice's resources, demonstrate success, and advocate for further scope and resources.

Itana
ESTABLISHED 2007

Scope is Not Maturity

This is stated in the EAMM, but just as a reminder:

"In higher education, EA practices **vary widely** in the scope of their mission and the impact of their work. At the same time, industry definitions of enterprise architecture as a discipline and its goals continue to evolve. Therefore, the focus of this maturity model is **not to prescribe what the scope of an EA practice should be**. We believe it is for leadership in each institution to define why an EA practice is needed, set expectations for it, and create the conditions for its success."

However, the ability to better *define* scope over time is an aspect of maturity (see Scope Definition in the EAMM).

Itana

Documenting Scope

When you are ready -- after some period of open-ended exploration and perhaps initial demonstration of value -- it is helpful to document the scope of the EA practice. This makes it possible to:

> Further clarify scope with stakeholders
> Widely communicate the mission of the EA practice
> Gain feedback and buy-in

A good way to record scope is in the form of a summary **strategy** for the EA practice. A simple one-pager helps your own team and others understand why the EA practice exists, what is driving its work, and the outcomes it is working toward.

There are many ways to capture strategy; here is a simple "strategy on a page" template:

Strategy statement: To enable ___ to ___, we provide ___. **Vision:** *What is the future you envision as the result of your strategy?*		
Drivers *What major factors in the environment drive and focus our work?*	**Initiatives** *What are you doing in response to your drivers to reach desired outcomes?*	**Outcomes** *What will be different as a result of your strategy? What business value will result?*

Itana
ESTABLISHED 2007

Example: Strategy on a Page

The sample strategy on a page at right summarizes scope for an imaginary EA practice:

> **Why:** This practice is going to increase the effectiveness of the university's IT spend (see blue highlights at right)

> **What:** This practice is focused on IT infrastructure and services (see green highlights at right)

> **Where:** This practice is going to deliver outcomes in central IT and with central administration (see orange highlights at right)

> **How:** This practice is going to do certain work such as systems analysis and business capability mapping (see purple highlights at right)

Having determined this scope, the EA practice can now review its ability to, for example, engage with stakeholders in the identified organizations, or create the stated deliverables.

Strategy statement: To enable the university to make best use of its IT spend, we work to rationalize IT infrastructure and align IT services with business needs.

Vision: Sustainable, highly optimized IT infrastructure supports IT services that directly enable the university's strategy.

Drivers	Initiatives	Outcomes
IT budget cuts drive need to reduce costs by eliminating redundant platforms.	Work with service teams in central IT to analyze platforms and roadmap EOL for redundant platforms	Central IT applications consolidated from X to Y platforms, resulting in Z cost savings.
IT governance needs better ways to understand IT services for investment decision-making.	Work with business units in central administration to define business capabilities	All applicable IT services mapped to administrative business capabilities, enabling those units to participate better in IT governance.

Itana
ESTABLISHED 2007

Dimensions of Scope

As starting points for discussion, the following slides offer various perspectives on potential scope for an EA practice. Use these to generate ideas or review

Goals of the EA Practice

- **Who** is the EA practice intended to provide value to?
- **Where** in the enterprise is EA intended to produce outcomes?
- **What** is the EA practice charged to accomplish? **Why?**

Perspectives on this area:
- Customers/Stakeholders
- Organizational Coverage
- IT Value Chain

Capabilities of the EA Practice

- **How** will the EA practice deliver its outcomes?
  - Doing what kinds of work?
  - Delivering value through what means?
  - Partnering with whom?

Perspectives on this area:
- Delivery Methods
- Management Areas/Activity Areas
- Architecture Domains
- Levels of Detail

Itana
ESTABLISHED 2007

Customers/Stakeholders

Like any service provider, the EA practice should be able to state the customers it seeks to serve and the value it seeks to offer them.

