ENTERPIRSE ARCHITECTURE FOR DHS

IAB401 Enterprise Architecture [Part A]

N10841091 Chanwoo Kim

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Summary

This comprehensive report outlines the development of an enterprise architecture for the Department of Human Services (DHS), a pivotal Australian federal government agency responsible for delivering essential social welfare support to citizens. The assignment focuses on creating a holistic understanding of DHS's operations, emphasising the integration of business and IT components in ensuring efficient service delivery.

The first section of the report focuses on business architecture. It emphasises the importance of comprehending what DHS does, including business capability models and high-level process value streams. Key aspects such as customer assessments, eligibility, entitlements, and service matching are explored in-depth. The report underscores the need for clear, efficient service delivery, as demonstrated by a high volume of customer interactions and processing steps.

The second section delves into enterprise architecture translating business capabilities into detailed ArchiMate models, with a focus on the business and IT application layers. Notably, it excludes the IT infrastructure layer. The report highlights the significance of aligning business and IT components to enhance service delivery in a government agency context, where accuracy and efficiency are paramount

1. Introduction

In the ever-evolving landscape of public service delivery, organisations strive to provide efficient, effective, and citizen-centric solutions to meet the diverse needs of their constituents. One such organisation at the forefront of this endeavour if the Department of Human Services (DHS) in Australia. With a mandate to ensure the welfare and well-being of its citizens, DHS has meticulously crafted a Service Delivery Management system that stands as a testament to modern enterprise architecture excellence.

The Business Architecture serves as the blueprint for an organisation's structure, defining its key elements such as business actors, processes, and services. It provides clarity on the roles and responsibilities within the organisations and delineates the interconnections between them. In the explorations, this will delve into defining these elements, elucidating their relationships, and modelling them to form a comprehensive business architecture.

To concretise these concepts and relationships, we will leverage the power of ArchiMate Modelling, a standard for visualising enterprise architectures. This modelling approach allows us to represent the intricate web of business actors, services, processes, and IT applications, highlighting the alignment between and IT layers, thus ensuring a clear comprehension of how technology supports business objectives.

In the following sections, this will embark on a journey to create an ArchiMate Model representing the enterprise architecture for a fictious organisation's Service Delivery Management Capability and Value Streams. The endeavour will showcase the practical application of these methodologies, providing a holistic view of how businesses can effectively map, manage, and optimise their operations for success in the digital age.

2. Business Architecture

Within the sprawling landscape of government services, the DHS in Australia stands as a beacon of innovation and excellence, dedicated to providing its citizens with efficient and effective social welfare support. To achieve this ambitious goal, DHS has meticulously crafted a robust Business Architecture that serves as the foundational blueprint for tis operations. At its core, Business Architecture represents a comprehensive and structured framework that defines the organisation's strategies, objectives, processes, and resources. It acts as a guiding light, ensuring that every facet of the organisation aligns with its overarching mission. In the case of DHS, this mission revolves around delivering essential services to those who need them most.

This section delves deep into the intricate components of DHS's Business Architecture. This will explore the intricacies of the Capability Map, a dynamic tool that paints a vivid picture of the organisation's capabilities, laying out the actors, services, and processes that underpin service delivery. The Value Streams, on the other hand, provide a detailed roadmap of how these capabilities come together to achieve specific outcomes. Each Value Stream represents an end-to-end process, illustrating the activities and interactions required to fulfill critical service objectives.

As we journey through the Business Architecture, this will uncover how DHS orchestrates its resources, identifies key actors, delineates service delivery processes, and sets the stage for the comprehensive Enterprise Architecture. This section serves as a cornerstone, offering invaluable insights into the strategic foundation upon which DHS builds its innovative solutions and continuously improves tis service delivery to the Australian populace.

2.1 Multi-level Business Capability

Level 1. Service Delivery Management	
Level 2.	**Customer Needs Assessment**
Level 3.	Conduct Needs Analysis
	Gather Customer Information
	Assess Health & Wellbeing
	Evaluate Financial Situation
Level 2.	**Claims Processing**
Level 3.	Claims Verification and Validation
	Determine Eligibility
	Calculate Entitlements
	Claims Decision & Notification
Level 2.	**Service Access Management**
Level 3.	Service Availability Monitoring
	Access Authorisation
	Service Delivery Monitoring
	Handling Service Access Requests
Level 2.	**Service Offer Management**
Level 3.	Service Offer Generation
	Offer Review & Approval
	Service Offer Communication
	Service Offer Tracking
Level 2.	**Customer Interaction Management**
Level 3.	Interaction Tracking & History
	Communication Channels Management
	Customer Feedback Handling
Level 2.	**Obligations Management**
Level 3.	Obligations Assessment
	Obligations Tracking & Reporting
	Non-compliance Handling
Level 2.	**Referral Management**
Level 3.	Referral Assessment
	Referral to External Agencies
	Tracking Referral Progress
	Referral Outcome Monitoring
Level 2.	**Customer Support & Care**
Level 3.	Customer Support Requests Handling
	Specialised Care for Complex Cases
	Support Services Coordinator

