Capability-Driven Strategy

Itana bi-weekly call, 11 December 2020
Agenda

1. Roll Call (by time zone - East to West)
2. Scribe Shout-out: How To Scribe Itana Notes
3. Agenda Bash
4. Capability Model-Driven Strategy
   jeff kennedy (The University of Auckland)
5. Itana Org Updates (if any)
   a. Working Group Updates
      i. Wiki Refresh Working Group
      ii. Women in EA Working Group
      iii. New2EA Working Group
      iv. API Working Group
      v. Business Architecture Working Group
   b. Steering Committee Update
      i. Coaching and Mentoring
Capability-Driven Strategy

jeff kennedy
Enterprise Architecture Manager
The University of Auckland
jeff.kennedy@auckland.ac.nz
@elbanoitca
Agenda

1. **Capabilities**
   What are they, and why are they useful?

2. **Strategies**
   A broad view: what should we invest in?

3. **Concerns**
   Illustrations of real-world higher-education strategic enterprise storytelling.
Capabilities

> **The Open Group**
A business capability is a particular ability or capacity that a business may possess or exchange to achieve a specific purpose or outcome.

> **FromHereOn**
A Business Capability is a particular logical combination of People, Process, Information, and Technology resources necessary to deliver a discrete required outcome to achieve a specific business objective.
Anatomy

**BUSINESS MOTIVATION**

- **INFLUENCERS**
- **MEANS**
- **ENDS**
- **ASSESSMENT**

**CAPABILITY**

- **People**
- **Process**
- **Information**
- **Technology**
Mind the Gap

What Business Capabilities Are:

- An expression of the organization’s most important activities
- A common language that can be used by business relationship managers and business partners to frame demand articulation conversations
- A framework that cuts across organizational silos by focusing on what different constituencies do rather than how they do it

What Business Capabilities Are Not:

- An expression of the organization’s technical capabilities
- A detailed description of how each business constituency conducts its activities
- An inventory of process maps or a collection of IT systems
Business Capability Reference Models
Acclaim!

Business capability modeling is a technique that allows enterprises to combine resources, competencies, information, technology, processes and their environments to create unique competitive possibilities. Business capability modeling delivers value to customers or citizens (see 8 Best Practices for Creating High-Impact Business Capability Models). Business capability models are often industry specific and benefit greatly from reference models developed within the industry. One of the most mature business capability models for higher education was developed in Australia through the work of the Council of Australasian University Directors of Information Technology (CAUDIT) and the company FromHereOn. That collaboration resulted in a detailed business capability model: the CAUDIT Higher Education EA Reference Architecture.

Business Capability Heatmaps
Strategies

1. Broad scope here for what "strategy" means
2. Both sides of the door: inbound and outbound
   ...and:
3. Watch for the
How Should we Invest?

Sector Differential | Innovation Differential
FACTORY | STRATEGIC
We will strive to do this differently and better than other universities do. | We will innovate and experiment with new ideas to discover and create new value.

Sector Operations | Business Operations
SUPPORT | TURNAROUND
Every university must do these things: there is zero-to-low benefit being different here. | Every business needs to do these things: there is no benefit in being different here.

Create and deliver new strategic value
Reduce cost and complexity
Improve operations and efficiency
# Higher Education Business Reference Model

## Description
The Higher Education Business Reference Model provides a high-level view of the core capabilities and value chains within an institution. It is designed to support strategic planning, operational management, and performance evaluation. The model is useful for understanding the main drivers of institutional performance and for identifying areas for improvement. It is based on best practices and can be adapted to fit the specific needs of individual institutions.

### Value Chains and Core Capabilities
- **Learning and Teaching**
- **Student Services**
- **Research and Development**
- **Business Operations**

### Stakeholders
- **Students**
- **Employees**
- **Governments**
- **Partners and Suppliers**
- **Sponsors**

### Enabling Capabilities
- **Information Technology**
- **Human Resources**
- **Finance and Administration**

### Major Concepts
- **Organisational Structure**
- **Value Creation**
- **Value Chain**

### MAJOR CONCEPTS
- Typically, the organisational structure is used to organise the model and capture the value network for the institution.
- Value chains are used to represent the processes that create value for the institution.