Examples of customers for an EA practice can include:

> **Senior leaders** who benefit from increased organizational capacity resulting from EA work
> **Managers** who benefit from information or methods provided by EA to improve decision-making
> **IT service teams** who benefit from standard reference architectures developed by EA
> **Project teams** who benefit from EA methods or work contributed by EA

There are many approaches to thinking about customers and business value; Strategyzer's [Value Proposition Canvas](#) is one:

Itana
ESTABLISHED 2007
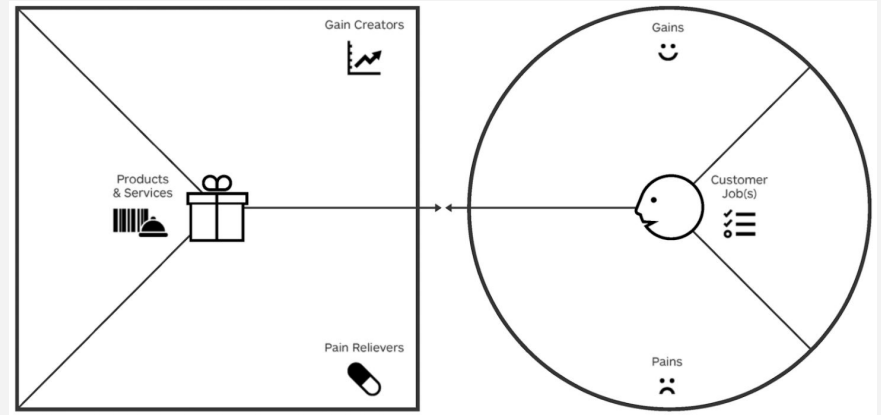
Organizational Coverage

Although EA conceptually is enterprise-wide in scope, in practice it is located in some organization within the enterprise. The EA practice should identify the organizations it seeks to achieve outcomes in, and its goals for growing that coverage.

Growing organizational coverage has various aspects including:

> Building relationships for effective collaboration in each organization
> Assessing what is most important to do and most feasible in each organization
> Finding sponsors to drive work and make decisions in each organization

If EA is located in IT, it is common to target outcomes in:

1.   Central IT
2.   Other IT service providers
3.   Major enterprise-wide IT initiatives
4.   Business owners of major applications managed by IT

Across the institution, EA may seek to target outcomes in different lines of business, such as:

> Teaching & learning (e.g., colleges, schools, departments)
> Research (e.g., research programs, research administration)
> Administration (e.g., finance, HR, IT, etc.)
> Patient care (if applicable)
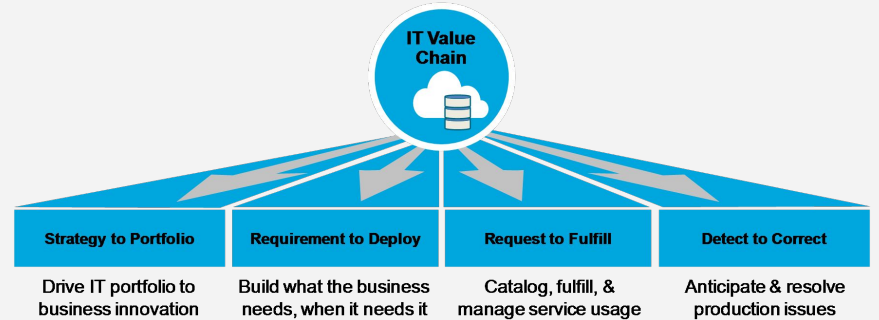> … etc. …

Itana
ESTABLISHED 2007

IT Value Chain

The EA practice is frequently located in IT or seeks to improve the performance of IT for the enterprise. To clarify the EA practice's scope, consider which aspects of IT's value chain you are seeking outcomes.

This is linked to other scope decisions, for example:

> Your drivers and outcomes may be more related to strategy or more based in projects or operations
> Your intended customers may be more focused on strategy, design, deployment, operations, etc.

There are many ways to describe the value chain for IT; a representative approach is the OpenGroup's IT4IT model:

Strategy to Portfolio	Requirement to Deploy	Request to Fulfill	Detect to Correct
Drive IT portfolio to business innovation	Build what the business needs, when it needs it	Catalog, fulfill, & manage service usage	Anticipate & resolve production issues

Delivery Methods

An EA practice has many potential ways to deliver on its desired outcomes. In maturing an EA practice, it is helpful to focus on selecting and getting good at selected methods.

