

# Governance

as a tool for Architects

“**Governance** is the act of governing. It relates to decisions that define *expectations*, grant [power](#), or verify [performance](#). It consists of either a separate process or part of [management](#) or [leadership](#) processes. These processes and systems are typically administered by a [government](#). When discussing governance in particular institutions, the quality of governance within the institutions is often compared to a standard of [good governance](#).

In the case of a [business](#) or of a [non-profit organisation](#), governance relates to consistent management, cohesive policies, guidance, processes and decision-rights for a given area of responsibility. For example, managing at a corporate level might involve evolving policies on [privacy](#), on internal investment, and on the use of data.”

<http://en.wikipedia.org/wiki/Governance>

**Governance is about...**

**“Allocating Decision Rights and Accountability”**

**Weill and Ross**

# The bottom line

- Governance is highly contextual. Remember that your success rate can go down as well as up due to a number of factors.
- Above all, governance is as much about the people involved in the activity as it is the process or committee structures in place to deal with it.
- Not all governance processes are created equal. What works in one situation may not work in the next.
- Governance requirements are dynamic and will change over time (as, likely, will the participants).
- You need to think about what's appropriate for the maturity of your existing governance and management structures

# Some Key Considerations

**Successful projects don't just happen**

# Some Key Considerations

**Mode of engagement:** *working locally on a project; segment architecture or at a strategic level?*  
*Each might require different forms of Governance*

PMO				
Architecture		Strategy	Programmes	Projects
	Strategy			
	Segment			
	Projects			

# Some Key Considerations

**Operating Model:** *The desired level of business process integration and business process standardisation for delivering goods and services to customers*

**Enterprise Architecture:** *The organising logic for business process and IT infrastructure capabilities reflecting the integration and standardisation requirements of the firm's operating model*

Source: *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution*, J. Ross, P. Weill, D. Robertson, HBS Press, June 2006.

# Know Thy Operating Model

<b>Business Process Integration</b>	<b>High</b>	<p style="text-align: center;"><b>Coordination</b></p> <p>Unique business units with a need to know each other's transactions</p> <p>Key IT capability: Access to shared data through standard technology interfaces</p>	<p style="text-align: center;"><b>Unification</b></p> <p>Single business with global process standards and global data access</p> <p>Key IT capability: enterprise systems reinforcing standard processes and providing global access</p>
	<b>Low</b>	<p style="text-align: center;"><b>Diversification</b></p> <p>Independent business units with different customers and expertise</p> <p>Key IT capability: provide economies of scale without limiting independence</p>	<p style="text-align: center;"><b>Replication</b></p> <p>Independent but similar business units sharing best practice</p> <p>Key IT capability: provide standard infrastructure and application components for global efficiencies</p>
		<b>Low</b>	<b>High</b>
<b>Business Process Standardization</b>			

Source: *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution*, J. Ross, P. Weill, D. Robertson, HBS Press, June 2006.



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**The Governance  
Continuum**

