# **Architecting digital repeatable systems** for systemic Digital Transformation

Module 1-3

Frameworks and governance

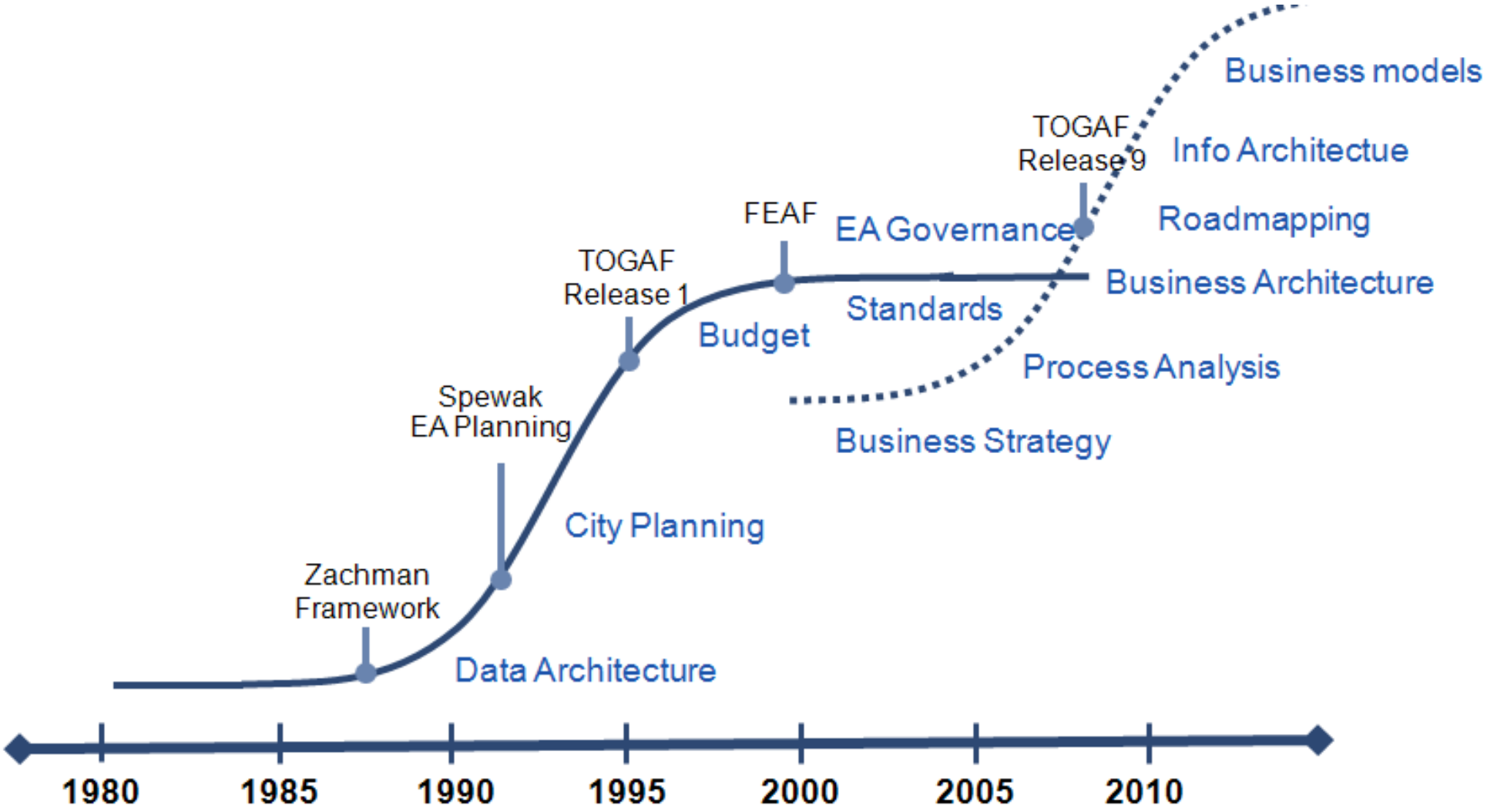
Dr Alexander Samarin

SAMARIN.BIZ

# Some terminology

- **framework**
  coherent set of ideas, principles, agreements and practices which provides the basis or outline for something intended to be more fully developed at a later stage
  - like “scaffolding” in building construction
  - like “Hello, world!”

# Timeline of EA frameworks



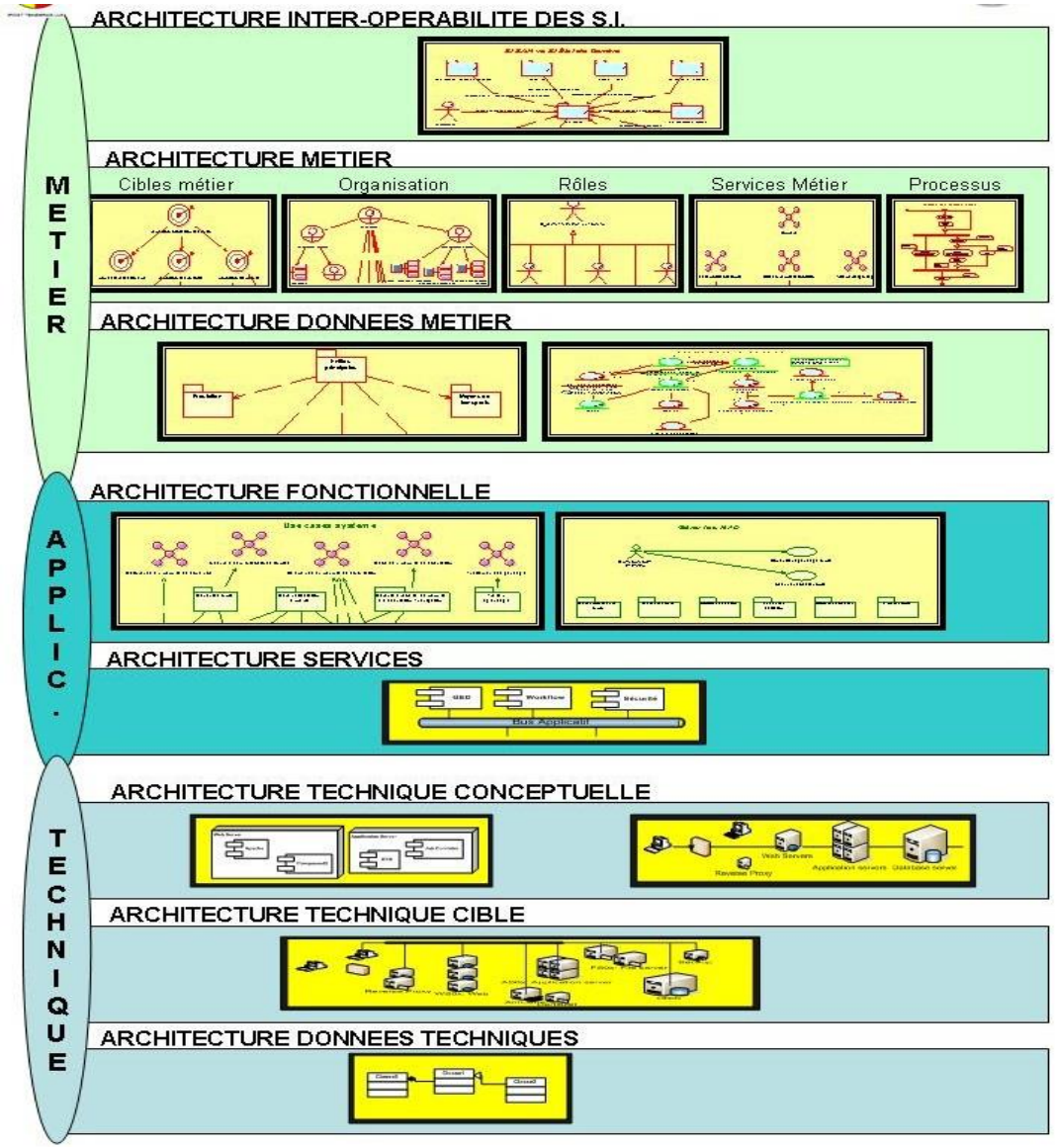
# Some EA frameworks

- The simplest
- Zachman framework
- The Open Group Architecture Framework (TOGAF)
- Federal Enterprise Architecture Freamework (FEAF)
- Model of C. Longépé

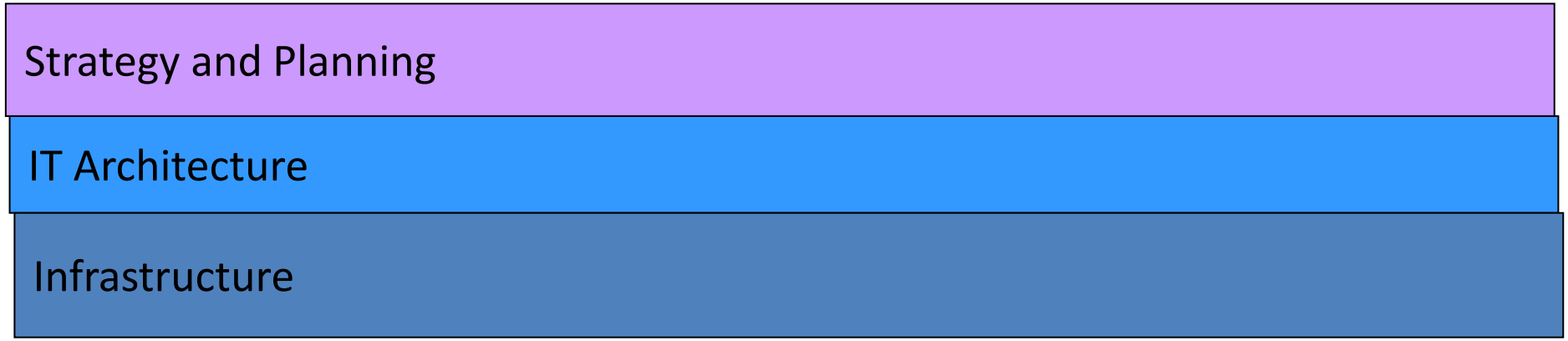
# Some EA concepts

- Nomenclature / taxonomy of artefacts
- Building blocks
- Views and viewpoints
- Layers
- Improvement cycle
  - As-is architecture
  - Transitional architecture(s)
  - To-be architecture
- Governance processes
- Top-down vs bottom-up

# Views of information system

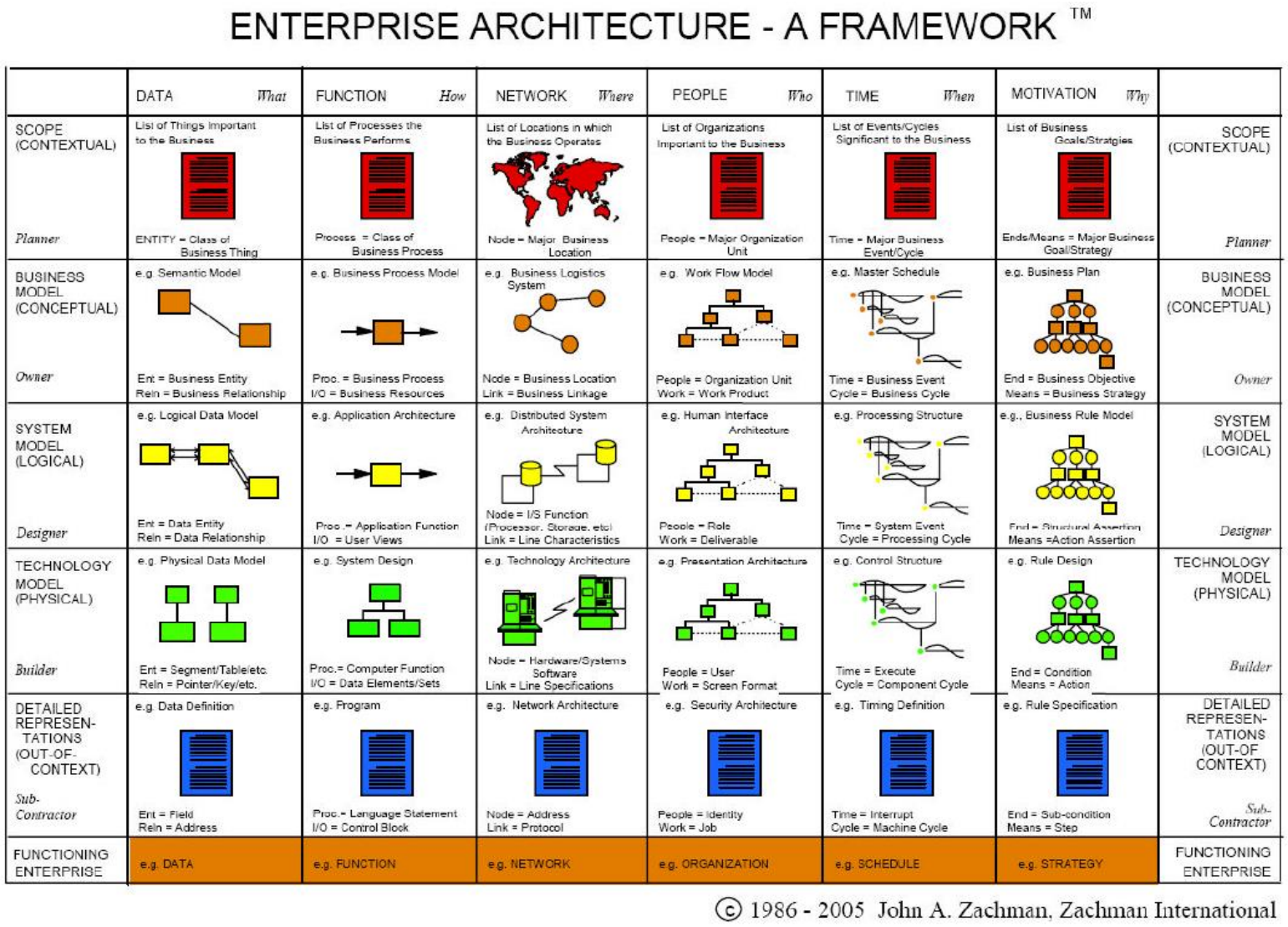


# The simplest




- Pros:
  - Simple and easy to understand for everyone
  - Historically well known
- Cons:
  - Too simple
  - Do not show the constraints and links between layers
  - Requires to be described twice for the as-is and for the to-be

# Zachman framework (1)



# Zachman framework (2)

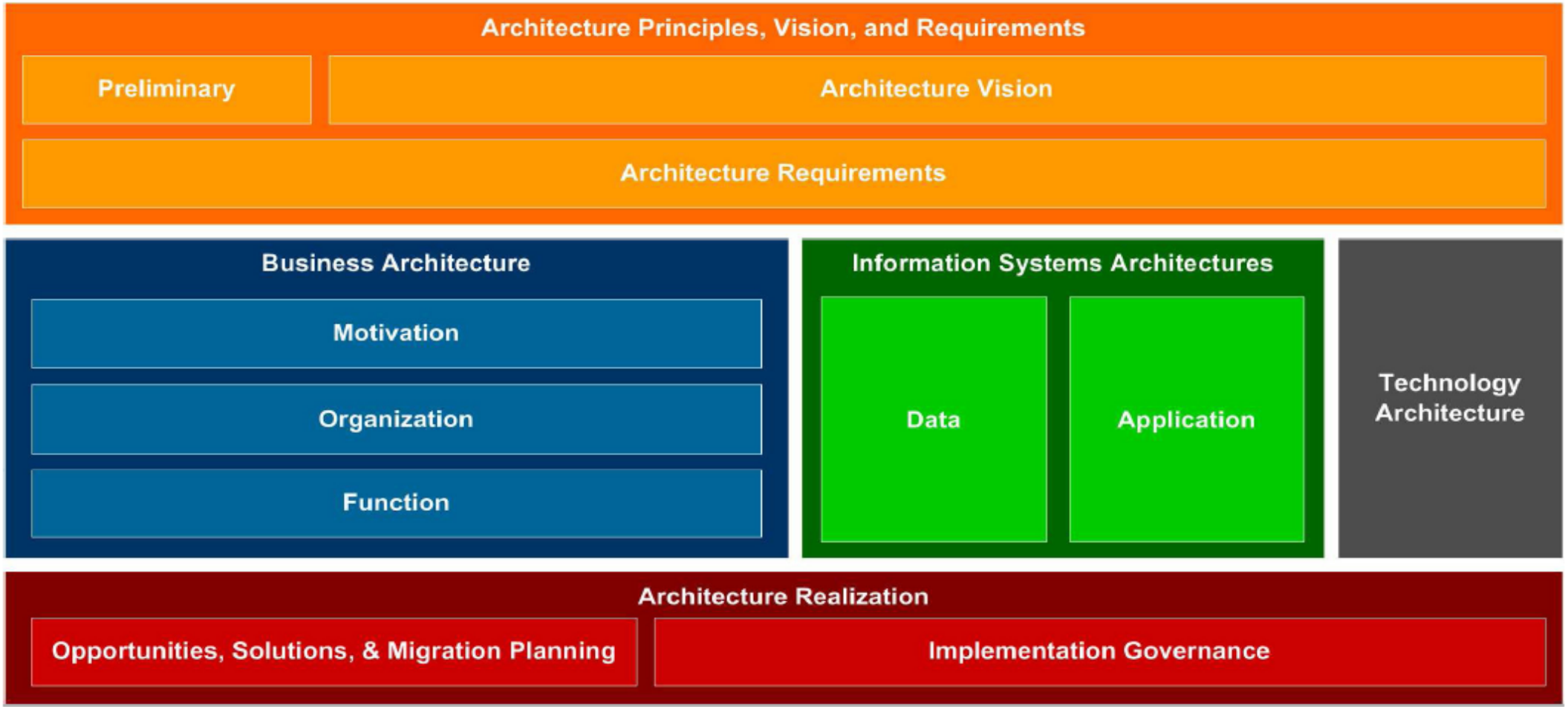
- WHAT – assets (physical and electronic ones)
- WHO – roles (e.g. people, organizations)
- WHERE – places (physical and virtual ones)
- HOW – functions (actions of making some assets from other assets, adding value, etc.)
- WHEN – events (temporal, systematic, spontaneous, external, internal)
- WHY – reasons (e.g. motivation, rules, internal and external constrains including desired performance, principles)