Table 1. Service Delivery Management

At the heart of the DHS lies a finely tuned machinery designed to deliver essential social welfare services to its citizens. This intricate system is orchestrated through a multi-level capability structure that ensures every facet of service delivery is not just efficient but also

tailored to the unique needs of each individual.

Level 1. Service Delivery Management services as the overarching umbrella, where the grand symphony of service provision takes place. This is the backbone of the entire architecture, directing the flow of resources, information, and expertise to where they are needed most.

Diving deeper, we encounter **Level 2. Customer Needs Assessment**, a pivotal component. Here, the focus is on understanding the citizens' requirements comprehensively. It is a multi-pronged approach involving Level 3. Conduct Needs Analysis to identify precise needs, Gather Customer Information to build a holistic profile, Assess Health and Wellbeing to gauge their physical and mental state, and Evaluate Financial Situation to determine their eligibility for financial support.

Level 2. Claims Processing comes next, ensuring that citizens' claims are verified, eligibility is determined, entitlements are calculated accurately, and claims are decided and communicated promptly through Level 3 sub-capabilities.

Parallelly, **Level 2. Service Access Management** diligently monitors service availability, authorizes access, and oversees service delivery, all while effectively handling service access requests. This ensures that citizens have uninterrupted access to vital service when they need them.

Level 2. Service Offer Management takes charge of generating, reviewing, communicating, and tracking service offers. This ensures that citizens are informed about the services available to them, reviewed regularly, and tracked to successful completion. **Level 2. Customer Interaction Management** excels in tracking interactions, managing communication channels, and handling valuable customer feedback, promoting effective and meaningful engagements.

In tandem, **Level 2. Obligations Management** assesses, tracks, and handles obligations, guaranteeing that both parties fulfill their responsibilities.

Lastly, **Level 2. Referral Management** assesses refers, tracks, and monitors external referrals, enhancing collaboration and coordination with external agencies. To round off the capability, **Level 2. Customer Support and Care** steps in to handle customer support requests and provide specialised care for complex cases, ensuring that no citizen is left without assistance.

This multi-level capability structure within the Service Delivery Management framework epitomises the DHS's commitment to delivering comprehensive, efficient, and tailored social welfare service to its citizens, addressing their unique needs with precision and empathy. It's the harmonious convergence of these levels that propels the DHS towards its mission of excellence in public service delivery.

Level 1. Customer Management	
Level 2.	**Customer Registration & Profile Management**
Level 3.	Customer Registration
	Profile Setup & Update
	Unique Customer Reference Number (CRN) Assignment
Level 2.	**Customer Information Gathering & Update**
Level 3.	Information Collection
	Information Verification

	Data Update & Maintenance
Level 2.	**Customer Identity Verification**
Level 3.	Identity Document Verification
	Biometric Authentication
	CRN Validation
Level 2.	**Customer Interaction Tracking**
Level 3.	Interaction History Recording
	Cross-Channel Interaction Tracking
Level 2.	**Customer Feedback Handling**
Level 3.	Feedback Collection & Analysis
	Feedback Response & Resolution
Level 2.	**Customer Support & Assistance**
Level 3.	General Customer Support
	Assistance with Service Requests
	Support for Complex Issues
Level 2.	**Social Worker Assistance**
Level 3.	Identifying Customers in Need of Social Worker Assistance
	Referral to Social Worker Services
	Coordination with Social Workers