# The Governance Continuum

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**BIG G  
governance**



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# The Governance Continuum

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governance**



**EFQM  
COBIT  
TOGAF  
ITSM  
PMBOK  
PRINCE2  
MSP**



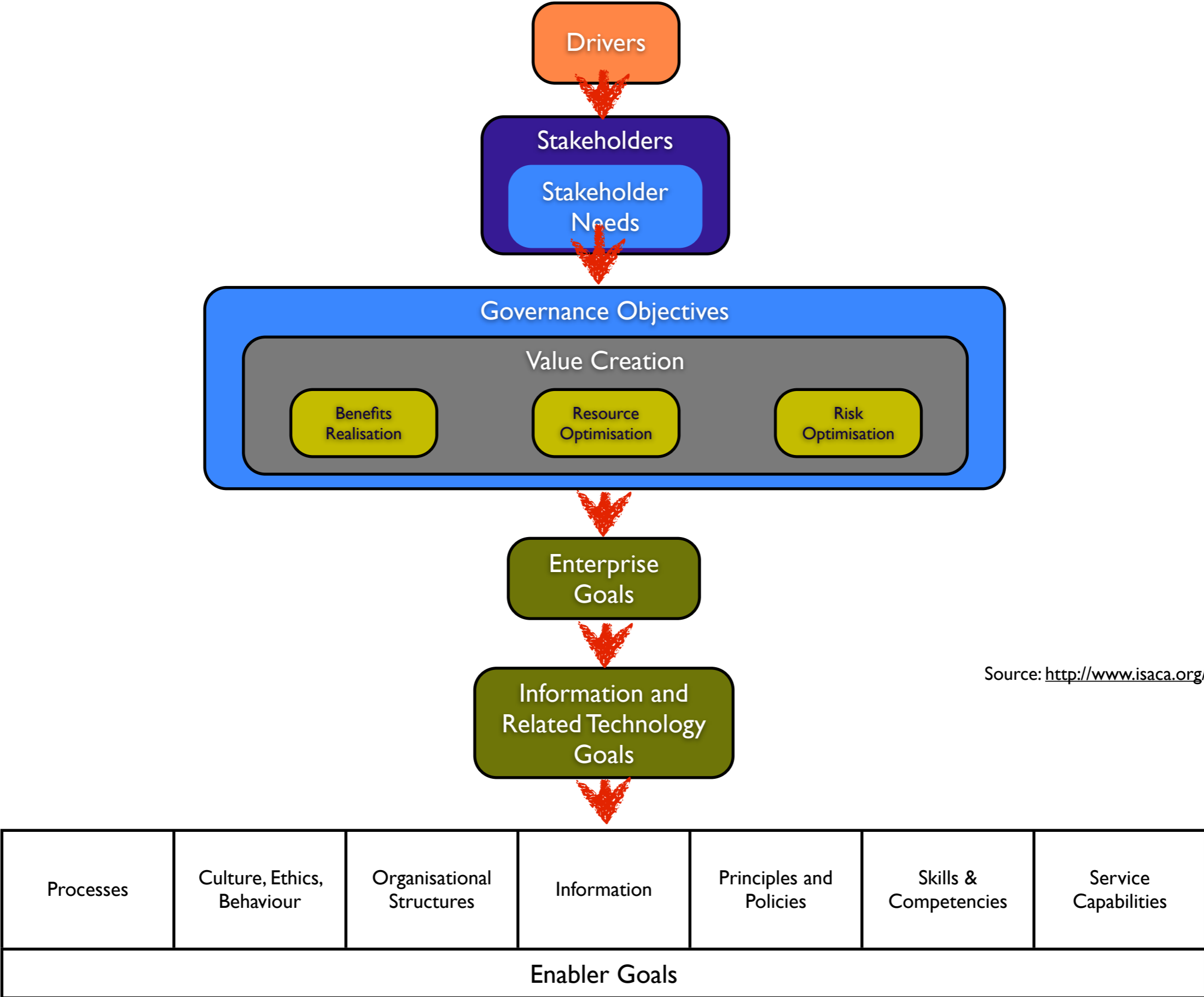
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EFQM  
COBIT  
TOGAF  
ITSM  
PMBOK  
PRINCE2  
MSP\*

\*aside from being tough breaks in Words With Friends, these are pretty heavyweight frameworks that cover different aspects of Governance.