# Zachman framework (3)

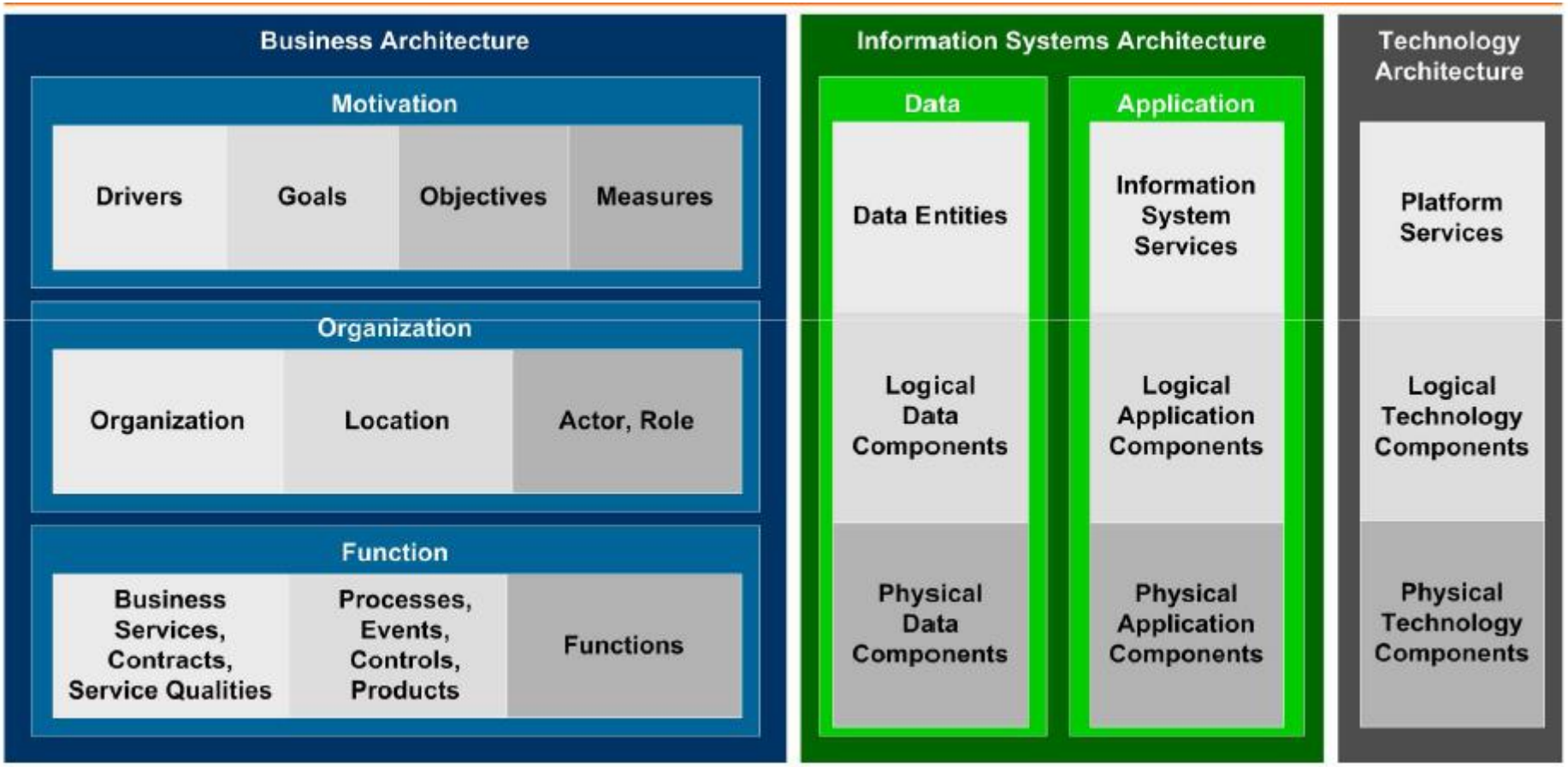
- Row 1: First you have to **Identify** it, name it so you can have some discussion about it.
- Row 2: Next you have to **Define** it, the semantic intentions. The meaning, the structural definitions of the Enterprise components. The elements of Row 1 did not get more detail, they were transformed into a different perspective.
- Row 3: Then you **Represent** it as all engineering is done with representations, not physical material.
- Row 4: Next you **Specify** it based on the implementation technologies available.
- Row 5: Next you **Configure** it based on the tooling to be used.
- Row 6: Then, you **Instantiate** it- it becomes reality.

# TOGAF (1)

- www.theopengroup.org

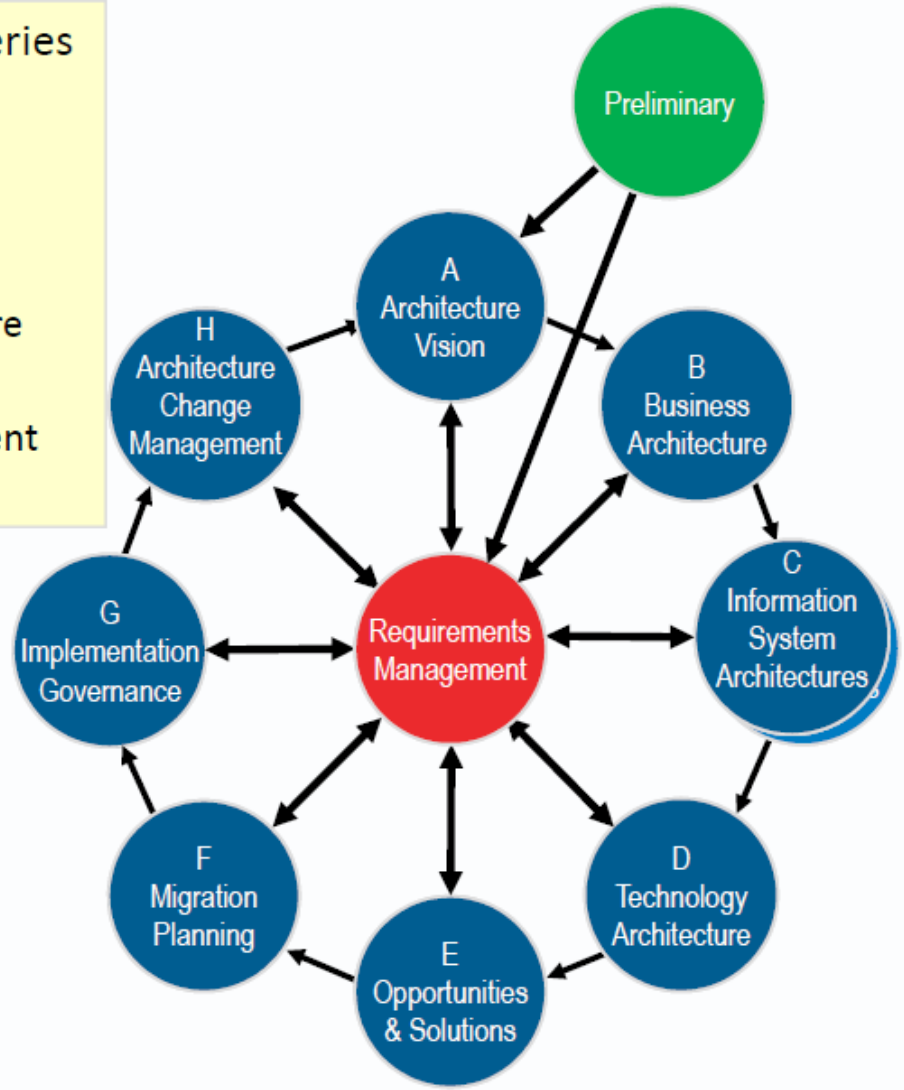


# TOGAF (2)

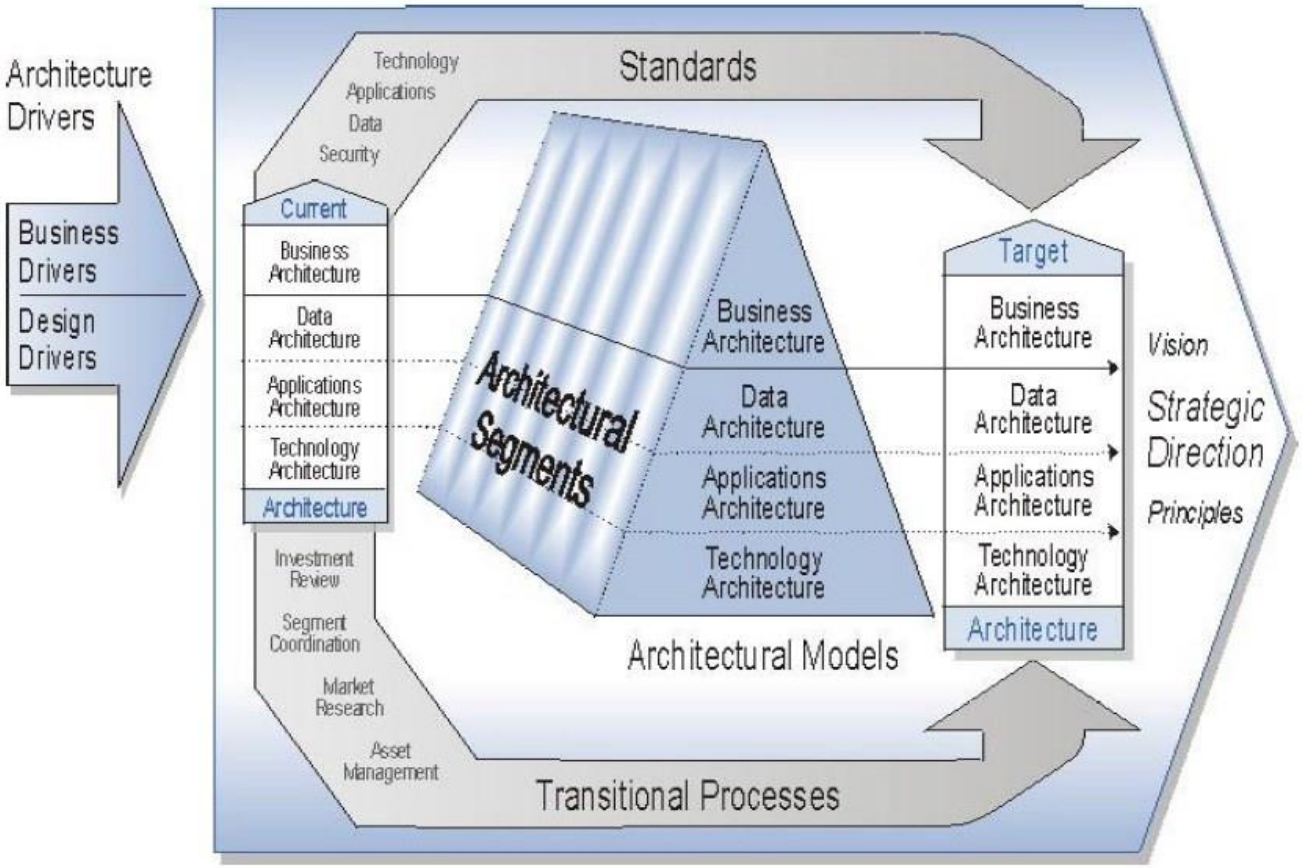

Business Architecture
Motivation
Drivers
Goals
Objectives
Measures
Organization
Organization
Location
Actor, Role
Function
Business Services, Contracts, Service Qualities
Processes, Events, Controls, Products
Functions
Information Systems Architecture
Data
Application
Data Entities
Information System Services
Logical Data Components
Logical Application Components
Physical Data Components
Physical Application Components
Technology Architecture
Platform Services
Logical Technology Components
Physical Technology Components

# TOGAF – Architecture development method (ADM)

- The ADM comprises a series of linked phases which enable
  - the full life-cycle management of an Enterprise Architecture
  - from planning to operational deployment and change



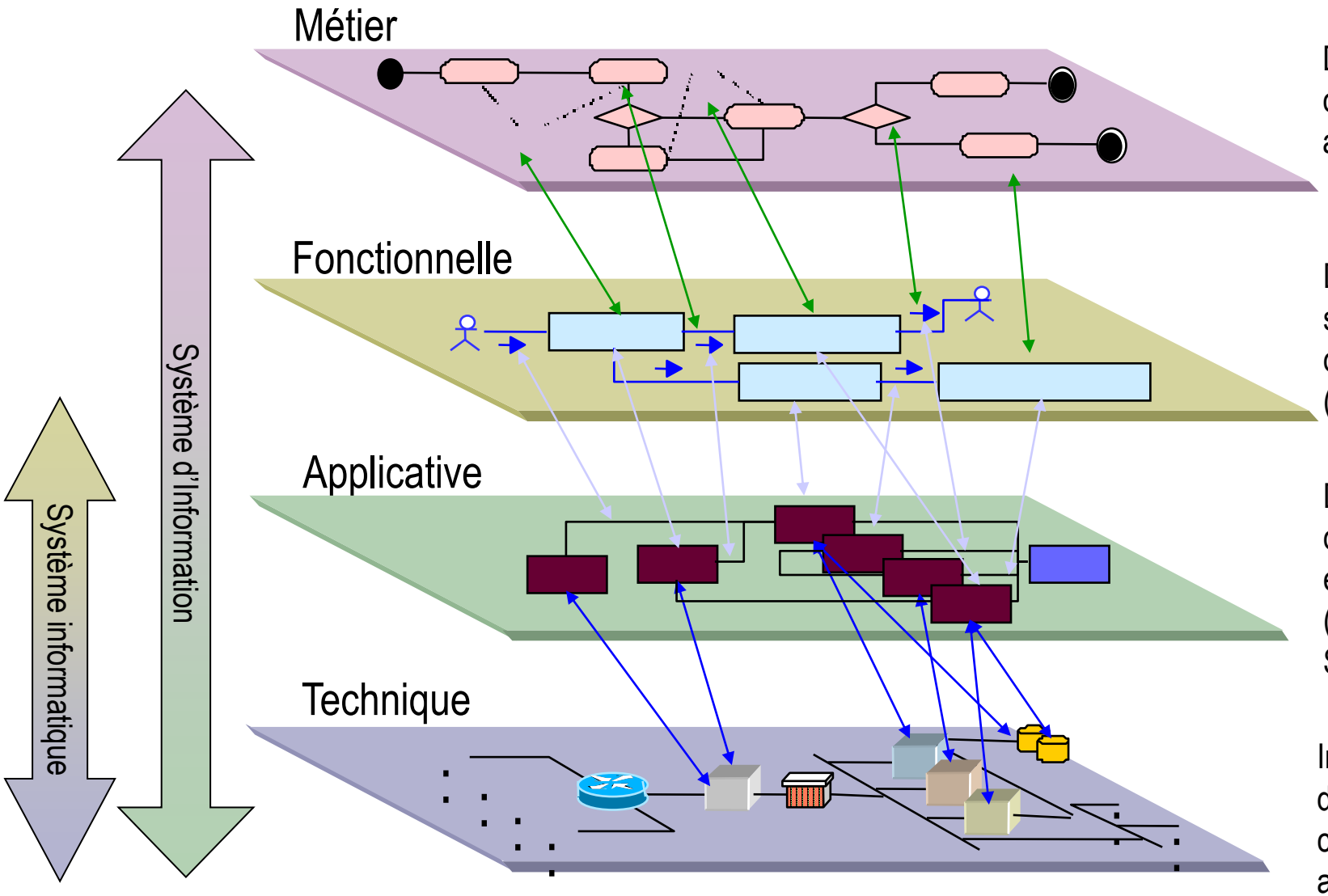
# FEAF (1)