Table 2. Customer Management

Level 1. Customer Management represents the fundamental layer of this capability, orchestrating a range of functions essential for ensuring citizens' needs are met promptly and efficiently. **Level 2. Customer registration and Profile Management** serves as the initial touchpoint in this journey. It consists of three distinct Level 3 sub-capabilities. Customer Registration is the gateway where citizens establish their identities within the DHS system. Simultaneously, Profile Setup and Update empowers citizens to personalize their information, ensuring it remains accurate. The assignment of a Unique Customer Reference Number (CRN) streamlines interactions across various DHS services, simplifying citizens' experiences.
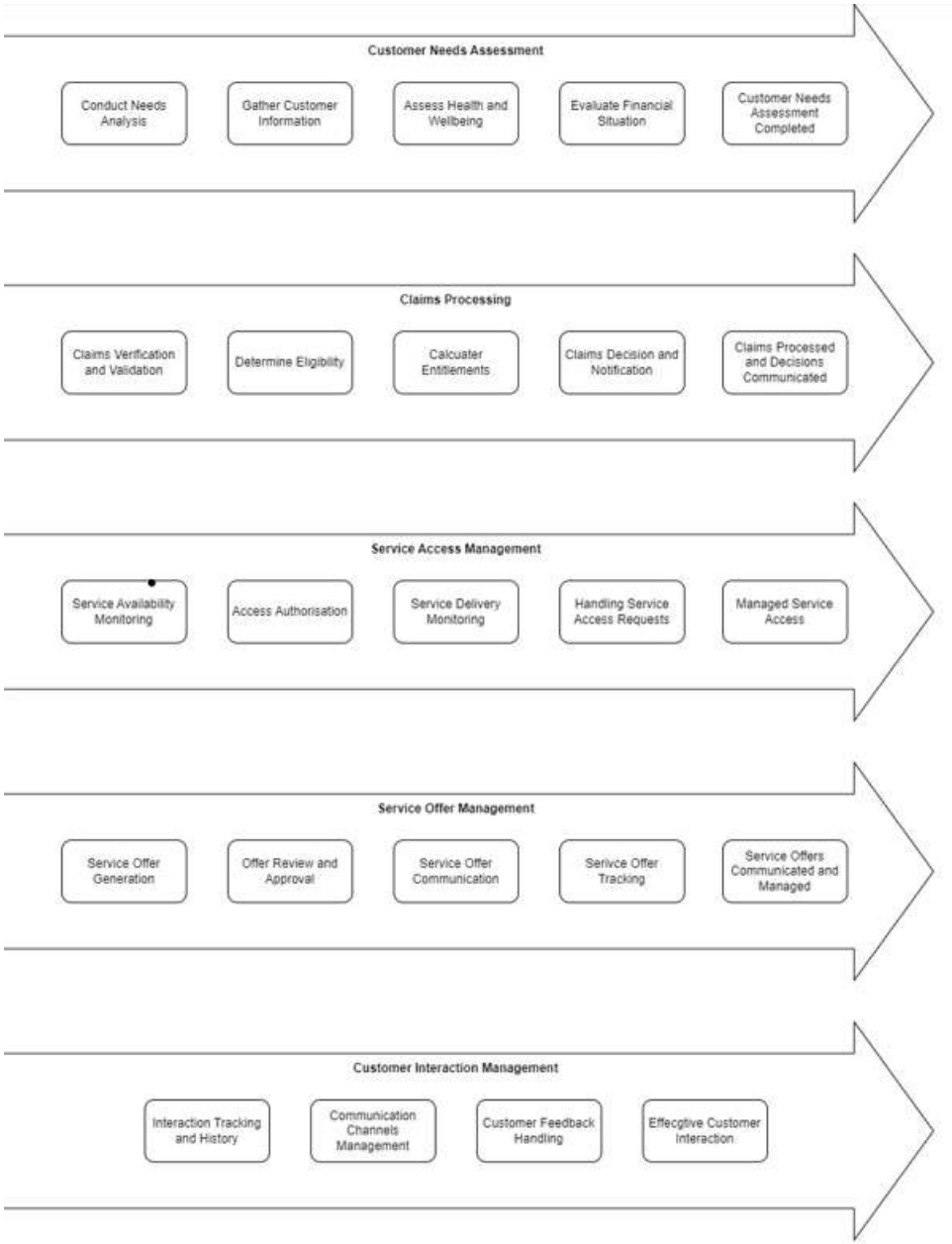
Level 2. Customer Information Gather and Update further enhances the accuracy and reliability of citizen data. Information Collection ensures comprehensive data capture, while Information Verification validates the accuracy of this information. Data Update and Maintenance guarantees that citizen records remain current and dependable. **Level 2. Customer Identity Verification** focuses on safeguarding citizen identities through stringent methods. Identity Document Verification and Biometric Authentication bolster security, while CRN Validation ensures the validity of the citizen's unique reference number. **Level 2. Customer Interaction Tracking** keeps a meticulous record of citizen engagements. Interaction History Recording creates a comprehensive archive of past interactions, while Cross-Channel Interaction Tracking ensures that interactions across various channels are seamlessly integrated. **Level 2. Customer Feedback Handling** acknowledges the significance of actively listening to citizens' voices. Feedback Collection and Analysis systematically gathers feedback, and Feedback response and Resolution ensure that concerns and suggestions are addressed promptly, contributing to continuous improvement.