EFQM  
COBIT  
TOGAF  
ITSM  
PMBOK  
PRINCE2  
MSP\*

# COBIT 5 Goals Cascade



Source: <http://www.isaca.org/>

# Processes for Governance of Enterprise IT

## Evaluate, Direct and Monitor

**EDM01** Ensure Governance Framework Setting and Maintenance

**EDM02** Ensure Benefits Delivery

**EDM03** Ensure Risk Optimisation

**EDM04** Ensure Resource Optimisation

**EDM05** Ensure Stakeholder Transparency

### Align, Plan and Organise

**AP001** Manage the IT Management Framework

**AP002** Manage Strategy

**AP003** Manage Enterprise Architecture

**AP004** Manage Innovation

**AP005** Manage Portfolio

**AP006** Manage Budget and Costs

**AP007** Manage Human Resources

**AP008** Manage Relationships

**AP009** Manage Service Agreements

**AP010** Manage Suppliers

**AP011** Manage Quality

**AP012** Manage Risk

**AP013** Manage Security

### Monitor, Evaluate and Assess

**MEA01** Monitor, Evaluate and Assess Performance and Conformance

### Build, Acquire and Implement

**BAI01** Manage Programmes and Projects

**BAI02** Manage Requirements Definition

**BAI03** Manage Solutions Identification and Build

**BAI04** Manage Availability and Capacity

**BAI05** Manage Organisational Change Enablement

**BAI06** Manage Changes

**BAI07** Manage Change Acceptance and Transitioning

**BAI08** Manage Knowledge

**BAI09** Manage Assets

**BAI10** Manage Configuration

**MEA02** Monitor, Evaluate and Assess the System of Internal Control

### Deliver, Service and Support

**DSS01** Manage Operations

**DSS02** Manage Service Requests and Incidents

**DSS03** Manage Problems

**DSS04** Manage Continuity

**DSS05** Manage Security Services

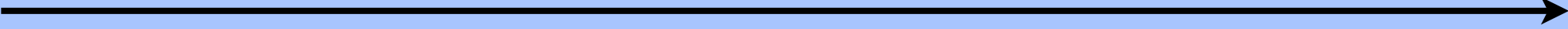
**DSS06** Manage Business Process Controls

**MEA03** Monitor, Evaluate and Assess Compliance With External Requirements

## Processes for Management of Enterprise IT

Source: COBIT 5, figure 16

# Example Management and Governance Activities

Business Silos	Standardised Technology	Optimised Core	Business Modularity
Business Cases Project Methodology	Architects on project teams IT Steering Committee Architecture Exception Process Formal compliance reviews Infrastructure Renewal Process Centralised funding of enterprise applications Centralised standards team	Process owners Enterprise Architecture guiding principles Business leadership of project teams Senior Executive oversight IT Program Managers	Enterprise Architecture graphic Post-implementation Assessments Technology research and adoption processes Full-time Enterprise Architecture team
<b>Architecture Maturity</b> 			

Source: *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution*, J. Ross, P. Weill, D. Robertson, HBS Press, June 2006.



# Learning requirements of the Architecture Stages

Stage Name	Business Silos	Standardised Technology	Optimised Core	Business Modularity
IT Capability	Local IT applications	Shared technical platforms	Enterprise-wide hardwired processes or databases	Plug and play business process modules
Business Objectives	ROI of local business initiatives	Reduced IT costs	Cost and equity of business operations	Speed to market; strategic agility
Funding Priorities	Individual applications	Shared infrastructure services	Enterprise applications and data stores	Reusable business process components
Key Management Capability	Technology-enabled change management	Design and update of standards; funding shared services	Core enterprise definition and measurement	Management of reusable business processes
Who Defines Applications	Local business leaders	IT & business unit leaders	Senior management and process leaders	IT, business and industry leaders
Key IT Governance Issues	Measure and communicate value	Establish local / regional / global responsibilities	Align project priorities with architecture objectives	Define, source and fund business modules

Source: *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution*, J. Ross, P. Weill, D. Robertson, HBS Press, June 2006.

How not to do big G governance.