Architecture Drivers
Business Drivers
Design Drivers
Technology
Applications
Data
Security
Standards
Current
Business Architecture
Data Architecture
Applications Architecture
Technology Architecture
Architecture
Architectural Segments
Business Architecture
Data Architecture
Applications Architecture
Technology Architecture
Architectural Models
Target
Business Architecture
Data Architecture
Applications Architecture
Technology Architecture
Architecture
Vision
Strategic Direction
Principles
Investment Review
Segment Coordination
Market Research
Asset Management
Transitional Processes

# FEAF (2)

- Four reference models for the US governmental agencies

# Model of C. Longépé




Description du métier compréhensible par les acteurs du métier

Description et structuration fonctionnelle du système d'information (Services)

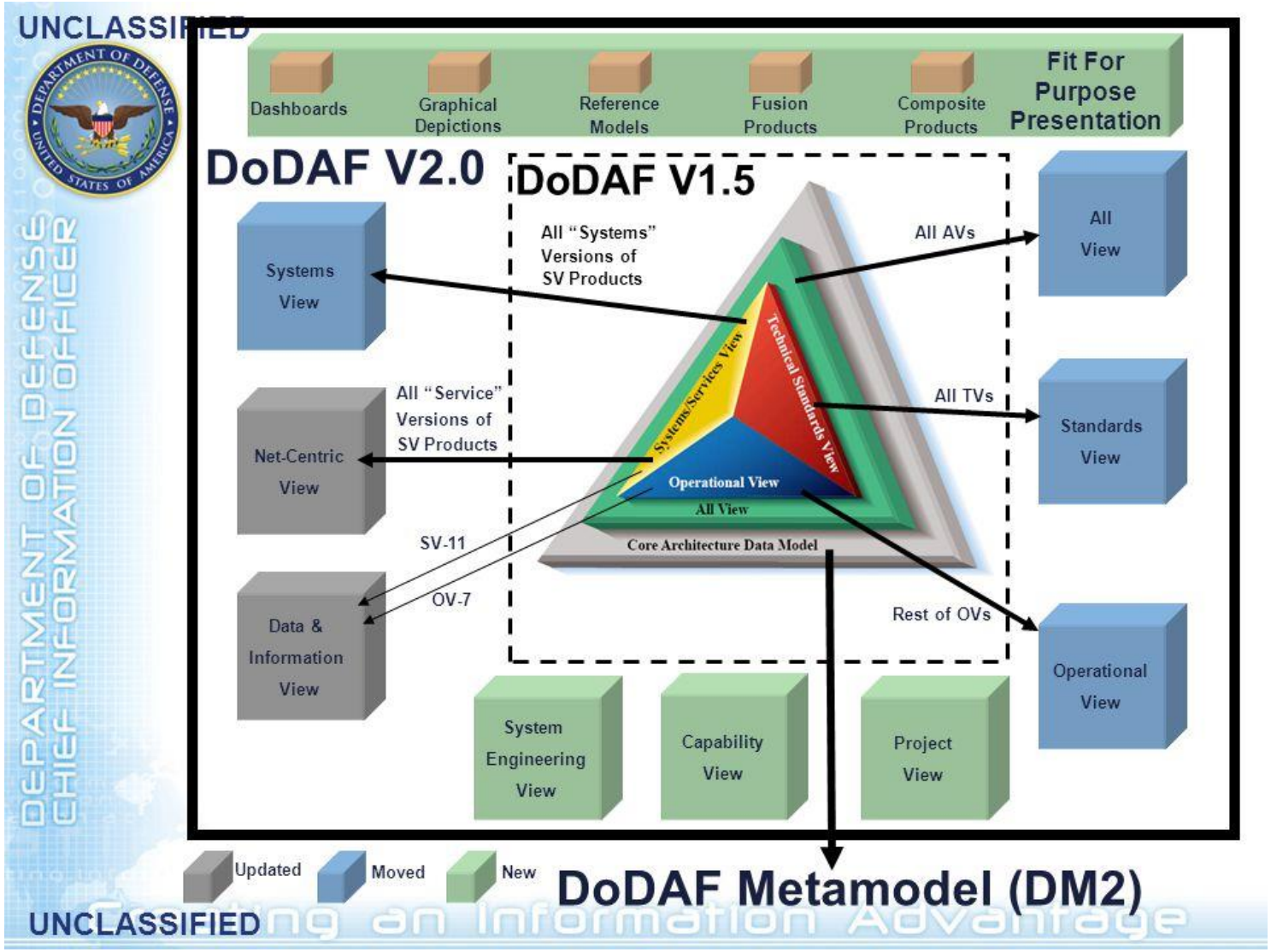
Description et structuration du système informatique en composants logiciels (Implémentation des Services)

Infrastructure de fonctionnement du système d'information et des composants logiciels et applicatifs

# Comparison

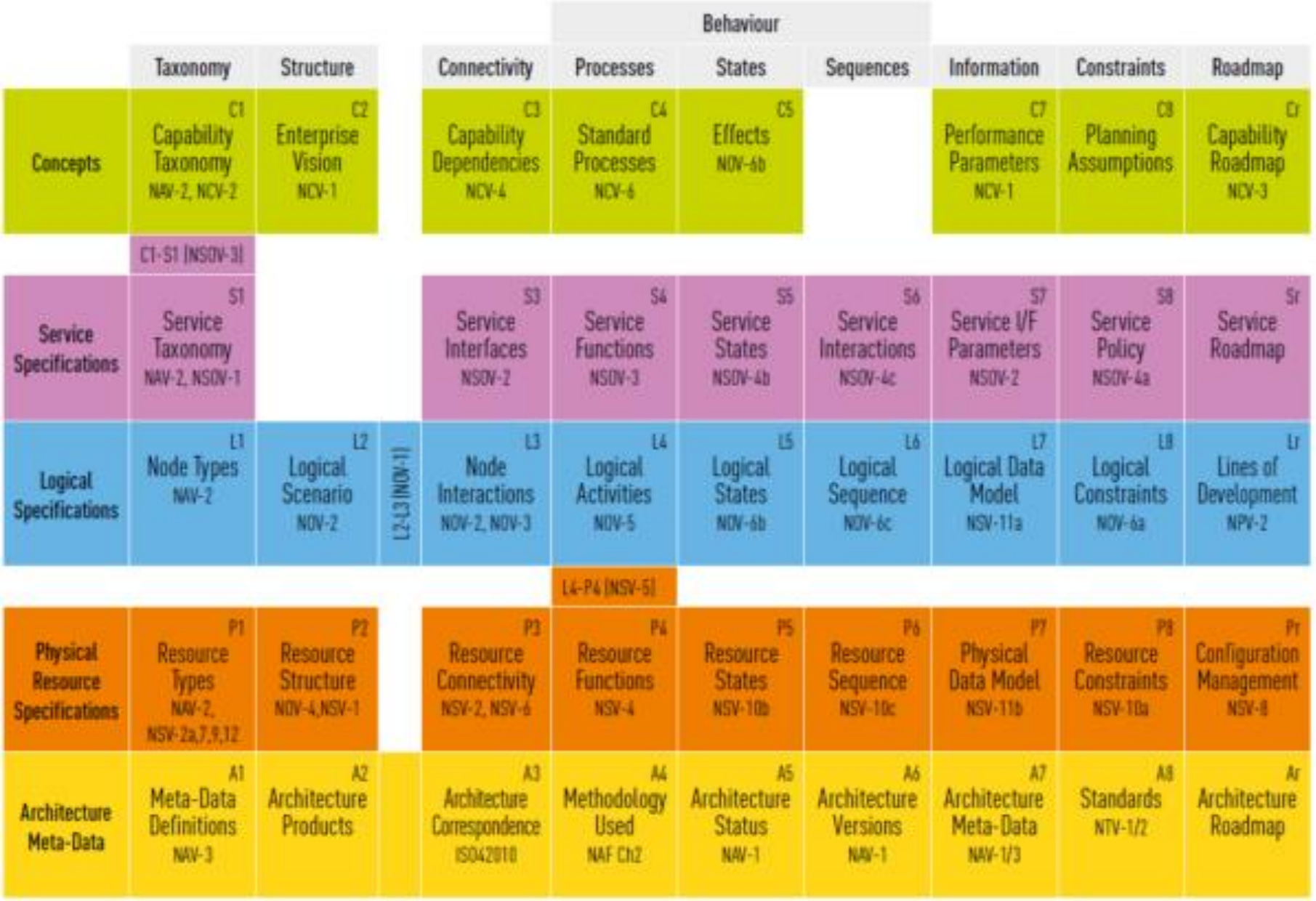
| | Ratings | | | |
|---|---|---|---|---|
| **Criteria** | Zachman | TOGAF | FEA | Gartner |
| Taxonomy Completeness | 4 | 2 | 2 | 1 |
| Process Completeness | 1 | 4 | 2 | 3 |
| Reference Model Guidance | 1 | 3 | 4 | 1 |
| Practice Guidance | 1 | 2 | 2 | 4 |
| Maturity Model | 1 | 1 | 3 | 2 |
| Business Focus | 1 | 2 | 1 | 4 |
| Governance Guidance | 1 | 2 | 3 | 3 |
| Partitioning Guidance | 1 | 2 | 4 | 3 |
| Prescriptive Catalog | 1 | 2 | 4 | 2 |
| Vendor Neutrality | 2 | 4 | 3 | 1 |
| Information Availability | 2 | 4 | 2 | 1 |
| Time to Value | 1 | 3 | 1 | 4 |