Considerations in selecting methods to focus on include:

> From what will your intended customers most easily benefit?
> What will provide the broadest benefit for the least effort?
> What your team is most skilled in providing
> What fits the culture and management structure of your organization

Potential delivery methods for an EA practice are described in the EAMM in the [Delivery](#) attribute:

> **Services:** EA offers ongoing services such as consultation or design (perhaps as part of an IT service catalog)
> **Engagements:** EA creates project-like engagements with defined deliverables for stakeholders
> **Staffing:** EA team members staff initiatives to add architectural value
> **Processes:** EA has a role in specific processes, such as governance or design processes
> **Reference architectures:** EA leads creation of reference architectures and their application
> **Methods:** EA offers methods to improve information-gathering, analysis, and decision-making
> **Frameworks:** EA offers frameworks to provide shared concepts and approaches
> **Outreach:** EA conducts activities to raise awareness of EA resources and opportunities
> **Training:** EA trains people to understand and apply architectural principles and methods

Itana
ESTABLISHED 2007

Management Areas/Activity Areas

An EA practice contributes to the existing management of an enterprise. To achieve its outcomes, an EA practice typically needs to support or enhance existing management (such as IT service or project management), or create new management processes (such as IT governance).

Extending EA to new areas of management has various aspects including:

> Building relationships with managers already working in the area
> Assessing existing management in the area
> Collaborating with sponsors and managers to agree on outcomes

Examples of management areas for possible EA work:

> **Project** management; project portfolio management
> **Service** management; service portfolio management
> Management of **development teams** (e.g., Agile management, release management, DevOps)
> **Business relationship** management
> **Supplier relationship** management
> **Governance** (especially IT governance)
> **Strategy** management
> **Investment** management
> Organizational **change** management
> **Organizational** development; workforce development

Itana
ESTABLISHED 2007

Architecture Domains

Several complementary architecture domains typically come into play in working on enterprise architecture. However, the EA practice may choose to deepen its expertise or grow its activity in particular architecture domains.

Reasons to do this can include:

> Need to focus limited EA team resources on a feasible range of expertise
> Need to respond to particular drivers and outcomes (for example, need to stand up data governance or develop a data strategy)
> Need to balance out lack of coverage in the organization (for example, an IT organization lacking business architecture resources)

There are many possible lists of architecture domains; the following from [TOGAF](#) are representative:

Business Architecture	"the business strategy, governance, organization, and key business processes"
Data Architecture	"the structure of an organization's logical and physical data assets and data management resources"
Applications Architecture	"the individual application systems to be deployed, their interactions, and their relationships to the core business processes of the organization"
Technology Architecture	"the logical software and hardware capabilities that are required to support the deployment of business, data, and application services. This includes IT infrastructure, middleware, networks, communications, processing, standards, etc."

Itana
ESTABLISHED 2007

"I" Time - Think about your who, your why and your what

Everyone take five minutes to:

- generate several **drivers**
- and related **outcomes**

associated with **initiatives** you already have in progress or planned.

Strategy statement: To enable ___ to ___, we provide ___.		
Vision: *What is the future you envision as the result of your strategy?*		
Drivers *What major factors in the environment drive and focus our work?*	**Initiatives** *What are you doing in response to your drivers to reach desired outcomes?*	**Outcomes** *What will be different as a result of your strategy? What business value will result?*

Itana
ESTABLISHED 2007

Share out

What are some of the **drivers** you are seeing for EA at your institution?

What are some of the **outcomes** that are the desired result of your EA practice?

What are some of the **initiatives** you already have underway or have planned to address those *drivers* and reach those *outcomes*?