**“If only they would give me the authority..”**

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# The Governance Continuum

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Little g  
governance

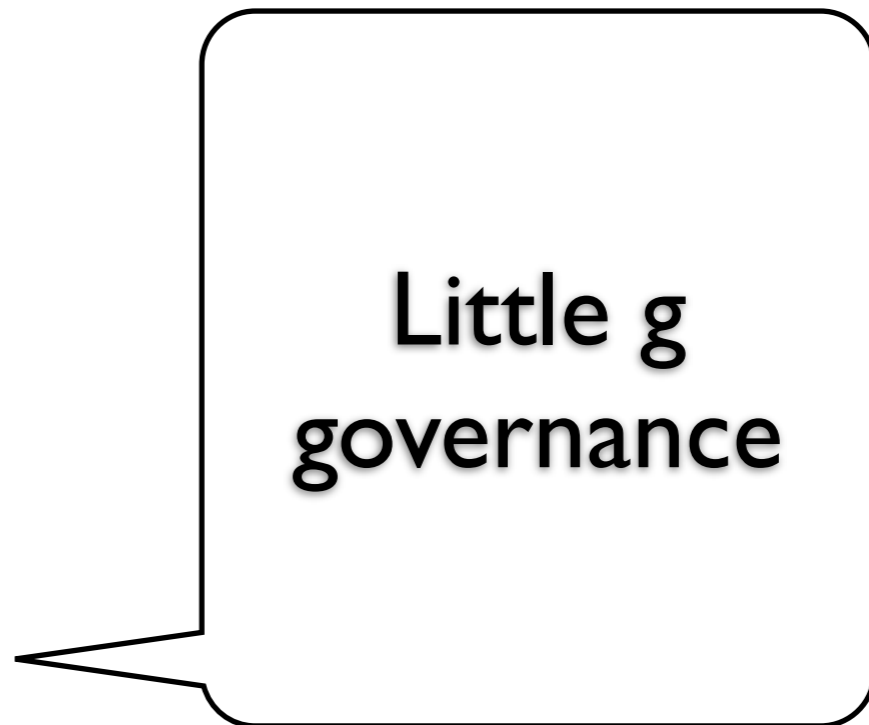
# The Governance Continuum

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Managing by walking around.  
Bottom-up,  
project-based.  
Small groups of  
leaders.

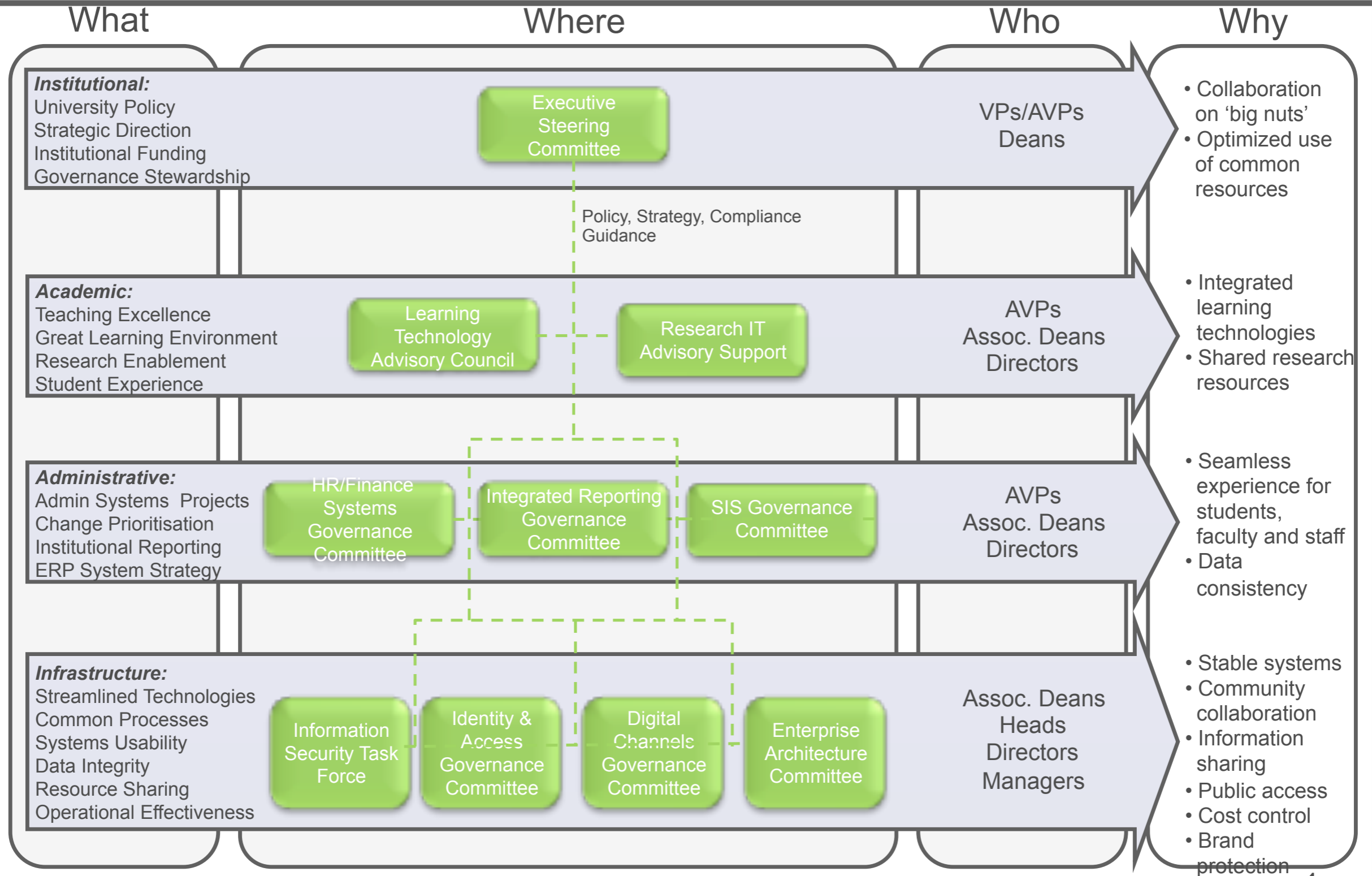
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Little g  
governance