# DoDAF 2.0 example

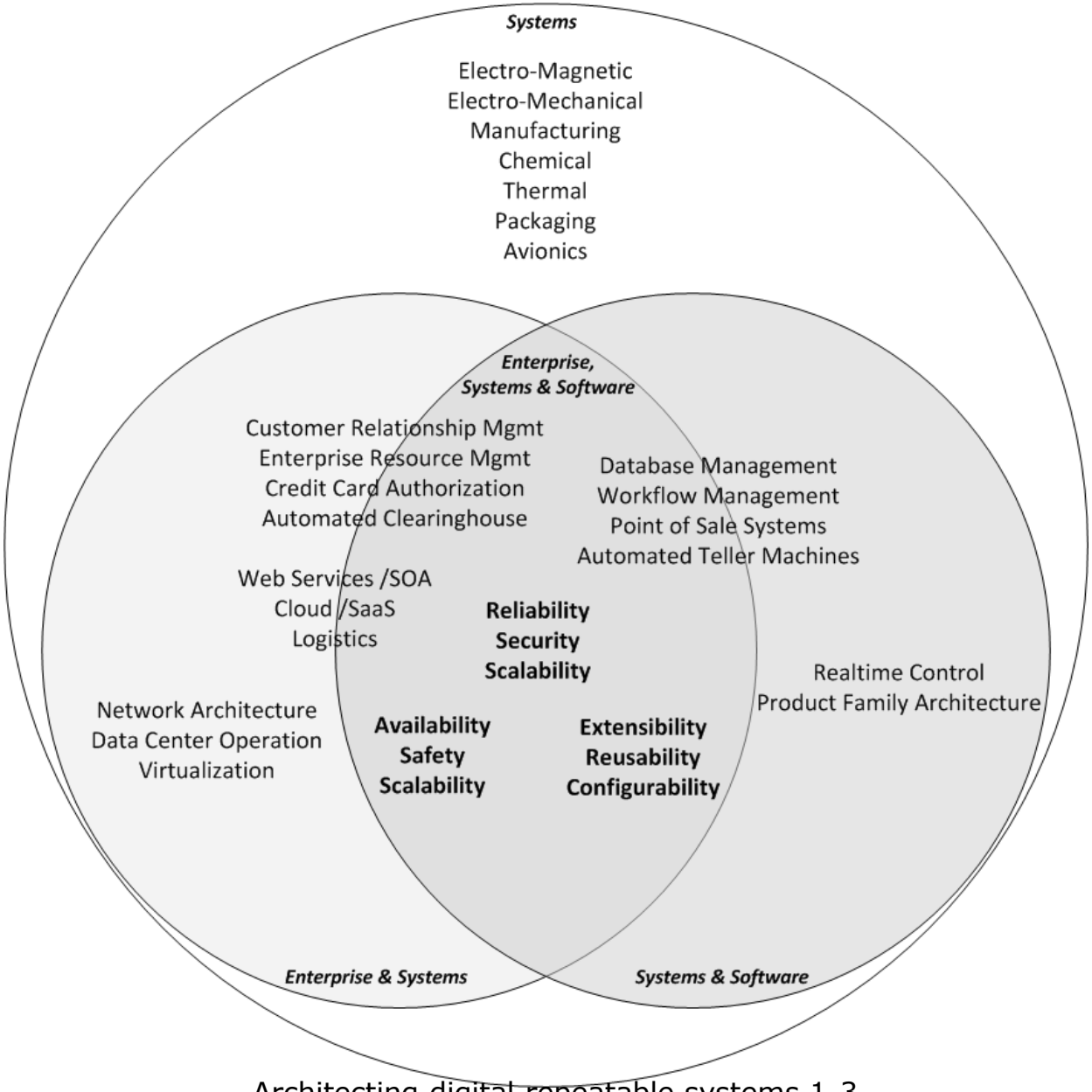


# MoDAF example

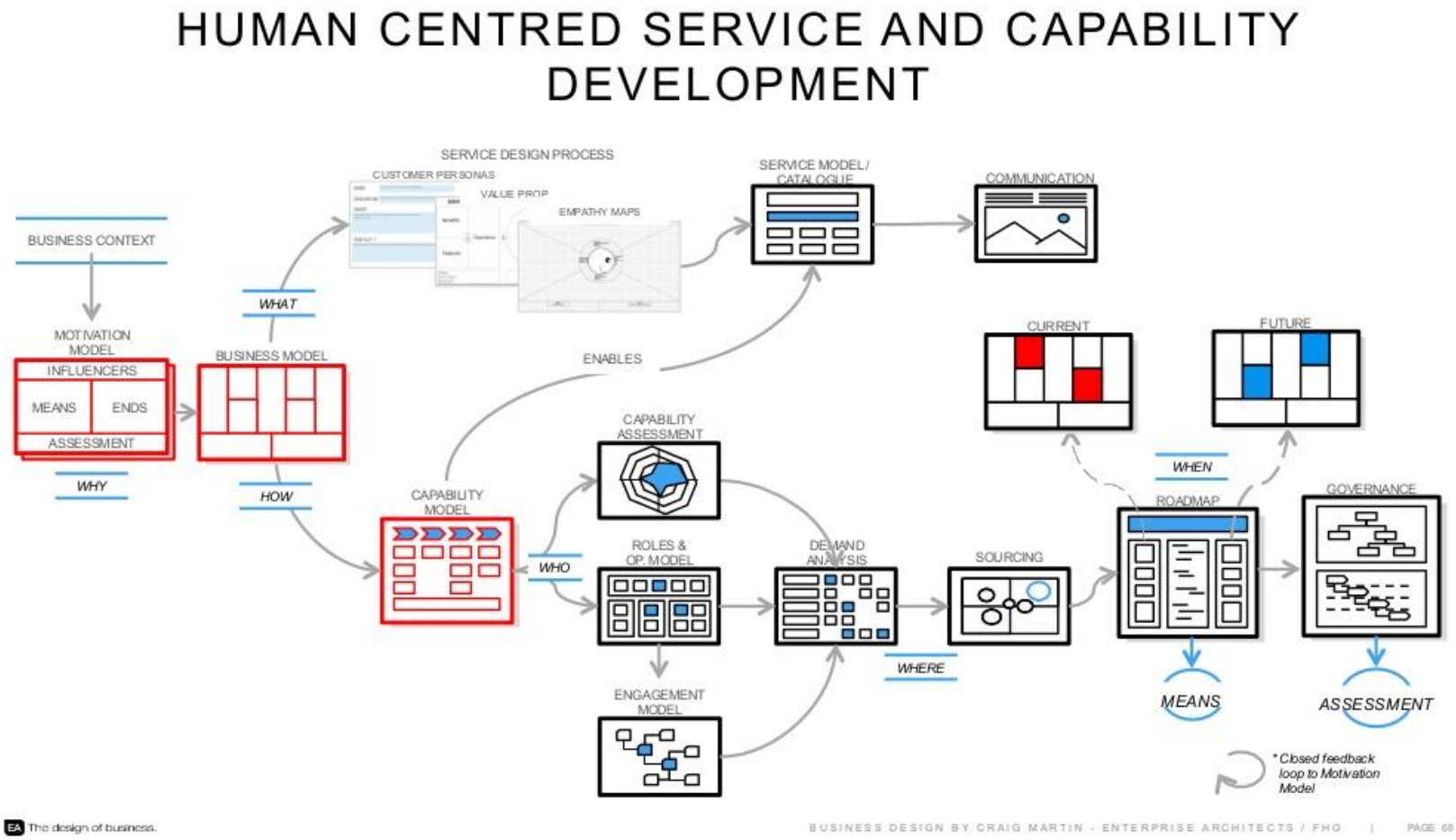
# NATO Architecture Framework



# Examples from various sources (1)

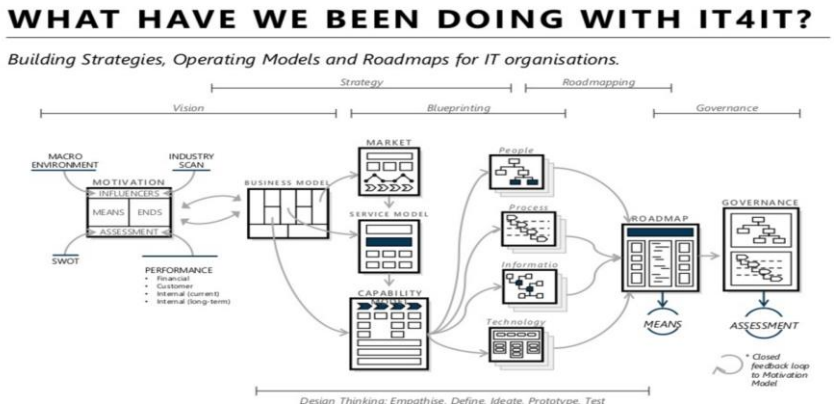


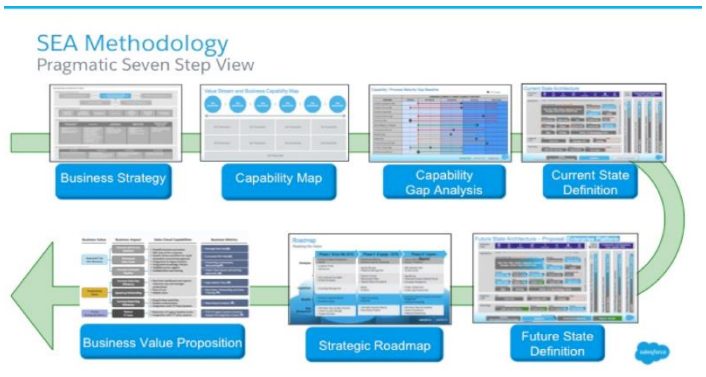
# Examples from various sources (2)

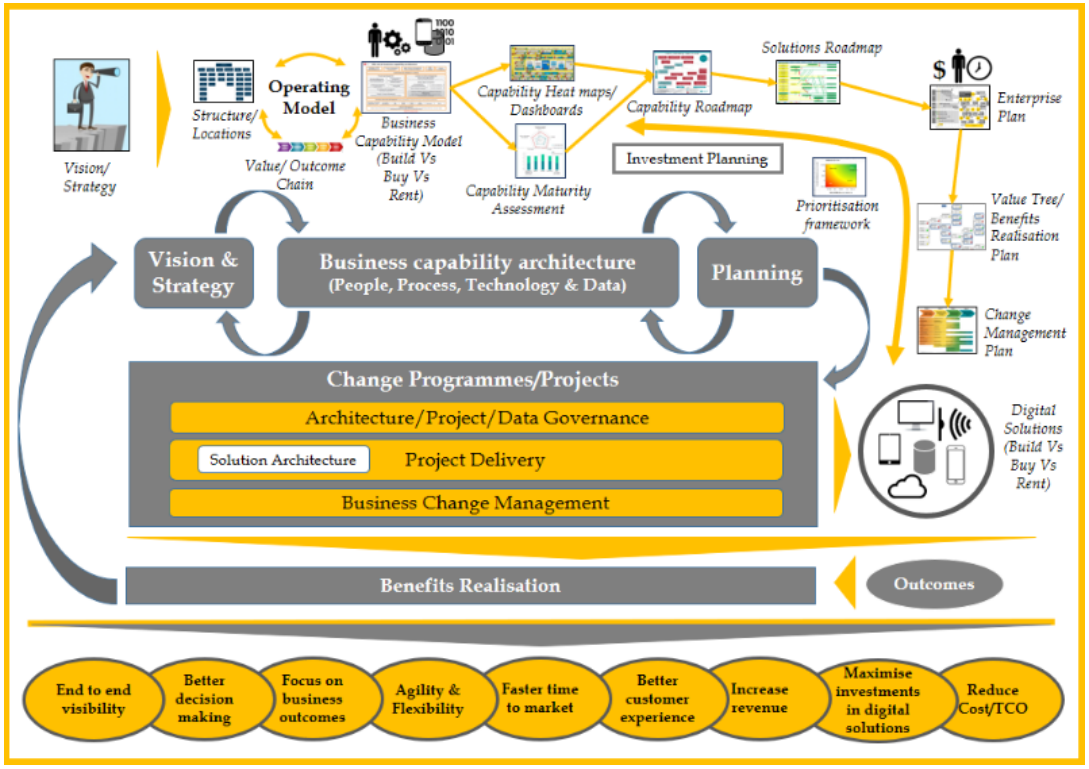



http://www.slideshare.net/craigrmartin/design-of-business-in-an-age-of-disruption/68

# Examples from various sources (3)




http://www.slideshare.net/TheDesignOfBusiness/introducing-the-open-group-it4it-standard

https://www.salesforce.com/blog/2016/04/how-salesforce-does-enterprise-architecture-.html

https://www.linkedin.com/pulse/design-direct-monitor-enterprise-digital-using-sarath-chandran

# ATTENTION!

- There will be some questions about next slides

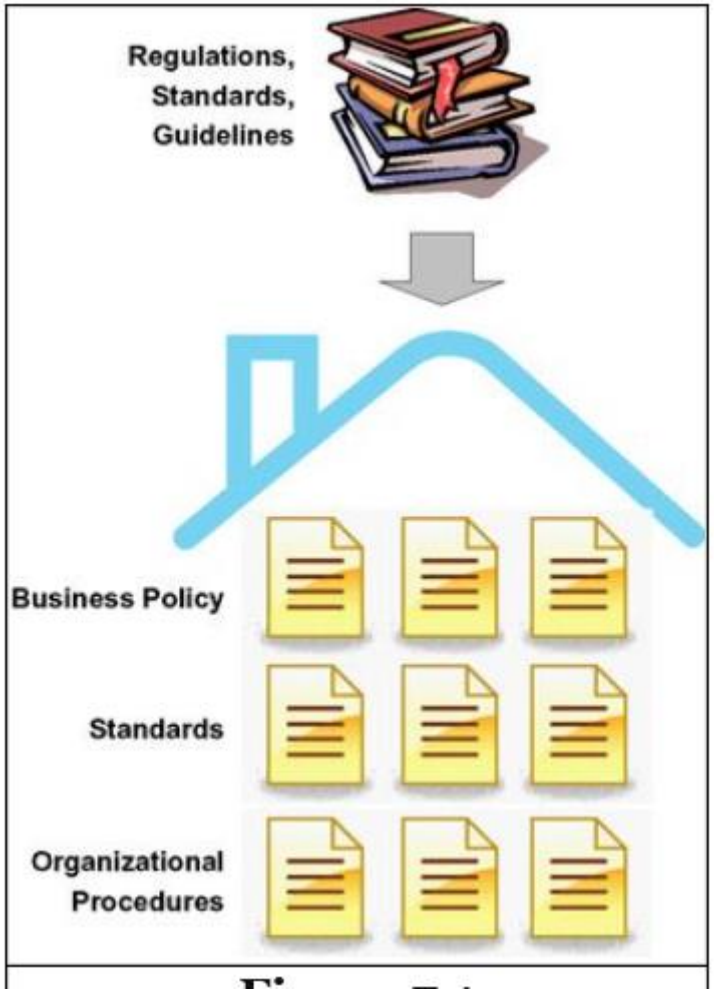
# Common terminology (1)

- **Regulation** – a directive published by a legislature and compliance is mandatory
- **Self-regulatory rule** – contractual standards that organisations commit to on their own accord
- **Principle** – a generally acknowledge rule
- **Guidelines** – a set of principles
- **Standard** – rules created by a standardisation body in accordance with a defined process
- **Control model** – like a standard but focused on implementation
- **Best practices** – accepted good approach to implement something based on experience

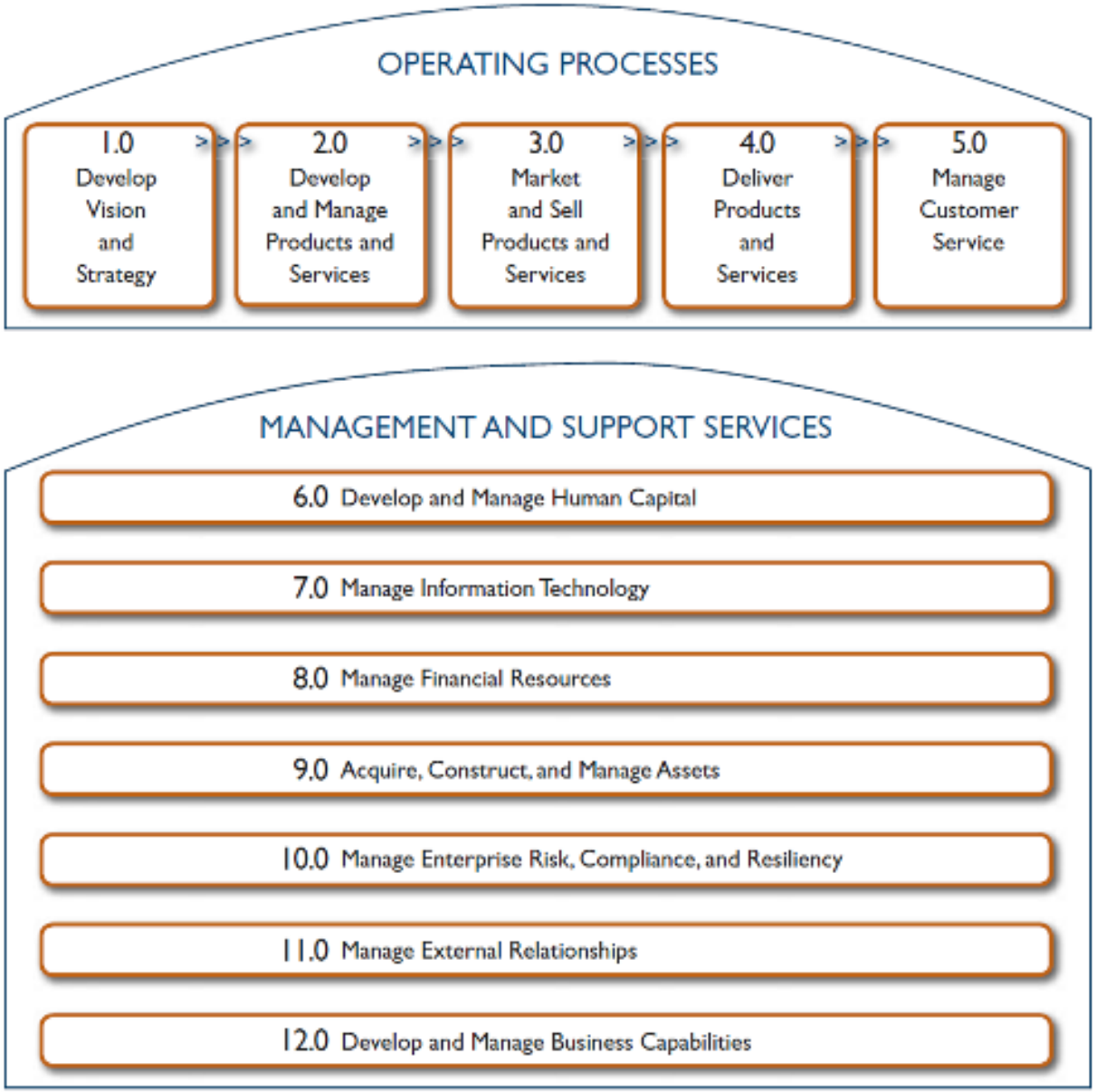
# Common terminology (2)

- **Organisational control** – activities to ensure that directives are adhered to
- **Organisational policy** – a formal document that describes an organisation's position toward a specific aspect
- **Organisational procedure** – actually a working instruction – step-by-step instruction on how to implement an activity
- **Safe harbour** – a prescribed shortcuts for the adherence to regulations (e.g. standard)
- **Corporate governance** – a set of processes and directives that lead, control and manage all organisational units