### Usage
This model is an anchor for various perspectives such as strategic management, business operational planning, resource management, and organisational structure. It provides a strategic view of the organisation with implications for business objectives through to the information, technology, and other resources needed to support them.

## Core Capabilities and Value Chains

### Learning and Teaching
- **Student Services**
- **Curriculum Management**
- **Instructional Support**

### Student Services
- **Enrollment**
- **Financial Aid**
- **Counseling**

### Research and Development
- **Basic Research**
- **Applied Research**
- **Contribution to Knowledge**

### Business Operations
- **Finance and Administration**
- **Human Resources**
- **Information Technology**

## Enabling Capabilities
- **Information Technology**
- **Human Resources**
- **Finance and Administration**

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Vice-Chancellor’s Message

The University of Auckland is located in Auckland, New Zealand, a city of extraordinary beauty and diversity. We wish to share the nation’s wealth. From here, we reach out to the Pacific, to Asia and to the world. Our enduring relationship with tangata whenua is based upon Te Tino Rangatiratanga, an essential part of our identity and a key component of our vision 2030 and Strategic Plan 2025.

I am pleased to announce that this University of Auckland Vision and Strategy for the next decade 2021–2030, Taumata Teitei, which can be interpreted from Te Reo Māori as “waking up”, is now on the Australian World. It recognises the exciting challenges posed by the Tehran of our times and a contemporary statement of our purpose, mission and values.

Among our new Vision and Strategy, we are creating a framework of growth (based upon the High Wire Line) that will shape our future. The University is, of course, a significant part of the University, although Taumata Teitei, a framework that will be built for the University, and its other three vision and strategy frameworks, are integral parts of our identity and values. Located within an innovative environment, we are a key driver of innovation, providing our students, staff, and the community with the tools, skills, and experiences, to benefit our students, staff, and the community.

Our common commitment is to valuably contribute to our communities, New Zealand, and the world. We aim to be a global university, a leader in its field, and a key player in the New Zealand economy. We aim to be a world-class university, engaged in global partnerships, and a key player in the New Zealand economy.

We wish to share the nation’s wealth. From here, we reach out to the Pacific, to Asia and to the world. Our enduring relationship with tangata whenua is based upon Te Tino Rangatiratanga, an essential part of our identity and a key component of our vision 2030 and Strategic Plan 2025.

At its core, our new strategy will be driven by our commitment to excellence, sustainability, innovation, research, and positive impact. We do this by focusing on the needs of our communities, students, and faculty. We are committed to providing a world-class education and research experience, and to being a leader in our field.

To achieve our vision, we will continue to foster a culture of excellence, innovation, and social responsibility. We will continue to be a leader in our field, and to be a global player in the world of higher education.

Whakatauki
Whaia te ti kahurangi, ki te tūhia kei me he mauanga teitei
Seek the treasure which you value dearly
If you should bow your head, let it be to a lofty mountain

Professor Dame Fiona Carruthers
Vice-Chancellor
The University of Auckland
Higher Education Ecosystem 2030

Source: Gartner
ID: 407388
Higher Education Ecosystem 2030
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SET - Summative Evaluation Tool

Overview

SET (product name eXplorance Blue) provides the University with a platform for the authoring, dispatch, collation, and reporting of student summative feedback relating to courses in which they have been enrolled.

The University uses student feedback information to support internal quality-assurance and enhancement.

The application is accessible from these locations:

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<th>End user</th>
<th>Production</th>
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Administrator

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Info

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CAUDIT Capability L0: Curriculum Improvement
CAUDIT Capability L1: Curriculum Quality Management

Software Licensing Model: Commercial
External Users Allowed: No

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Jisc digital capabilities framework: The six elements defined
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Business Capability Roadmaps / Strategy

Business Capability Map of Strategic Priorities

Human Resources Management
- Organisational Design
- Workforce Management
- Remuneration, Entitlements, & Benefits Management
- Organisational Learning

Talent Attraction & Management
- Workforce Recruitment

Workforce Planning

Workforce Relations Management

Health, Safety, & Wellbeing Management

Human Resource Support

Information Management
- Advanced Analytics
- Business Intelligence & Reporting

Human Resources

Strategic Priorities:
1. Provide effective HR services informed by rich and useful data and analytics.
2. Develop people in high-performing culture
3. Support the University's leadership and and change programmes
4. Expand, mature, and integrate accessible services for Health, Safety, & Wellbeing throughout the University

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Business Capability Roadmaps / Increments

[Diagram depicting a Business Capability Road Map and Human Resource Management for the next 3-5 years and digital futures.]