Level 2. Customer Support and Assistance steps in to provide citizens with the necessary aid. General Customer Support assists with common inquiries, Assistance with Service

Requests ensures citizens get the services they require, and Support for Complex Issues addresses intricate challenges. **Level 2. Social Worker Assistance** adds an extra layer of support. It commences with Identifying Customers in Need of Social Worker Assistance, followed by referral to Social Worker Services and culminates in Coordination with Social Workers to ensure citizens with specialised needs receive efficient and compassionate assistance.

This multi-level capability within Customer Management underscores the DHS's unwavering commitment to building stronger, more meaningful relationships with its citizens.

2.2 Value Streams

Customer Needs Assessment

| Conduct Needs Analysis | Gather Customer Information | Assess Health and Wellbeing | Evaluate Financial Situation | Customer Needs Assessment Completed |

Claims Processing

| Claims Verification and Validation | Determine Eligibility | Calcuater Entitlements | Claims Decision and Notification | Claims Processed and Decisions Communicated |

Service Access Management

| Service Availability Monitoring | Access Authorisation | Service Delivery Monitoring | Handling Service Access Requests | Managed Service Access |

Service Offer Management

| Service Offer Generation | Offer Review and Approval | Service Offer Communication | Serivce Offer Tracking | Service Offers Communicated and Managed |

Customer Interaction Management

| Interaction Tracking and History | Communication Channels Management | Customer Feedback Handling | Effecgtive Customer Interaction |

Customer Registration and Profile Management

| Customer Registration | Profile Setup and Update | Unique Customer Reference Number (CRN) Assignment | Registered and Profiled Customers |

Customer Information Gathering and Update

| Information Collection | Information Verification | Data Updated and Maintenance | Accurate and Up-to-Date Customer Information |

Customer Identity Verification

| Identity Document Verification | Biometric Authentication | CRN Validation | Verified Customer Identities |

Customer Support and Assistance

| General Customer Suppor | Assistance with Serivce Requests | Support for Complex Issues | Supported and Assisted Customers |

Social Worker Assistance

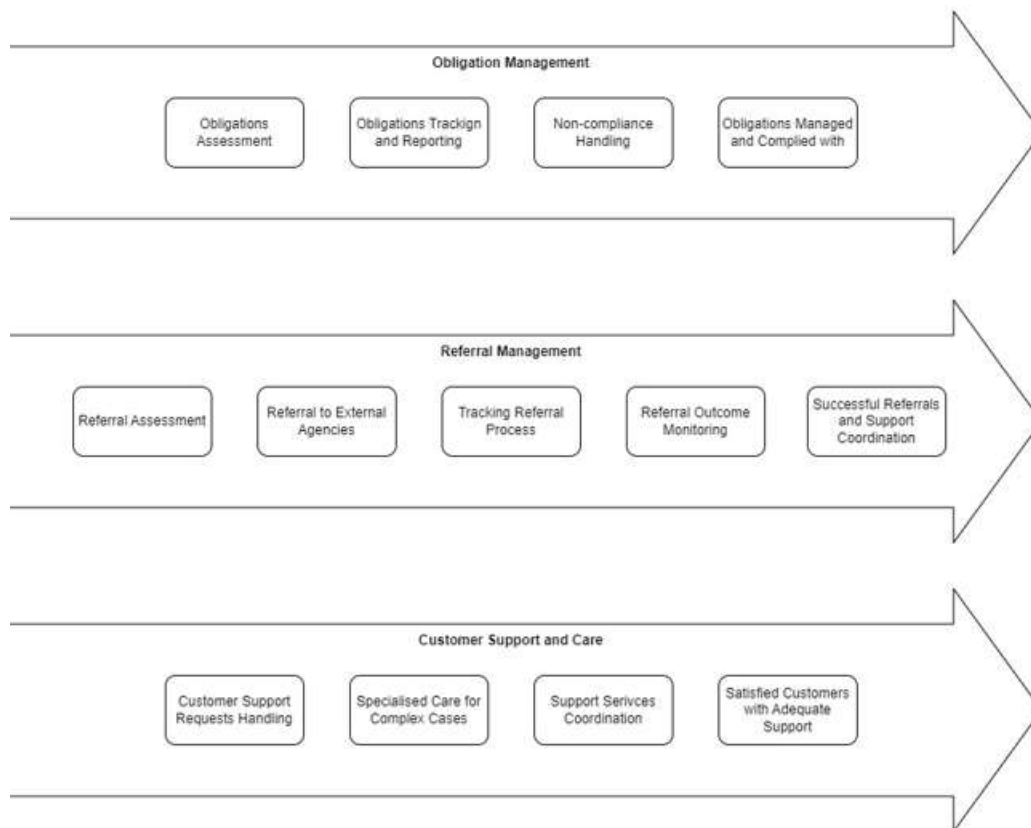| Identifying Customers in Need of Social Workers Assistance | Referral to Social Worker Services | Coordination with Social Workers | Effective Support for Customers with Complex Needs |