# Common terminology (3)

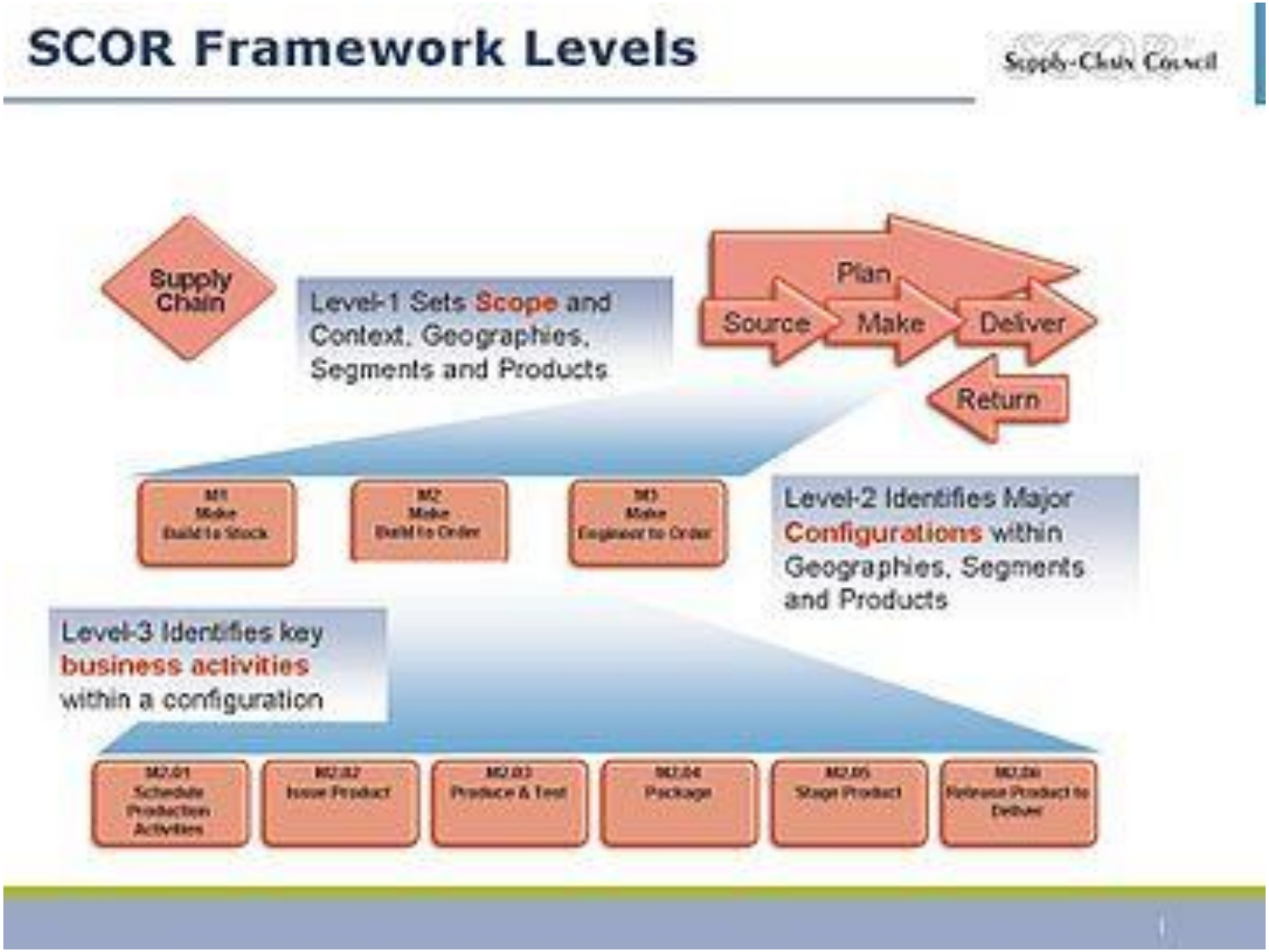


# APQC process classification framework



# Supply Chain Operations Reference Model (SCOR)

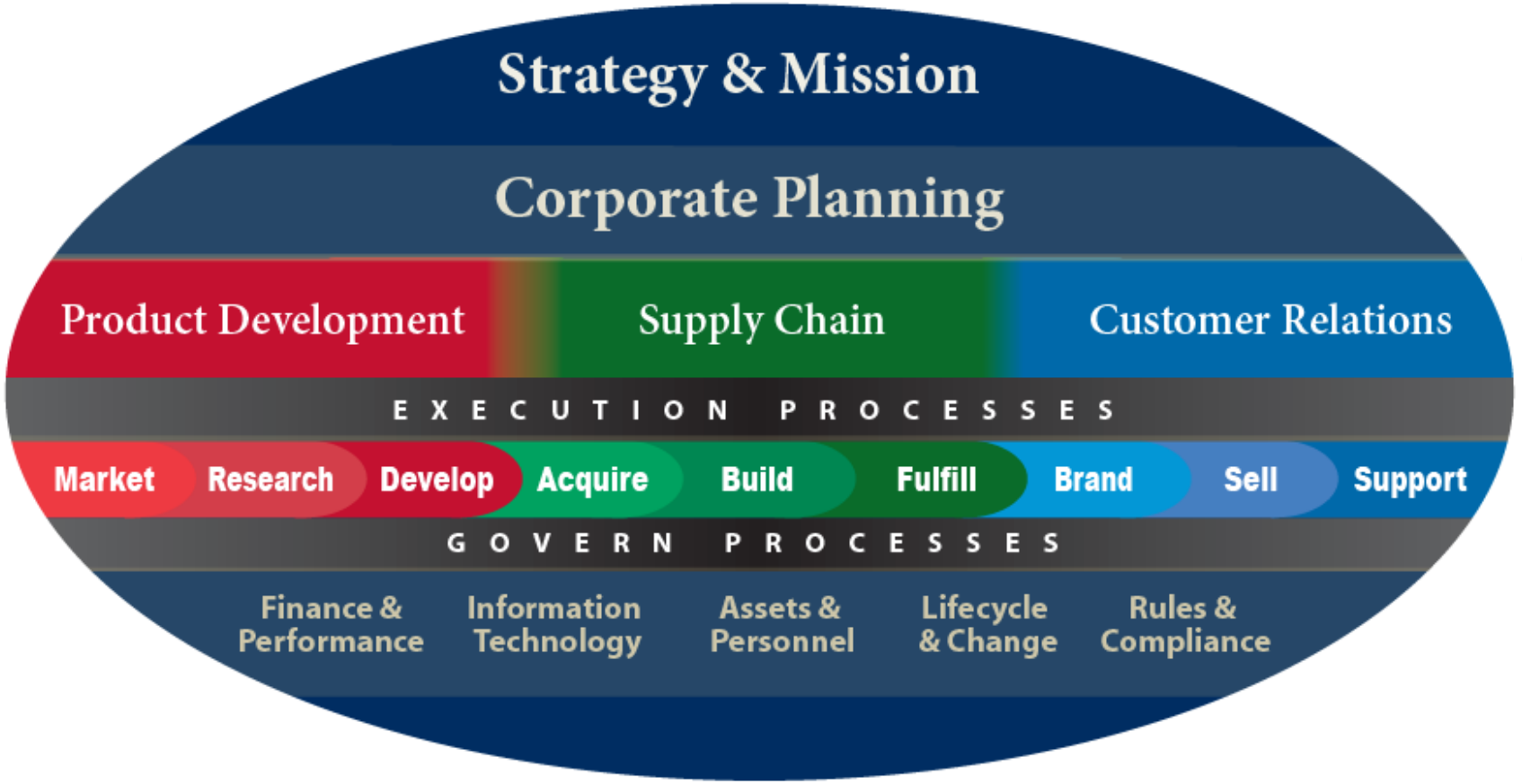
- Plan
- Source
- Make
- Deliver
- Return



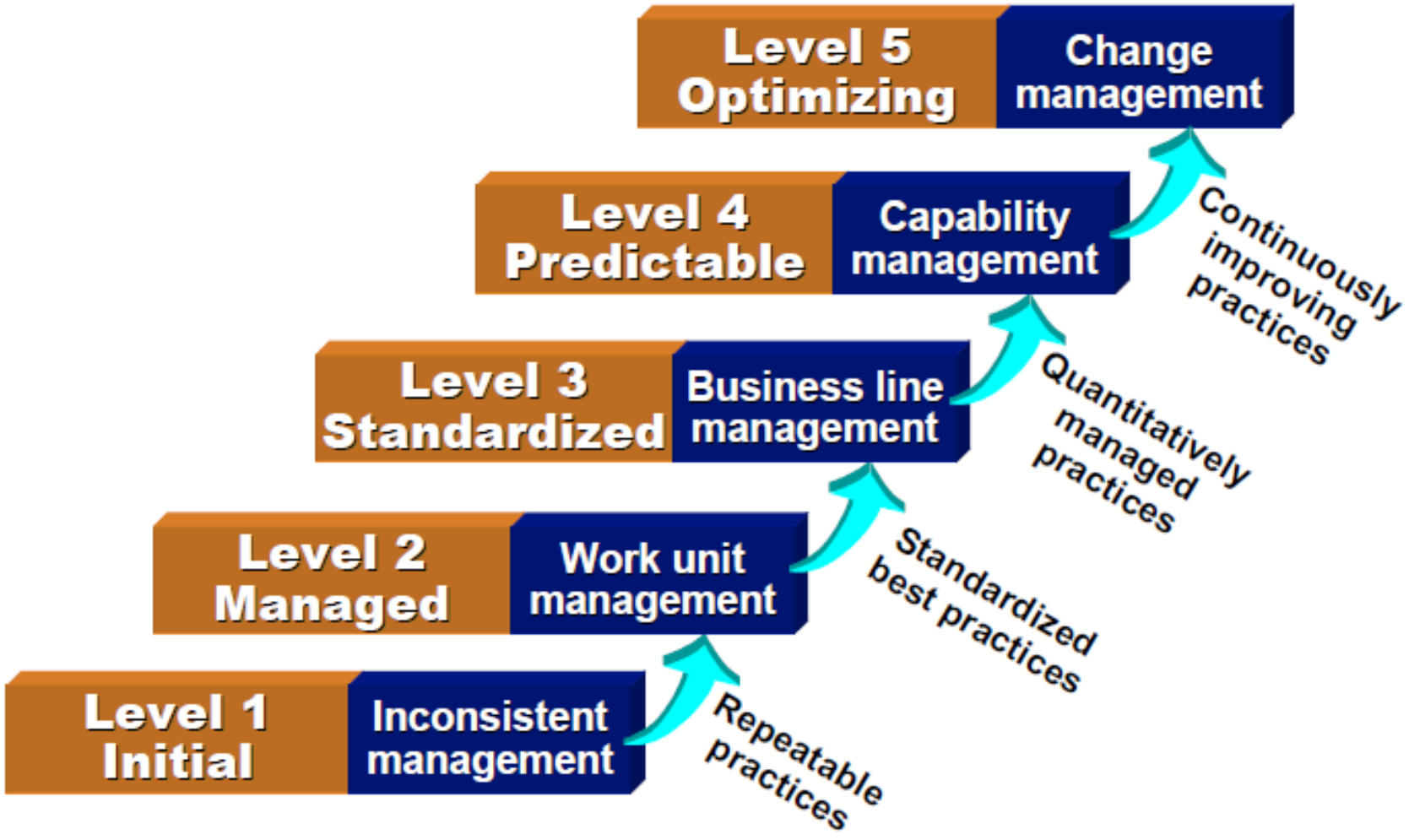
# SCOR scenarios

- M1 equals a “Make build to stock” scenario.  Products or services are produced against a forecast.
- M2 equals a “Make build to order” configuration. Products or services are produced against a real customer order in a just-in-time fashion.
- M3 stands for “Make engineer to order” configuration. In this case a blueprint of the final product is needed before any make activity can be performed.

# Value Reference Model (VRM)



# Business Process Maturity Model (BPMM)



# CMMI and BPM: Correspondence table

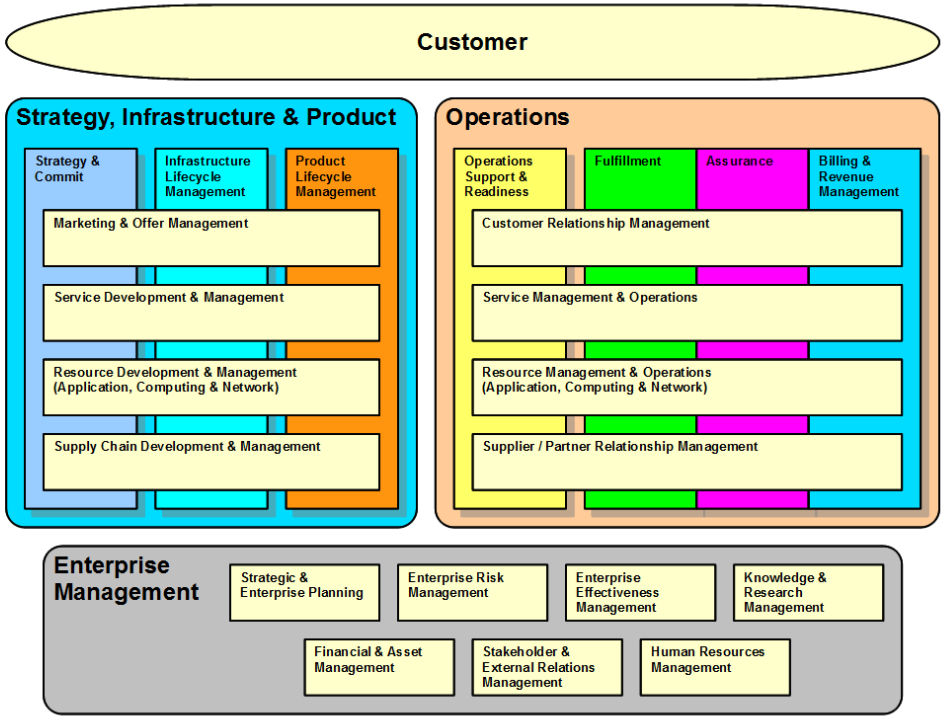
| Functionality vs level | Performed process | Managed process | Defined process | Quantitatively measured process | Optimising process |
|---|---|---|---|---|---|
| **Model** | I/E (black box) | Explicit (locally) | Explicit (globally) | Explicit | Explicit |
| **Automate** | Implicit | I/E | Explicit | Explicit | Explicit |
| **Execute** | Implicit | I/E | Explicit | Explicit | Explicit |
| **Control** | Implicit | I/E | I/E | Explicit | Explicit |
| **Measure** | Implicit | Implicit | I/E | Explicit | Explicit |
| **Optimise** | Implicit | Implicit | Implicit | I/E | Explicit |

Implications

- Your use of BPM will facilitate the maturity increasing of your process-based business system

# Business Process Framework (eTOM)

- The Business Process Framework (eTOM) is a business process framework for the telecom service providers in the telecommunications industry



# Basel II

- The final version aims at:
  - Ensuring that capital allocation is more risk sensitive;
  - Enhance disclosure requirements which would allow market participants to assess the capital adequacy of an institution;
  - Ensuring that credit risk, operational risk and market risk are quantified based on data and formal techniques;
  - Attempting to align economic and regulatory capital more closely to reduce the scope for regulatory arbitrage.

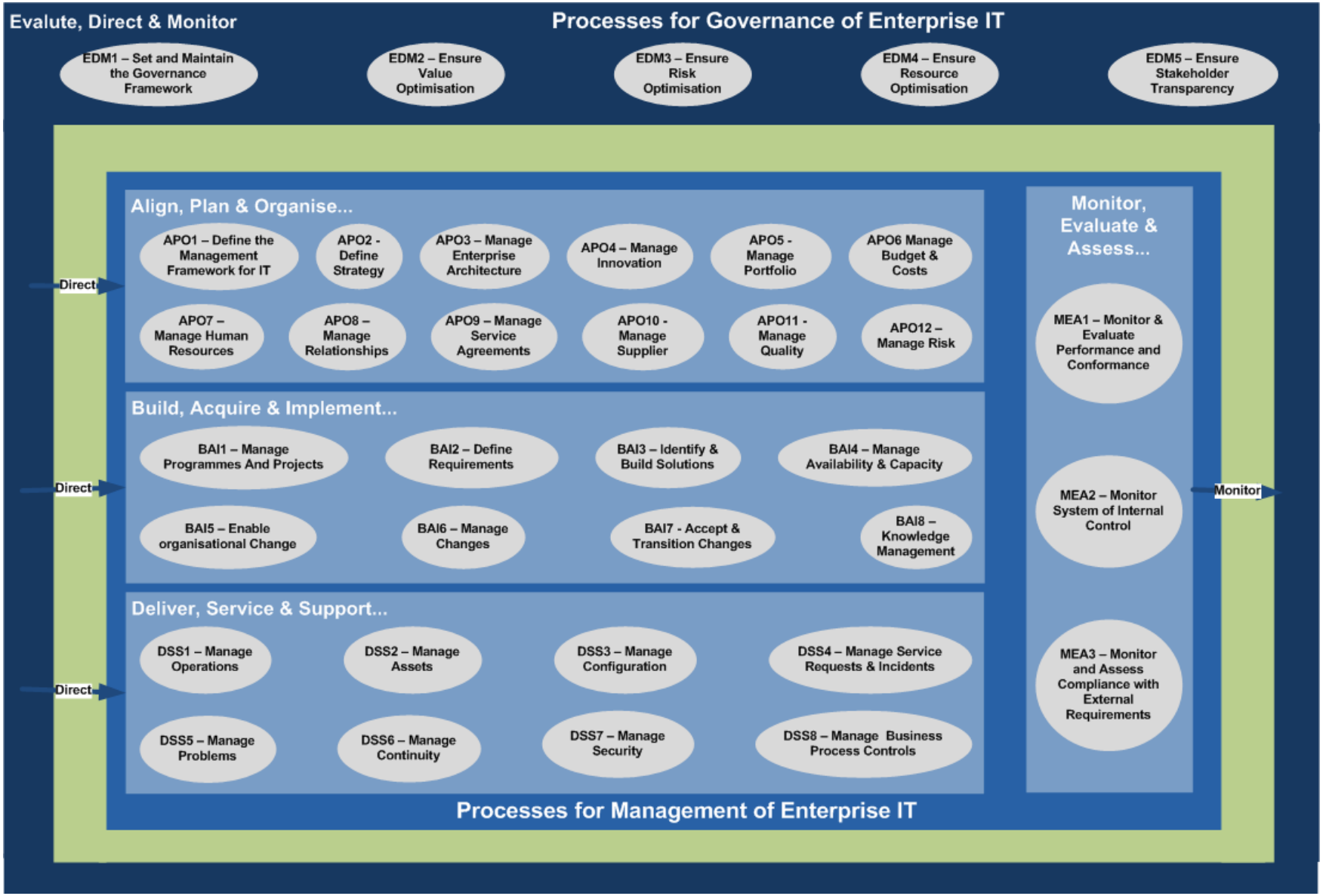
# Sarbanes-Oxley Act (SOX)

- Public Company Accounting Oversight Board (PCAOB)
- Auditor Independence
- Corporate Responsibility
- Enhanced Financial Disclosures
- Analyst Conflicts of Interest
- Commission Resources and Authority
- Studies and Reports
- Corporate and Criminal Fraud Accountability
- White Collar Crime Penalty Enhancement
- Corporate Tax Returns
- Corporate Fraud Accountability

# COSO

- **The Committee of Sponsoring Organizations of the Treadway Commission (COSO)**
  - a joint initiative of the five private sector organizations listed on the left and is dedicated to providing thought leadership through the development of frameworks and guidance on **enterprise risk management**, **internal control** and **fraud deterrence**.
  - COSO is supported by five supporting organizations, including the Institute of Management Accountants (IMA), the American Accounting Association (AAA), the American Institute of Certified Public Accountants (AICPA), the Institute of Internal Auditors (IIA), and Financial Executives International (FEI).