-Delivering world-class Human Resource Management services in higher education-

**Organisational Culture**
- Assess current culture and aspirational culture required to deliver strategy (e.g., expected culture)
- Precise analysis to evaluate how culture, values, performance and engagement, to determine which initiatives make a difference to the university's culture and to measure organisational health
- Digital culture & digital readiness

**Organisational Design**
- Ensure features and functionality are conducive to organisational requirements and practices for future change and predict for the future of work with digital tools and change surveys
- Integration of management frameworks, capabilities, and change for employee performance management

**Workforce Planning**
- Integration of planning activities that require a longer forecast for organisational needs
- Assessment of the roles that may be misaligned with the future workforce
- Automated personnel support for workforce management

**Workforce Intelligence & Reporting**
- Increase the coverage of human-resource information being sent to the University Data Warehouse
- Identify key business intelligence and reporting needs
- Create a dashboard that describes the current state and consumption rules for key HR data
- Updated HR business intelligence and reporting to the HR Advisory Team and managers so they are able to make data-driven decisions
- Use of third party support to provide workforce reporting (e.g., Oracle)

**Advanced Analytics**
- Provide a self-service analytics data-delivery capability to all staff and ensure successful performance and practice of data
- Deliver HR analytics to the HR Advisory Team and managers so they are able to make data-driven decisions
- Advanced analytical models to assess staff engagement and drive high performance culture, with a reliance on personal and professional data using a wide range of data sources

**Workforce Relations Management**
- Create and design the staff journey to maintain high levels of engagement
- Advanced analytics models to measure and predict and drive engagement for employee engagement

**Organisational Learning and Development**
- Improve Digital Literacy for staff
- Provide new training to internal and consultant employees the necessary information, strategies and capabilities to ensure staff training development provides current and relevant learning solutions
- Mobile device support for online learning, including faculty retention learning, e.g., lectures
- Advanced training & online learning for specific staff, including personal, business, or role-related
- Anybody may request and receive training and share or make recommendations to others
- All permits for individual development needs to support improved performance
Business Capability Roadmaps / Initiatives
78% of the combined strategic and digital portfolio is invested in either critical or high priorities from the business capability roadmaps;

19% is invested in medium priorities reflecting improved strategic-objectives planning in areas including ICT Management, Curriculum Design, Business Process Management, and Customer Experience Management;

...and just 3% is invested in capabilities with no identified priority, related to programme-delivery costs.
Closeout

> "Business Capability Models are the core foundation of enterprise architecture."

> "Business-Capability-Driven enterprise architecture is the only true enterprise architecture!"

> "Use business capabilities as the mechanism to identify and reconcile interdependent changes to successfully execute the digital strategy."

> "Business capabilities are the foundation of digital competition."
Thank You

- Please Stay in Touch
  Either directly or through the ITANA list or through the BAWG

- With Sincere Appreciation for:
  Jim Phelps / University of Washington / ITANA
  Dana Miller / Miami University Ohio / IBAWG
  Karen Modena / La Trobe University / CAUDIT
  Nigel Foxwell / James Cook University / CAUDIT
  Nicola Jackson / The University of Auckland
Selected Background Materiel

Sites and Sources
- Nielsen Norman Group’s service blueprint, https://www.nngroup.com/articles/service-blueprints-definition/
- JISC Digital Capabilities Framework, https://digitalcapability.jisc.ac.uk/
- The Open Group Guide to Business Capabilities, https://publications.opengroup.org/g189

Gartner Research Notes
Itana Org Updates

1. Working Group Updates
   a. Wiki Refresh Working Group
   b. Women in EA Working Group
   c. New2EA Working Group
   d. API Working Group
   e. Business Architecture Working Group

2. Steering Committee Update
   a. Coaching and Mentoring