Figure 1. Value Streams

3. Enterprise Architecture

In this section, we will discuss about the Enterprise Architecture using ArchiMate model that provides an overview for the DHS. This focuses on the capability maps above and their corresponding value streams, illustrating the intricate interplay between business and IT layers. The model showcases essential business roles, services, and their alignment with IT applications, elucidating how this synergy facilitates the efficient provision of social welfare service. By focusing on key elements such as business architecture, value streams, and ArchiMate modelling, this model provides a valuable visual representation of DHS's strategic approach to delivering vital services to its citizens. It serves as a pivotal tool for stakeholders seeking a holistic understanding of the organisation's architecture and its ability to meet its social welfare objectives.
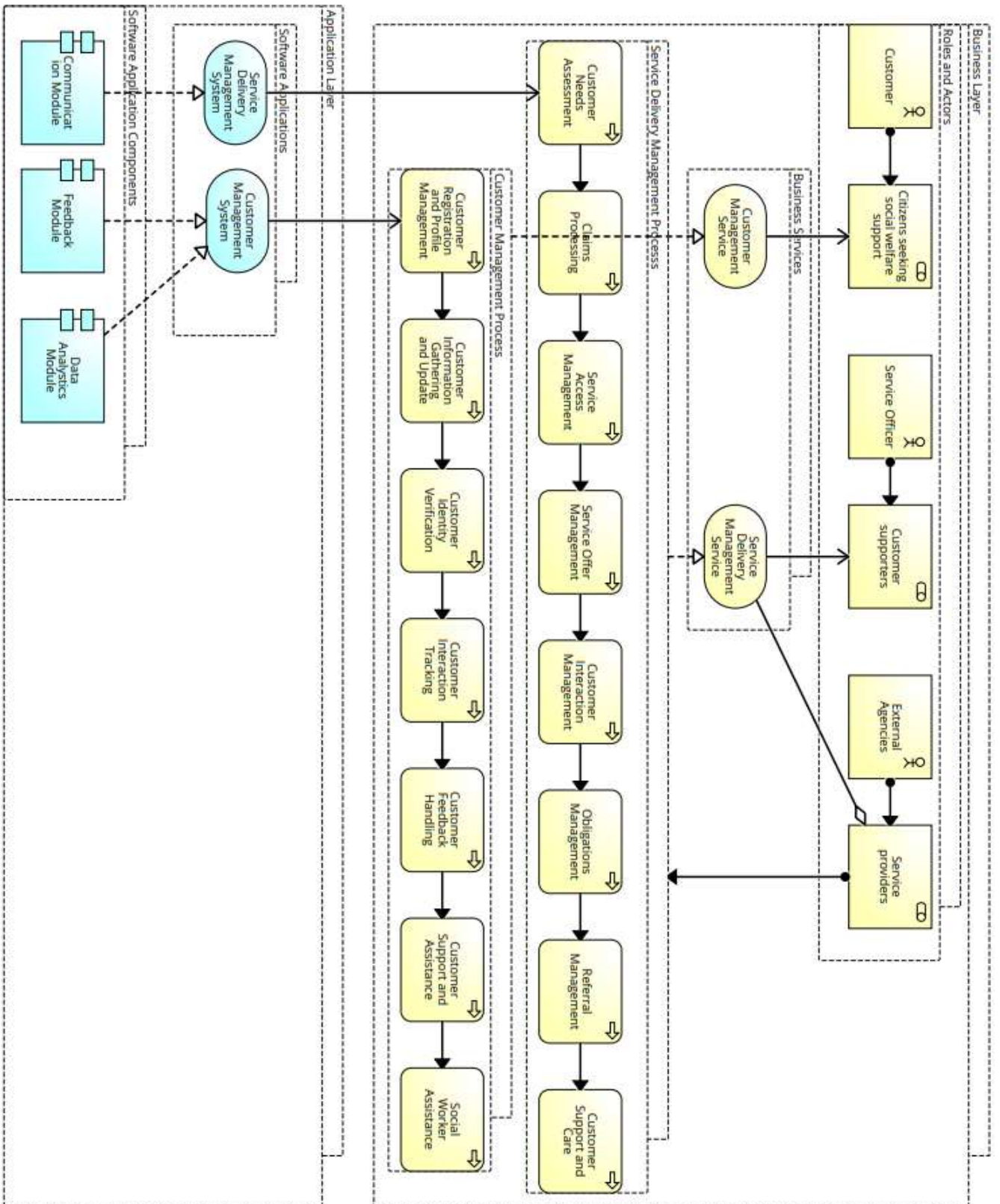
Figure 2. ArchiMate Model