# COBIT 5


Evalute, Direct & Monitor
Processes for Governance of Enterprise IT
EDM1 – Set and Maintain the Governance Framework
EDM2 – Ensure Value Optimisation
EDM3 – Ensure Risk Optimisation
EDM4 – Ensure Resource Optimisation
EDM5 – Ensure Stakeholder Transparency
Direct
Align, Plan & Organise...
APO1 – Define the Management Framework for IT
APO2 - Define Strategy
APO3 – Manage Enterprise Architecture
APO4 – Manage Innovation
APO5 - Manage Portfolio
APO6 Manage Budget & Costs
APO7 – Manage Human Resources
APO8 – Manage Relationships
APO9 – Manage Service Agreements
APO10 - Manage Supplier
APO11 - Manage Quality
APO12 – Manage Risk
Direct
Build, Acquire & Implement...
BAI1 – Manage Programmes And Projects
BAI2 – Define Requirements
BAI3 – Identify & Build Solutions
BAI4 – Manage Availability & Capacity
BAI5 – Enable organisational Change
BAI6 – Manage Changes
BAI7 - Accept & Transition Changes
BAI8 – Knowledge Management
Direct
Deliver, Service & Support...
DSS1 – Manage Operations
DSS2 – Manage Assets
DSS3 – Manage Configuration
DSS4 – Manage Service Requests & Incidents
DSS5 – Manage Problems
DSS6 – Manage Continuity
DSS7 – Manage Security
DSS8 – Manage Business Process Controls
Processes for Management of Enterprise IT
Monitor, Evaluate & Assess...
MEA1 – Monitor & Evaluate Performance and Conformance
MEA2 – Monitor System of Internal Control
MEA3 – Monitor and Assess Compliance with External Requirements
Monitor

# Evaluate, Direct & Monitor

- EDM01 Set and Maintain the Governance Framework
- EDM02 Ensure Value Optimisation
- EDM03 Ensure Risk Optimisation
- EDM04 Ensure Resource Optimisation
- EDM05 Ensure Stakeholder Transparency

# Align, Plan & Organise

- APO01 Define the Management Framework for IT
- APO02 Define Strategy
- APO03 Manage Enterprise Architecture
- APO04 Manage Innovation
- APO05 Manage Portfolio
- APO06 Manage Budget and Costs
- APO07 Manage Human Resources
- APO08 Manage Relationships
- APO09 Manage Service Agreements
- APO10 Manage Suppliers
- APO11 Manage Quality
- APO12 Manage Risk

# Build, Acquire & Implement

- BAI01 Manage Programmes and Projects
- BAI02 Define Requirements
- BAI03 Identify and Build Solutions
- BAI04 Manage Availability & Capacity
- BAI05 Enable Organisational Change
- BAI06 Manage Changes
- BAI07 Accept and Transition Changes
- BAI08 Manage Knowledge

# Deliver, Service & Support

- DSS01 Manage Operations
- DSS02 Manage Assets
- DSS03 Manage Configuration
- DSS04 Manage Service Requests and Incidents
- DSS05 Manage Problems
- DSS06 Manage Business Continuity
- DSS07 Manage Information Security
- DSS08 Manage Business Process Controls

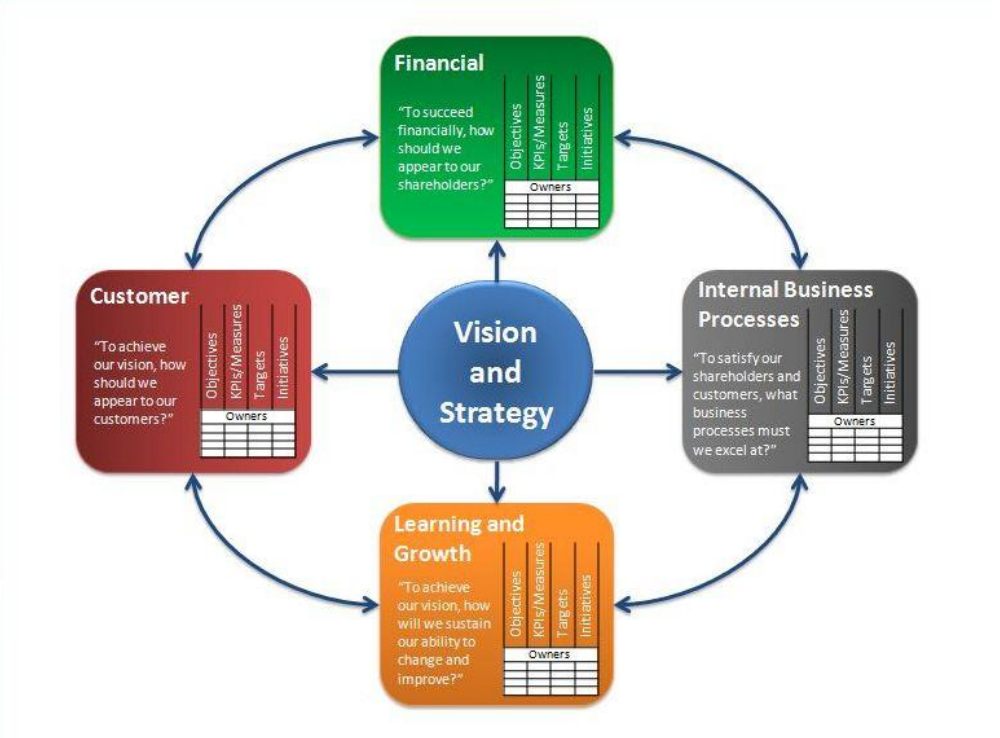
# Monitor, Evaluate & Assess

- MEA01 Monitor and Evaluate Performance and Conformance
- MEA02 Monitor System of Internal Control
- MEA03 Monitor and Evaluate Compliance with External Requirements

# Balanced ScoreCard (BSC)

- Closed loop control
  1. choice of data to measure,
  2. the setting of an expected value for the data, and
  3. the ability to make a corrective intervention

1. Authors:
   1. Robert S. Kaplan
   2. David P. Norton



# Key Performance Indicator (KPI)

- Quantitative indicators that can be presented with a number
- Qualitative indicators that can't be presented as a number
- Leading indicators that can predict the outcome of a process
- Lagging indicators that present the success or failure post hoc
- Input indicators that measure the amount of resources consumed during the generation of the outcome
- Process indicators that represent the efficiency or the productivity of the process
- Output indicators that reflect the outcome or results of the process activities
- Practical indicators that interface with existing company processes.
- Directional indicators specifying whether or not an organization is getting better.
- Actionable indicators are sufficiently in an organization's control to effect change.
- Financial indicators used in performance measurement and when looking at an operating index.

# Check (1) – old module 7

1. Which BPMM level certifies predictable business processes?

a) level 5
b) level 2
c) level 4
d) level 3

# Check (2)

2. What are the top-level processes of SCOR?

a) plan, source, make, deliver, return

b) concept, analysis, design, implement, operate

c) plan, produce, deliver, return

d) manage, operate, supply

# Check (3)

3. Which one is a process reference model for value chain processes?

a) SCOR

b) COBIT

c) VRM

d) VCG

# Check (4)

4. What does quality mean?

a) processes that perform without any errors

b) processes that satisfy the needs of the customers

c) processes that are optimized and predictable

d) processes that amplify the goals of the company

# Check (5)

5. What is Six Sigma?
   a) quality management method
   b) process reference model
   c) regulation
   d) management framework

# Check (6)

6. The Just-in-Time production belongs to which method?

a) Six Sigma

b) TPS

c) COBIT

d) ISO 9000ff.

# Check (7)

7. What is addressed by ISO 9004?

a) quality concepts

b) requirements for a quality management system

c) guidelines to improve a quality management system

d) quality maturity model for processes

# Check (8)

8. Which domain is addressed by the Sarbanes-Oxley Act?

a) health care

b) automotive

c) government

d) finance

# Check (9)

9. Which one is a collection of best practices for IT management and controlling?

a) SCOR
b) Six Sigma
c) COBIT
d) TPS

# Check (10)

10. The process category Manage information technology is part of which process type in the APQC Process Classification Framework?

a) Operating processes
b) Business processes
c) Management and Support processes
d) Infrastructure processes

# Check (11)

11. What was developed by Robert S. Kaplan and David P. Norton?

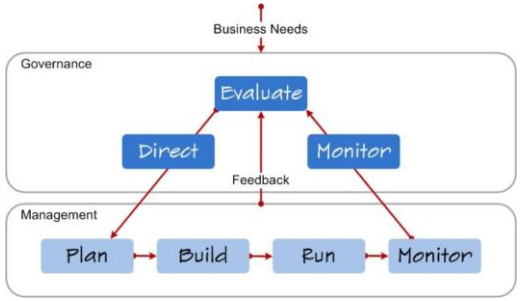
a) Business Process Maturity Model
b) Balanced Scorecards
c) Business Process Reengineering
d) Six Sigma

# Check (12)

12. What describes a feature that is necessary to achieve a goal?

a) Key Performance Indicator
b) Business Process Metric
c) Maturity Level
d) Critical Success Factor

# Governance




- framework of directives by which a board of directors ensures accountability, fairness, and transparency in an enterprise's relationship with its all stakeholders
- Governance includes:
  - *evaluating* stakeholder needs, conditions and options to determine balanced, agreed-on enterprise objectives to be achieved; (needs-to-objectives explicit mapping)
  - *directing* through prioritisation and decision making; and
  - *monitoring performance* and *compliance* against agreed-on direction and objectives.
- Specific governance responsibilities may be delegated to special organisational structures at an appropriate level.

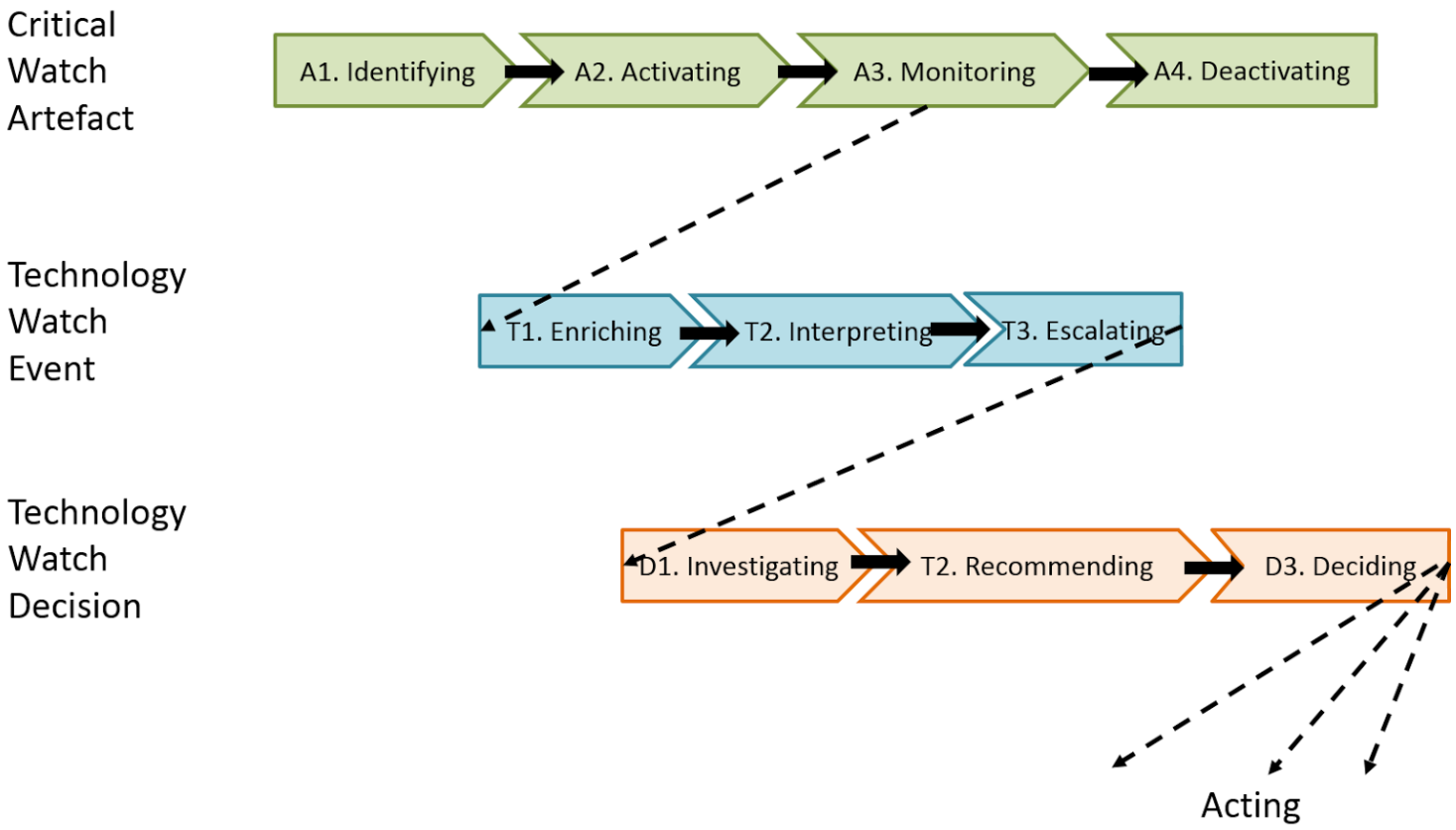
# Governance from the EA viewpoint (1)

- Governance covers the entire **life-cycle** of the domain **primary-artefacts**.
- Decompose the whole life-cycle into **phases** (or stages).
- Each phase comprises several primary-artefacts, **rules**, **activities** and **processes**.
- **Responsibilities to own** these primary-artefacts, rules and processes must be assigned to somebody.
- **Responsibilities to perform** these processes and activities must be assigned to somebody.
- All these responsibilities are grouped into several **roles**.

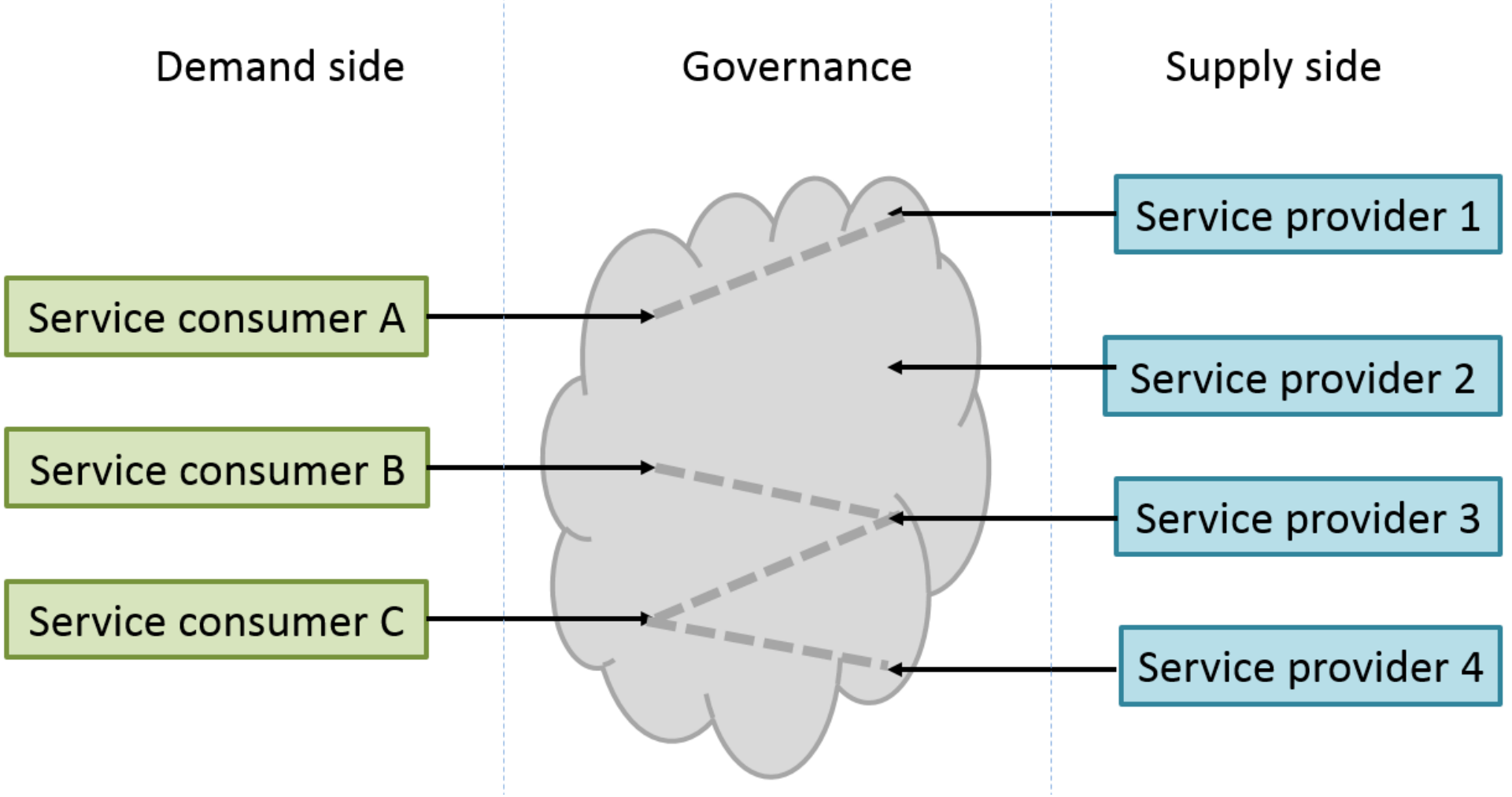
# Governance from the EA viewpoint (2)

- **Stakeholders** are assigned to these roles.
- Various **documents** to support primary-artefacts are identified and their life-cycles are considered as well (roles to write, use and approve these documents).
- Governance makes **explicit** primary-artefacts, supporting-documents, roles, rules, processes, phases and life-cycles.
- Governance specifies **dependencies** with other domains governance practices established in the enterprise.