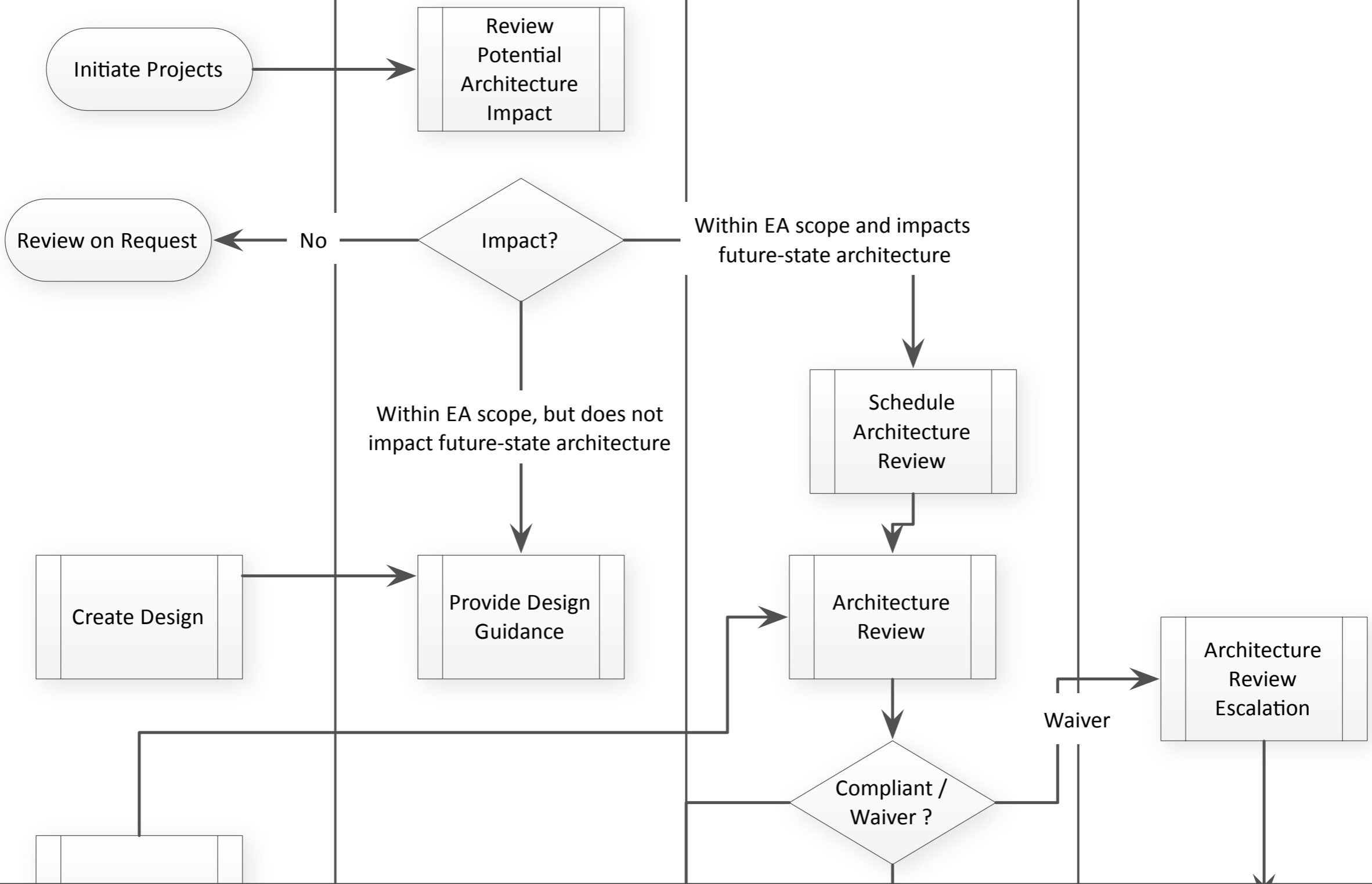
# Governance at UBC

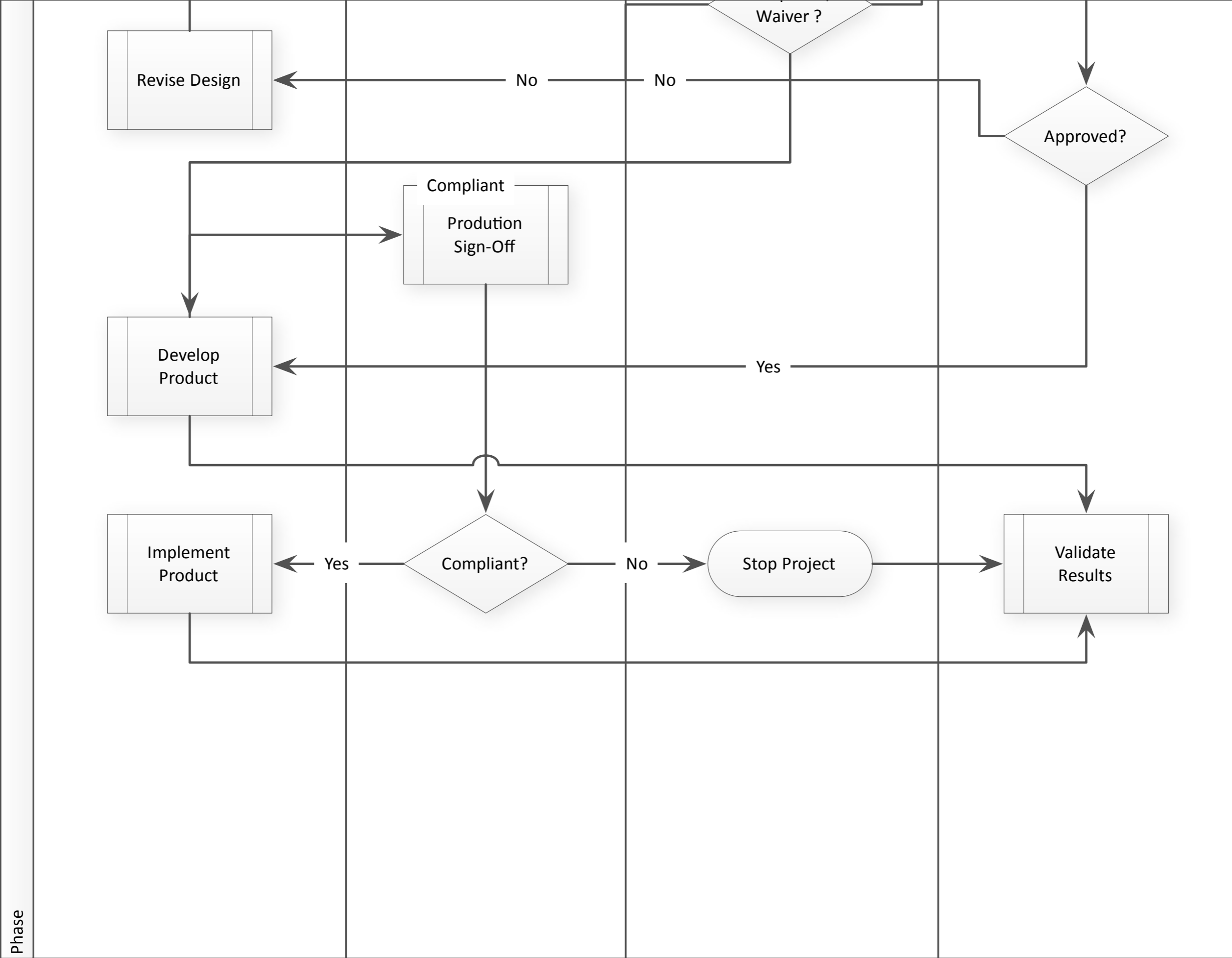
# UBC IT Governance Model





# UBC Enterprise Architecture Assurance Process Model

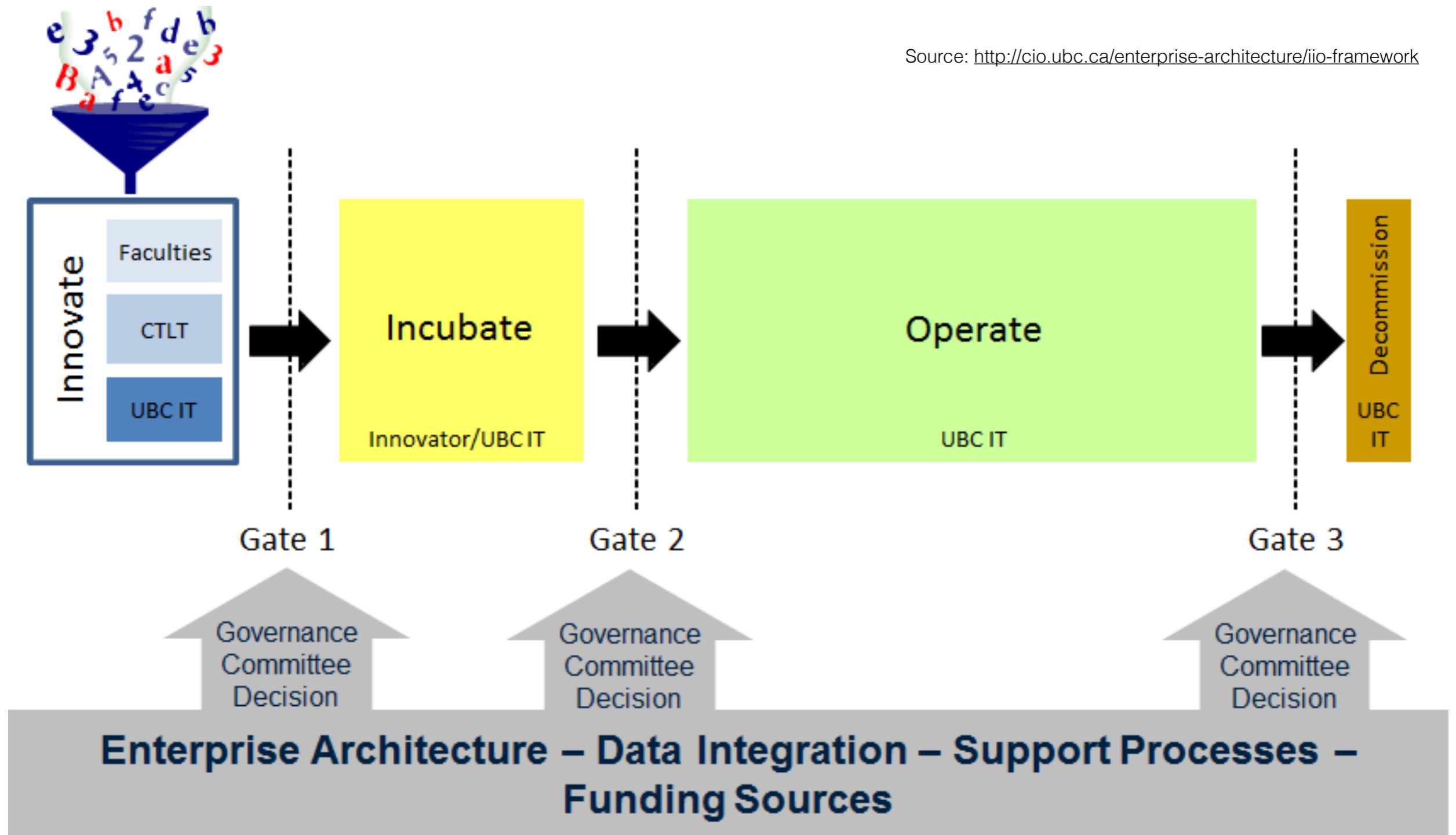




Phase

# Innovate, incubate, operate

Source: <http://cio.ubc.ca/enterprise-architecture/iio-framework>





- **Governance Effectiveness**
  - Very little “teeth”, for instance EA is “inform only”
  - University culture is “do what it takes for your school to be great”
  - Lack of defined business strategies tends to limit EA recommendations to technology only
  - Brand new and maturing

# In summary...

- Governance is an activity, not just a committee structure
- EA is an activity not an artefact
- Governance is an activity not a committee structure
- They both form part of a vehicle that can help get you where you want to go
- If you don't want to go anywhere, you don't need a vehicle
- If you don't know where you're going, a vehicle won't help

John Townsend, LJMU  
JISC Flexible Services Delivery Programme

<http://www.jiscinfonet.ac.uk/flexible-service-delivery/ea/ljmu-pres.pdf>

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