Itana
ESTABLISHED 2007

Links for today

[Strategy on a Page (SoaP) Template](#)

Example EA SoaP (U Washington):
https://wiki.cac.washington.edu/display/SIA/Enterprise+Architecture

[Scoping the EA Practice for Maturity Assessment](#) (original presentation)

Itana
ESTABLISHED 2007

Upcoming New2EA calls - Wiki Refresh Workshop

July 1	*Wiki Workshop Planning - New2EA Steering Group meeting - All are welcome*
July 8	*Wiki Workshop Planning - New2EA Steering Group meeting - All are welcome*
July 15	*Wiki Workshop Planning - New2EA Steering Group meeting - All are welcome*
July 20-22	[**2020 Wiki Refresh Workshop**](#)

NEXT New2EA WG CALL: July 1

Call Time:

11AM Pacific, Noon Mountain, 1PM Central, 2PM Eastern Time

Agenda:

[New2EA WG (Wiki)](#)

Itana
ESTABLISHED 2007

Closing

+ Δ ? ! Once more around, any final thoughts, reflections, questions, or things we may have missed or went unsaid? (*you are free to pass using the* ❌ *[no] indicator.*)

NEXT New2EA WG CALL: July 1

Call Time:

11AM Pacific, Noon Mountain, 1PM Central, 2PM Eastern Time

Agenda:

New2EA WG (Wiki)

Itana
ESTABLISHED 2007

Appendices

Levels of Detail

An EA practice can provide deliverables at various levels of detail depending on its desired outcomes. For example, it might contribute to a very high level strategy document or a very detailed requirements analysis.

While experienced architects are able to contribute at multiple levels, the EA practice may choose to focus on a few. Considerations include:

> Where the EA practice can be most effective in spending its time?
> What opportunities exist to hand off work to other teams for more detail?
> The skill sets available in the EA team

There are many ways to characterize levels of detail; the Zachman Framework is a representative example (left column):

	Why	How	What	Who	Where	When
Contextual	Goal List	Process List	Material List	Organisational Unit & Role List	Geographical Locations List	Event List
Conceptual	Goal Relationship	Process Model	Entity Relationship Model	Organisational Unit & Role Relationship Model	Locations Model	Event Model
Logical	Rules Diagram	Process Diagram	Data Model Diagram	Role Relationship Diagram	Locations Diagram	Event Diagram
Physical	Rules Specification	Process Function Specification	Data Entity Specification	Role Specification	Location Specification	Event Specification
Detailed	Rules Details	Process Details	Data Details	Role Details	Location Details	Event Details

Itana
ESTABLISHED 2007

Appendix: Scope Definition

This appendix contains sample worksheets that can be used to open up discussion about different potential scopes for an EA practice.

I.   **Stakeholders and Outcomes:** <u>Who</u> is a stakeholder in the EA practice, and <u>why</u> do they want it?

II. **Coverage:** <u>What</u> capabilities does the EA practice seek to enhance, <u>where</u> in the organization?

   A.   IT Organization Capabilities

   B.   Institution Capabilities

III. **Practice Areas and Offerings:** <u>How</u> does the EA practice seek to deliver outcomes?

   A.   Architecture & Management Practice Areas

   B.   EA Offerings

Itana

I. Stakeholders and Outcomes

Potential stakeholders include: your senior leadership or other sponsors; teams you serve; project stakeholders; roles you enable or support; etc.

Stakeholder:	What challenges do they face (relevant to EA)?	What outcomes do they seek from EA?

Definitions

For the column headings on the following worksheets:

For Part II: In order to build capabilities in the organization, the EA practice:

> <u>Lead</u> = Seeks to lead in this area
> <u>Contribute</u> = Seeks to contribute directly along with others
> <u>Influence</u> = Seeks to influence without direct responsibility
> <u>Observe</u> = Seeks to track this area without planned outcomes
> <u>None</u> = At this time, the EA practice doesn't seek outcomes in this area

For Part III: To deliver outcomes, the EA practice:

> <u>Lead</u> = Seeks to lead this type of work in the organization
> <u>Contribute</u> = Seeks to contribute to this type of work along with others
> <u>Enable</u> = Seeks to enable others to do this type of work, for example through training
> <u>Observe</u> = Seeks to track work this area without committing to outcomes
> <u>None</u> = At this time, the EA practice isn't involved in this type of work