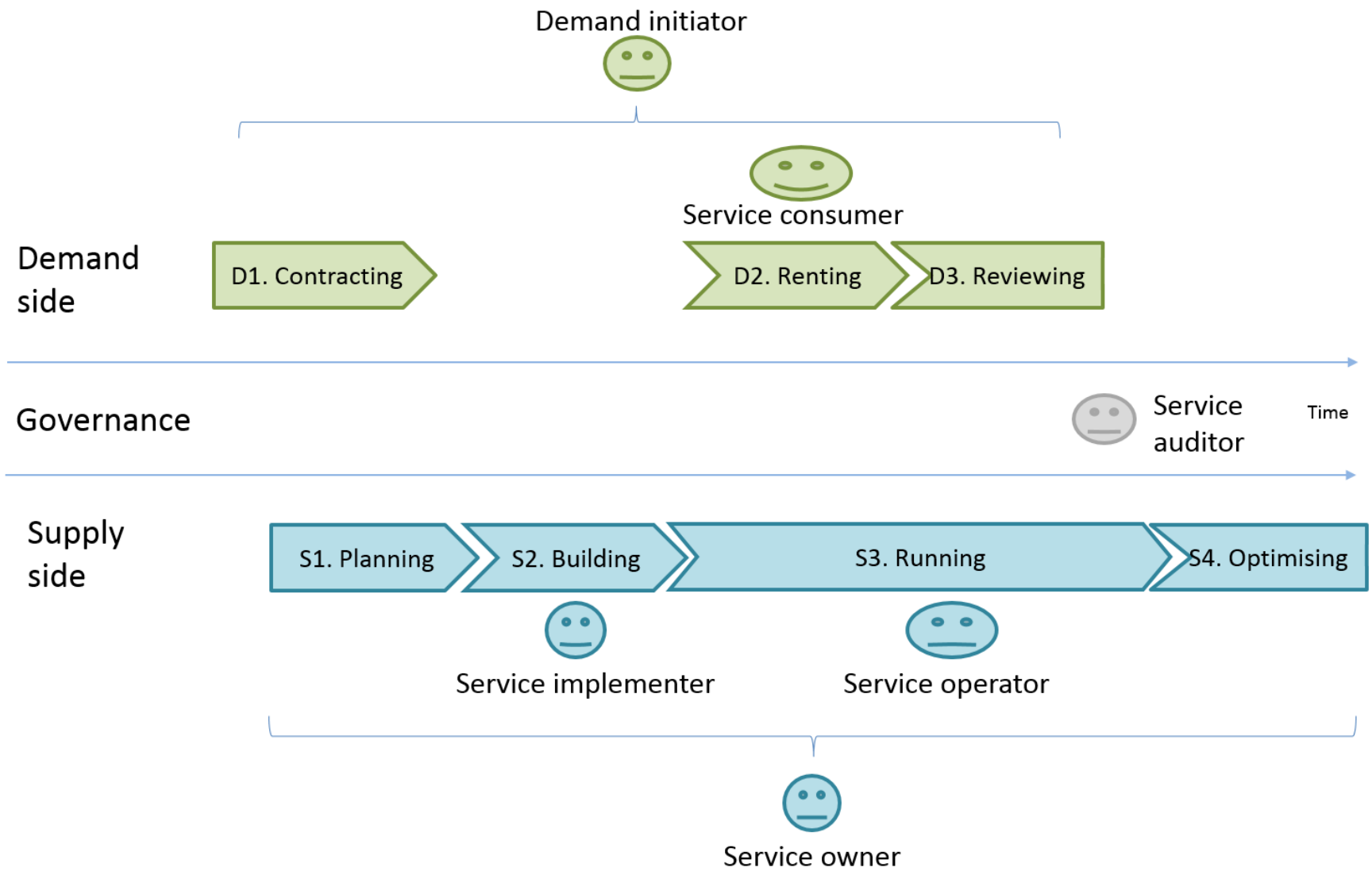
# Exmple: Technology watch



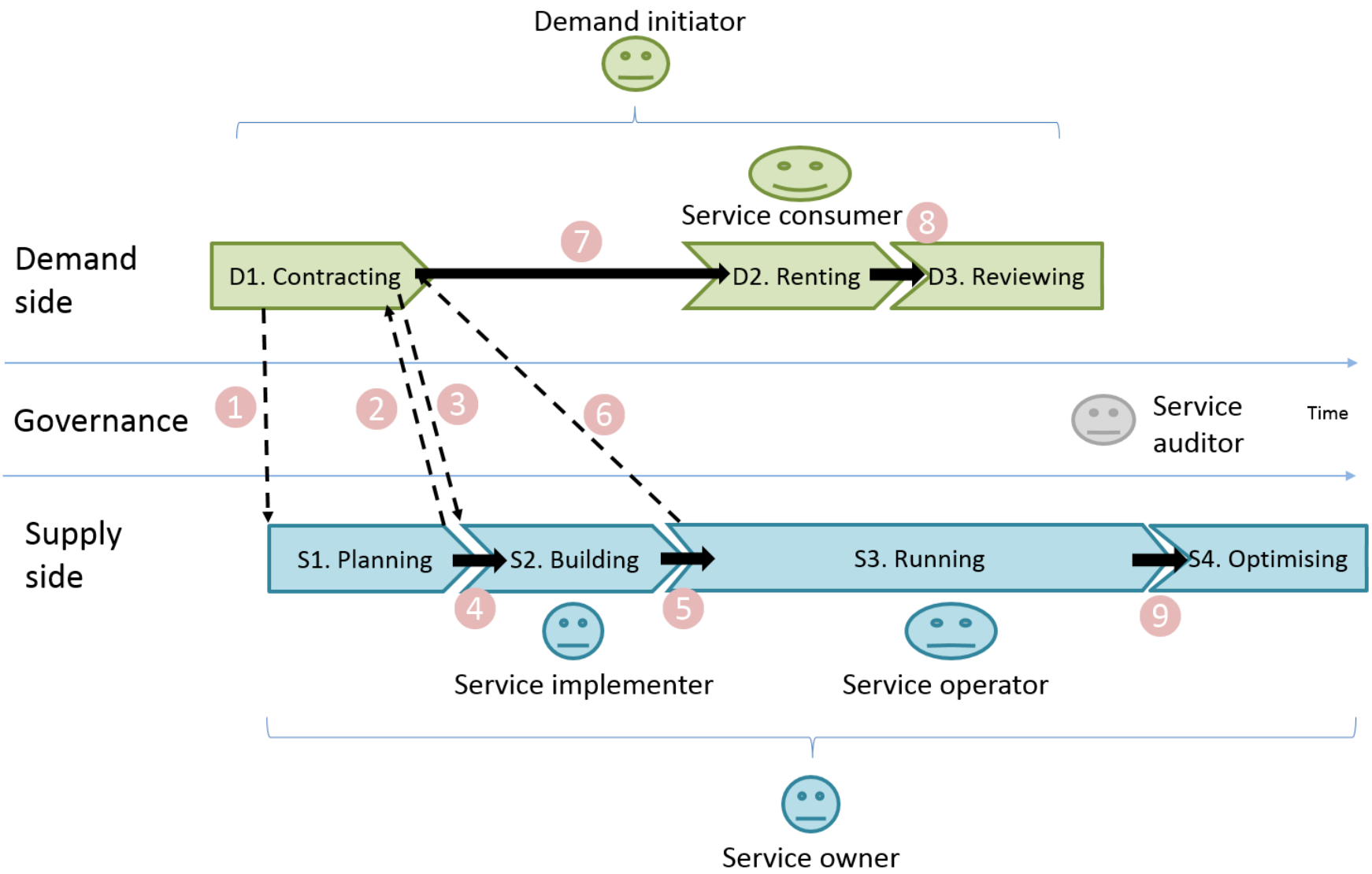
# Example: SOA governance (1)



# Example: SOA governance (2)



# Example: SOA governance (3)

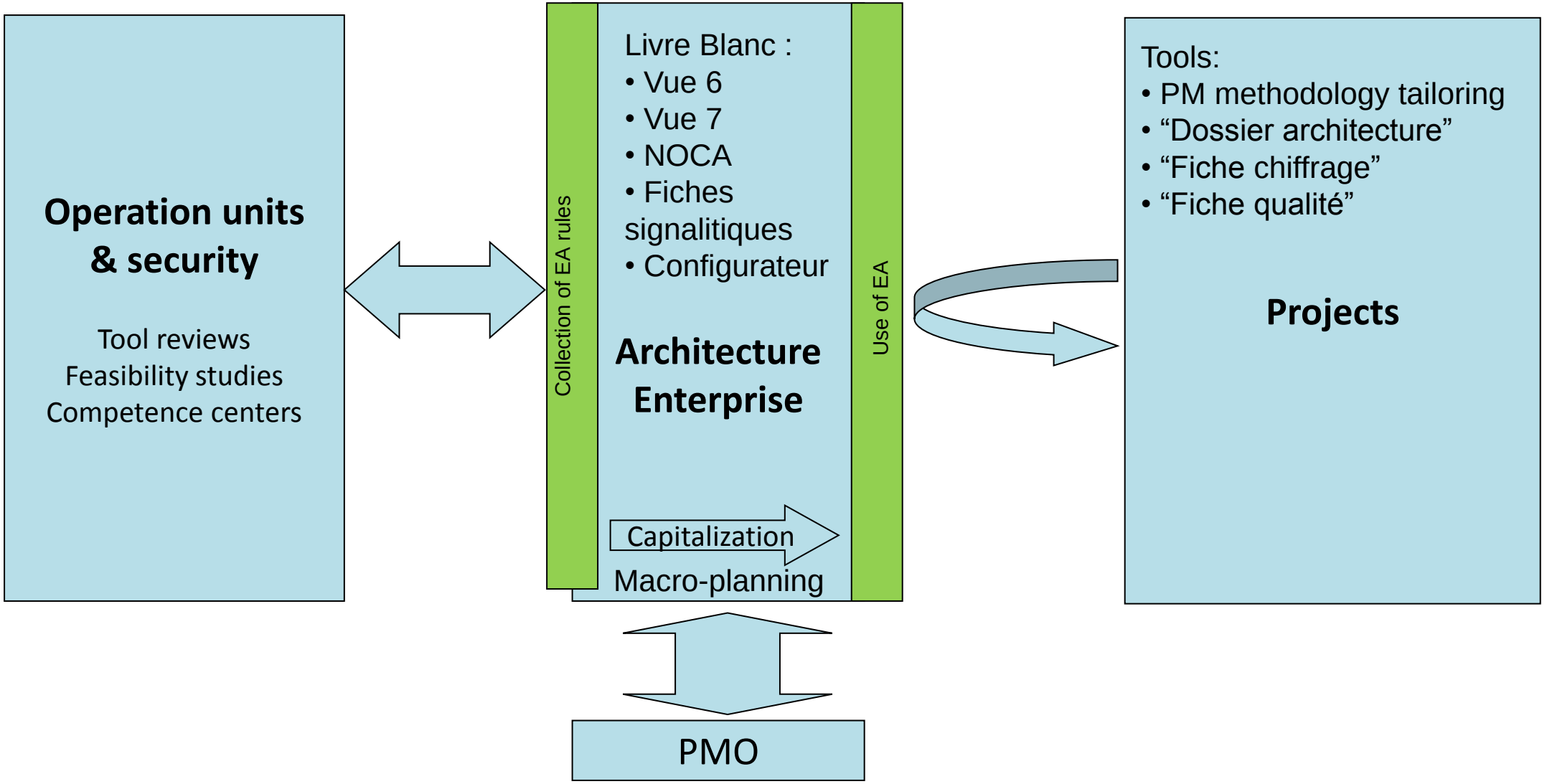


# Practical EA tools

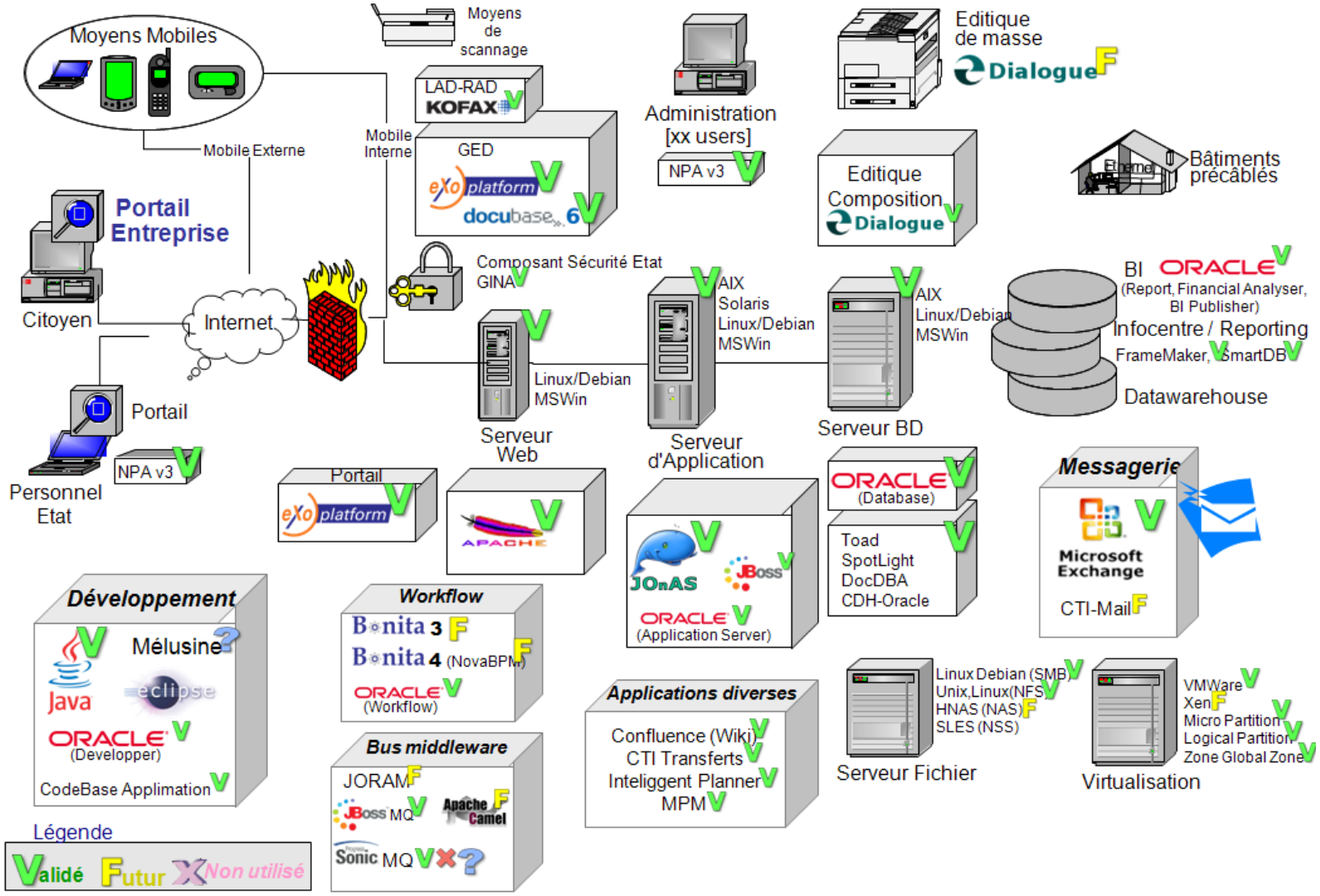
- Nomenclatures
  - Technical artefacts
  - Business artefacts
  - Organisational artefacts
- Organisational standards
- Documentation templates
- Rules (architecture know-how)
- Formal reviews of projects
- Qualification procedures