The ArchiMate model provided above represents the enterprise architecture of the DHS. This model is instrumental in visualising how various elements within the organisation interact to ensure the efficient delivery of social welfare services to citizens. At its core, the model consists of two main layers, the Business Layer and the Application Layer. In the Business Layer, we have identified key business actors and roles that paly pivotal roles in service delivery. These include "Customer" representing citizens seeking welfare support, "Service Officer" responsible for handling customer interactions and assessments, "Social Worker" assisting customers with complex needs, and "External Agencies" representing entities like Job Active Providers and other service providers.

Complementing these roles are various Business Service, such as "Customer Needs Assessment Service", "Claims Processing Service", and "Service Access Management Service". These services encompass activities ranging from needs analysis to claims processing and service access authorisation. The Business Processes section delineates the workflows that connect actors, roles, and service. For example, the "Customer Needs Assessment Process" links "Customer" with "Service Officer" and "Customer Needs Assessment Service" reflecting the assessment of customer needs.

Furthermore, the model showcases Business Collaborations, illustrating how various actors, roles, external agencies, and service collaborate to ensure efficient service delivery. The "Service Delivery Collaboration" exemplifies this interaction.

In the Application Layer, we delve into Software Applications and their associated services and components. The "Service Delivery Management System" serves as the core application supporting service delivery, with modules for each Business Service. Additionally, we have "Customer Portal Application" enabling customer interactions, the "Service Officer Dashboard" for service officers, and "External Agencies Integration" for external referrals and support.

This ArchiMate model emphasises the alignment between the Business and Application Layers, demonstrating how specific business roles and service connect with IT applications. For instance, customers interact with the "Customer Portal Application" while service officers rely on the "Service Officer Dashboard" linked to the "Service Delivery Management System". This alignment is critical in ensuring a seamless and effective delivery of social welfare services.

Overall, this ArchiMate model serves as a visual representation of DHS's enterprise architecture, providing stakeholders with valuable insights into how the organisation's structure and IT systems work together to fulfill its social welfare objectives.

4.0 Conclusion

In conclusion, the comprehensive business and enterprise architecture developed for the DHS in Australia sheds light on the intricate workings of the Service Delivery Management and Customer Management capabilities. Via the Capability Maps and Value Streams, we've gained a deep understanding of how these capabilities are structured, the sub-capabilities they encompass, and the value they deliver to citizens.

The ArchiMate model further illustrates the alignment between the business and IT layers, showcasing the critical role of various actors, roles, services, and applications in delivering efficient social welfare service. This model serves as a powerful tool for stakeholders to grasp the organisation's architecture and its ability to meet objectives effectively. As DHS continues to evolve and adapt to the changing landscape of social welfare, this architecture framework will prove invaluable in guiding future decision-making, fostering innovation, and ensuring the

delivery of high-quality services to those in need. It provides a solid foundation for ongoing improvement and optimisations within the organisation's service delivery systems.

Overall, this report and the accompanying architecture artifacts provide a holistic view of DHS's capabilities and the means by which it achieves its mission of providing efficient and effective social welfare services to the citizens of Australia.