Itana

Definitions

On the following worksheets, apply the common [RACI categories](#) in the following way:

For Part II: As the organization develops capabilities in each area shown, the EA practice:

> **R**esponsible = Directly working to build the capability (can involve others)

> **A**ccountable = Ultimately answerable for the capability

> **C**onsulted = Provides input to influence the capability

> **I**nformed = Observing what is being done; may participate more later

For Part III.A: To deliver outcomes, the EA practice:

> **R**esponsible = Actively doing this kind of work (can be alongside others)

> **A**ccountable = Ultimately answerable for this type of work

> **C**onsulted = Provides input to influence how this work is done

> **I**nformed = Observing what is being done; may participate more later

Also ask: In each case, if the EA practice is not Accountable, can you define who is?

Itana

II.A. IT Organization Capabilities

Capabilities:	If applicable, further define scope:	Lead	Contribute	Influence	None
(1) Development of IT strategy					
(2) Management of the IT project portfolio					
(3) Planning or execution of individual IT projects					
(4) Management of the IT service/product portfolio					
(5) Design of individual IT services/products					
(6) Architecture or design of IT infrastructure					
(7) IT governance (internal or external)					
(8) Data management (e.g., architecture, governance)					
(9) Organizational or workforce development for IT					
(10) IT frameworks or practices (e.g., ITSM, project management, business analysis)					
(11) Process management for IT					
Add any other capabilities that your EA program seeks to enhance					

II.B. Institution Capabilities

Capabilities:	If applicable, further define scope:	Lead	Contribute	Influence	None
(1) Development of business strategy					
(2) Management of portfolios of projects/initiatives					
(3) Planning or execution of individual projects/initiatives					
(4) Management of portfolios of programs/services					
(5) Design of individual programs/services					
(6) Operation of individual programs/services					
(7) Design of shared business services					
(8) Business process management or improvement					
(9) Organizational or workforce development for the business					
Add any other capabilities that your EA program seeks to enhance					

III.A. Architecture & Management Practice Areas

Practice Areas:	If applicable, further define scope:	Lead	Contribute	Enable	None
(1a) Technology architecture					
(1b) Solution design					
(2a) Business architecture					
(2b) Business analysis					
(3a) Data architecture					
(3b) Data analysis or design					
(4) Strategy management					
(5) Service (and/or service portfolio) management					
(6) Project (and/or project portfolio) management					
(7) Organizational change management or development					
(8) Business relationship management					
(9) Vendor/supplier relationship management					
Add any other practice areas that your EA program seeks to work in					

III.B. EA Offerings

Potential offerings of an EA practice can include: services, products, training, facilitation, workshops, consultation, reference architectures, etc.

Offering:	Who is expected to utilize it? In what situations?	What's out of scope? Where would you refer to?

Assessment Using the EAMM

As you apply the EAMM to your EA practice, refer back to these scoping worksheets to discuss:

- **Scope Definition:** How well defined is your scope? Do your stakeholders understand the scope you have identified for yourself?
  - Discuss with regard to parts I, II, and III.
- **Engagement:** Who would you need to engage with to carry out the scope you have identified for yourself? How well engaged are they currently?
  - In particular, discuss the Stakeholders you identified in Part I and the decision-makers for the areas you identified in Part II.
- **Impact Assessment:** In the areas of scope you have identified for yourself, how could you measure your impact? How well are you able to measure it now?
  - In particular, discuss the capabilities you identified in Part II.
- **Delivery:** How well defined and easily repeatable is EA practice's delivery of outcomes within the scope you have identified for yourself? How could you improve?
  - In particular, discuss the practice areas and offerings you identified in part III.
- **Management:** How are you managing the EA practice to direct resources toward the areas of scope you have defined for yourself? How could you improve?
  - Discuss with regard to parts I, II, and III.

Itana
ESTABLISHED 2007