# A few practical cases

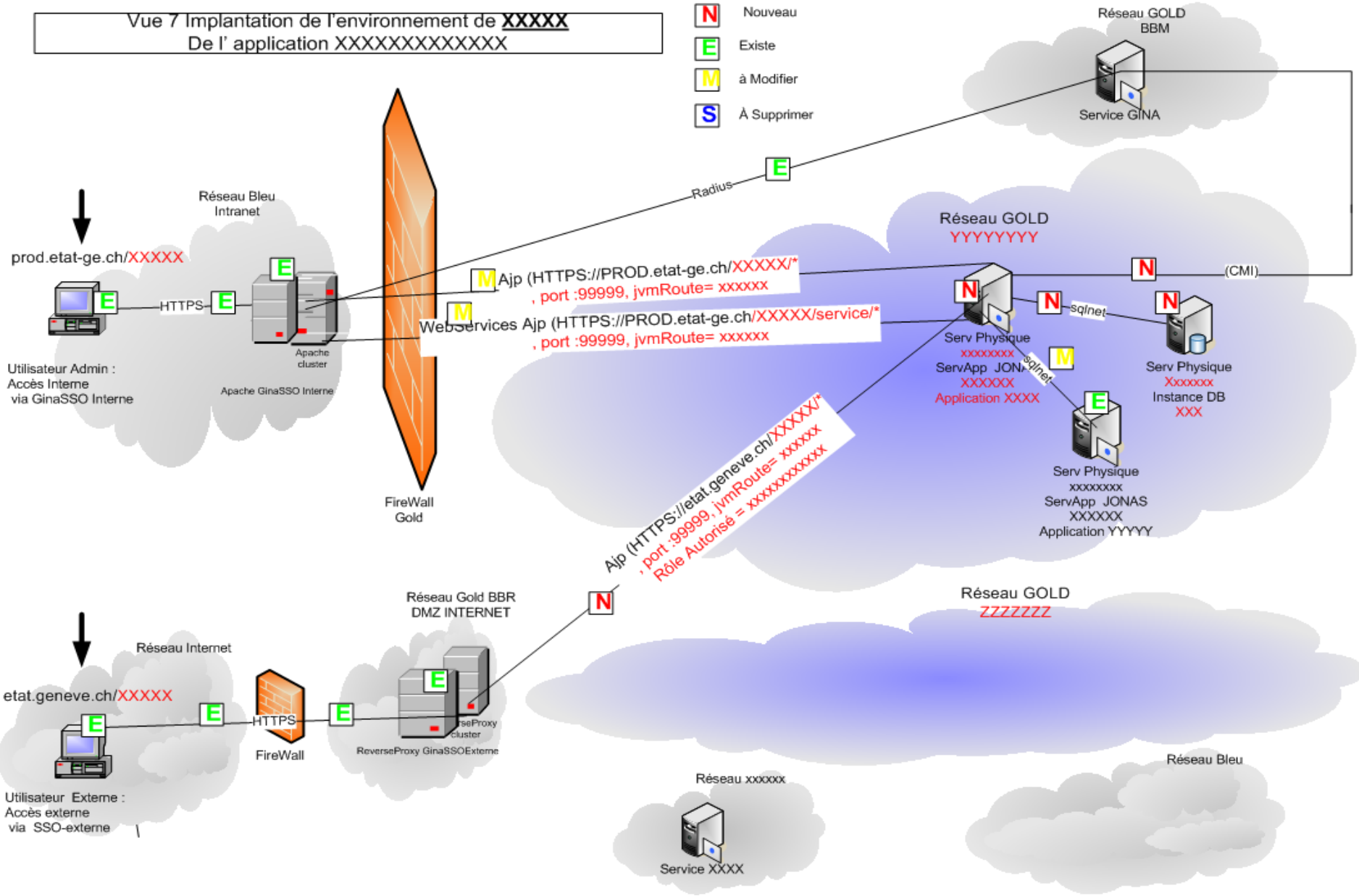
# Collection and alignment of EA



# Vue 6 – conceptual architecture



# Vue 7 – technical architecture



# Nomenclature Composante d'Architecture (NOCA)

- Technical components (M-F-A-T)
  - TSM, Jonas…
- Architectural services (M-F-A-T)
  - E-paiement, Backup, Trésorerie…
- Architectural standards (M-F-A-T)
  - JSR, HTTP…

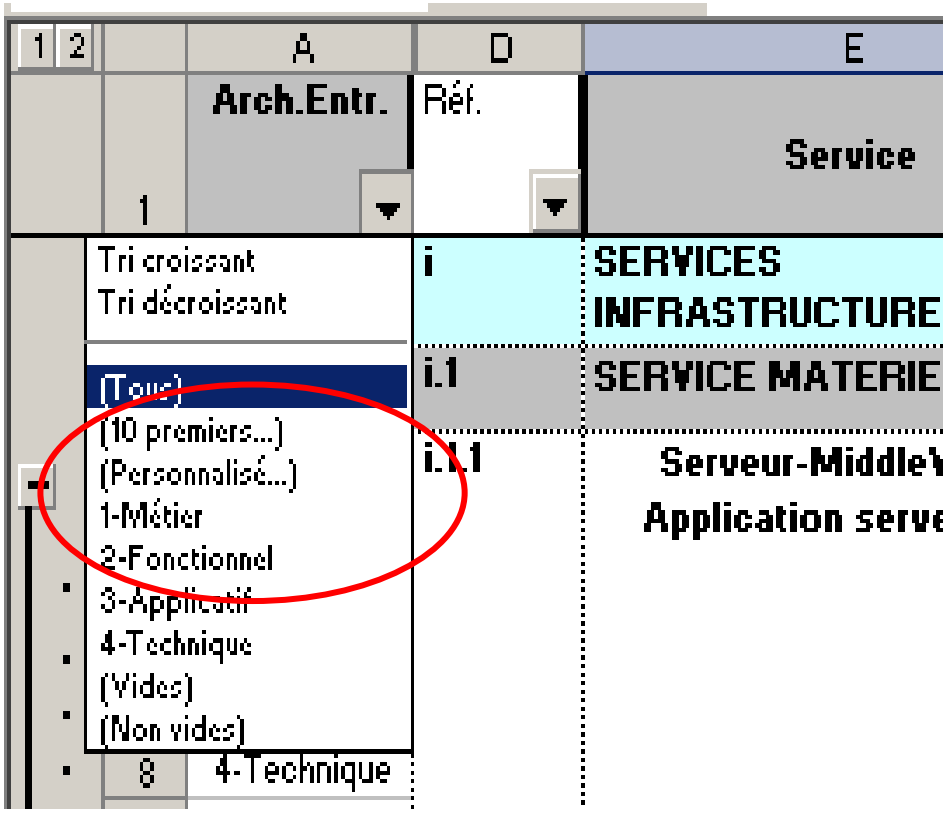
# NOCA – 1st classification

- First classification is by services
- Organisation "historical"

| |
|---|
| SERVICES INFRASTRUCTURE |
| SERVICES APPLICATIFS |
| SERVICES SECURITE |
| SERVICES RESTITUTION |
| SERVICES EXPLOITATION |
| SERVICES FONCTIONNELS /Métiers |
| SERVICES SUPPORT - Help Desk Métier |
| SERVICES GESTION DE PROJETS |
| SERVICES GENIE LOGICIEL |

# NOCA– 2nd classification

- Second classification is in accordance with used architecture framework (Longépé):
  - Business
  - Functional
  - Application
  - Technical



# NOCA– 3rd classification

- Third classification is by responsible person
  - Who should be contacted…
  - Who is responsible for further evolution…

| moyen de stockage | Infrastructure | Spécialiste Stockage | N.N. | | |
|---|---|---|---|---|---|
| | | | | Type de Composant | Référence Composant |
| | | | S.S.S | Sauvegarde | Tivoli Storage Manager TSM -IBM |
| | | | N.N., S.S.S | Sauvegarde | Veritas NetBackup |
| | | | S.S.S | high cost | Baie Hitachi |
| | | | S.S.S | medium cost | Sata-medium |
| | | | S.S.S | low cost | Sata-low |
| | | | S.S.S | very low cost | robot sun |

# NOCA – dynamics

- Current state of a component

VERT – Industrialiser et à recommander

JAUNE – Non industrialiser mais à recommander

ROUGE – A ne plus recommander

BLANC – A discuter avec EA

- Help to make a decision
  - Chose existing VERT else JAUNE
  - Avoid ROUGE
- Promote convergence
- Identify needs for feasibility studies

# Descriptions of some components for non-IT stakeholders

- Fiche fonctionnelle

Fiche fonctionnelle

**Editique**
**(Edition électronique de documents)**

**Cibles métier**

- Faire d'information disponible pour les hommes de manière conviviale
- Couverture un large périmètre de fonctionnalités pour des institutions publiques ayant de métier différent (Justice, Police, Social, Education, Administration)
- Couverture des volumes d'édition très variables (de l'unitaire à des centaines de milliers)
- Industrialisation des quatre types de processus éditiques :
  - Production en masse de documents composés (aussi connaître comme « éditique en masse »)
  - Production de documents au guichet (aussi connaître comme « éditique interactive »)
  - Production des rapports complexes (aussi connaître comme « restitution »)
  - Production en masse de documents préparés avec des outils standards de bureautique (aussi connaître comme « éditique bureautique »)
- Facilité d'utilisation du service d'impression et distribution centrale
- Mutualiser de la brique de base pour les programmes tels que « Administration en Ligne »
- Adaptabilité rapide aux besoins métier par les acteurs métiers eux-mêmes
- Intégration plus ou moins complexe entre les services éditique et les applications métier
- Alignement avec des besoins d'archivage électronique et gestion de contenu

**Moyens offerts**

- Un ensemble cohérent de services d'éditique pour tout les besoins de l'Etat
- L'infrastructure compréhensive de la production de 30 million pages par année
- Des recommandations, des bonnes pratiques, et des expertises dans la mise en œuvre de solution d'édition électronique de documents

**Vue d'ensemble des services éditiques pour le « business support »**

Data | Edition | Façonnage | Diffusion

**Les services métiers et fonctionnels rendus par CTI**

- La composition de documents électroniques
- La post-composition de documents électroniques
  - regroupement
  - éclatement
  - validation humaine
  - enrichissement
  - conversion
  - archivage
  - diffusion
- Le façonnage de documents physiques
  - impression
  - assemblage
  - mise-sous-pli
  - expédition
- Le développement de modèles by Centre de compétence éditique
- L'intégration avec applications métiers
- L'intégration avec processus métiers
- L'intégration avec outilles bureautiques
- L'intégration avec autres services transversaux (GED, sécurité, moteur de processus)

**Le centre compétence éditique**

Par contre son objectif stratégique ultime est de MAITRISER les environnements dans sa sphère de responsabilité et de compétence:

- Maîtriser en aidant à professionnaliser le processus de support & maintenance tout en conservant l'excellent taux de satisfaction client actuel;
- Maîtriser en aidant à fiabiliser l'infrastructure pour réduire encore les taux de perte de service au vu des utilisateurs ;
- Maîtriser en aidant à normaliser les développements et la gestion des configurations, des mises à jour et de la gestion du changement;
- Maîtriser en aidant à canaliser la communication envers les partenaires;
- Maîtriser en aidant à mutualiser les connaissances pour les futurs projets ;
- Maîtriser en aidant à prévoir dans le temps les évolutions futures et leurs impacts sur l'existant.

**Point de contact**

Centre Compétence Editique, Etat de Genève, CTI
M. Yves Baillot
Tél. +41 (0)22 ??? ?? ??
nnn.nnn@etat.ge.ch

-fin du document-

- Fiche solution

Fiche présentation solution

**Gestion et publication de l'information sur le web (WCM)**

**Cibles métier**

- Publier des informations sur des sites web (intranet, extranet ou internet) de manière conviviale
  - Unifier et/ou simplifier le travail pour tous les acteurs
- Assurer une conformité d'ensemble, i.e. Charte graphique d'Etat

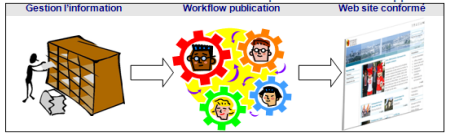
**Moyens offerts**

- Une gamme cohérente de scénarii optimisés pour les cas pratiques
- Un socle uniformisé, avec les fonctionnalités riches et extensible pour toutes les solutions
- Des recommandations, des bonnes pratiques, et des expertises dans la mise en œuvre de solution de gestion et publication de l'information sur le web

*La gestion et publication de l'information sur le web sont basées sur un concept de Gestion du contenu d'entreprise* pour l'Etat de Genève et les applications métiers telles que l'Administration en Ligne.*

**Vue d'ensemble des services documentaires pour le « business support »**

Gestion l'information | Workflow publication | Web site conformé



**Trois scénarios des prestations rendus par CTI** (voir explications en annexe A et détail dans le dossier de choix du référent)

- « pique-nique » – mettre à disposition d'infrastructure pour hébergement d'un site web
- « plat du jour » – mettre à disposition d'un site web préconfigure et autonome
- « à la carte » – mettre à disposition d'un site web customisé et intégré

**Les caractéristiques majeurs de la qualité des services** (voir détail en annexe A)

- Synergie et convergence entre la gestion électronique de document et la spécificité de la publication de l'information sur le Web
- Implémentation rapide et flexible, adaptée aux scénarios
- Fonctionnement sans participation systématique d'un(e) informaticien(ne)

**Solution proposée par CTI (en date de juin 2007)**

- eXoPlatform (détail dans fiche signalétique)

* La gestion de contenu vise à gérer l'ensemble des contenus d'une entreprise. Il s'agit de prendre en compte, non seulement les informations structurées (base de données) mais les informations non structurées comme les documents électroniques, courriel par exemple. (« Enterprise Content Management »)

Fiche présentation solution

**Annexe A**

***Trois scenarios des prestations rendus par CTI***

Trois scenarios flexibles suivant la complexité, les fonctionnalités et les niveaux de participation des différents utilisateurs.


« pique-nique » – mettre à disposition d'infrastructure pour hébergement d'un site web

- L'assurance de bonnes performances
- Surveillance de l'infrastructure
- Contrôle des ressources informatiques disponibles pour le site web du client

« plat du jour » – mettre à disposition d'un site web préconfigure et autonome

- Toutes de prestation de scenario « pique-nique »
- Le site web adapté à l'architecture du CTI
- La flexibilité limitée pour la gestion du contenu par la MOA
- Paramétrage du site web site sans programmation
- Addition de modules approuvés
- Délégation d'administration du site web à la MOA :
  - Modèles de pages
  - Rôles de gestion du contenu
  - Workflow publication
- L'exemple : www.IntraCTI.etat-ge.ch

« à la carte » – mettre à disposition d'un site web customisé et intégré

- Toutes de prestation de scenario « plat du jour »
- L'extension de fonctionnalités par des développements « sur mesure »
- L'intégration avec les applications de l'Etat
- L'exemple : www.geneve.ch

***Les caractéristiques majeurs de la qualité des services***

Haute qualité des services garantie par les principes pertinents de l'architecture technique

Synergie et convergence entre la gestion électronique de document et la spécificité de la gestion de l'information par le web

- Tracabilité compris : « audit trail » et « records management »
- Versioning et archivage systématique du contenu
- Modèle centrale de pages HTML pour imposé de la Charte graphique

Implémentation rapide et flexible

- Architecture modulaire : base commune et modules interdépendants
- Assurance d'évolution des différents scenarii

Fonctionnement sans participation systématique d'un(e) informaticien(ne)

- Unification et facilitation de l'interaction entre utilisateurs et les outils informatiques proposé
- Délégation de maintenance basée sur la sécurité transversale CTI

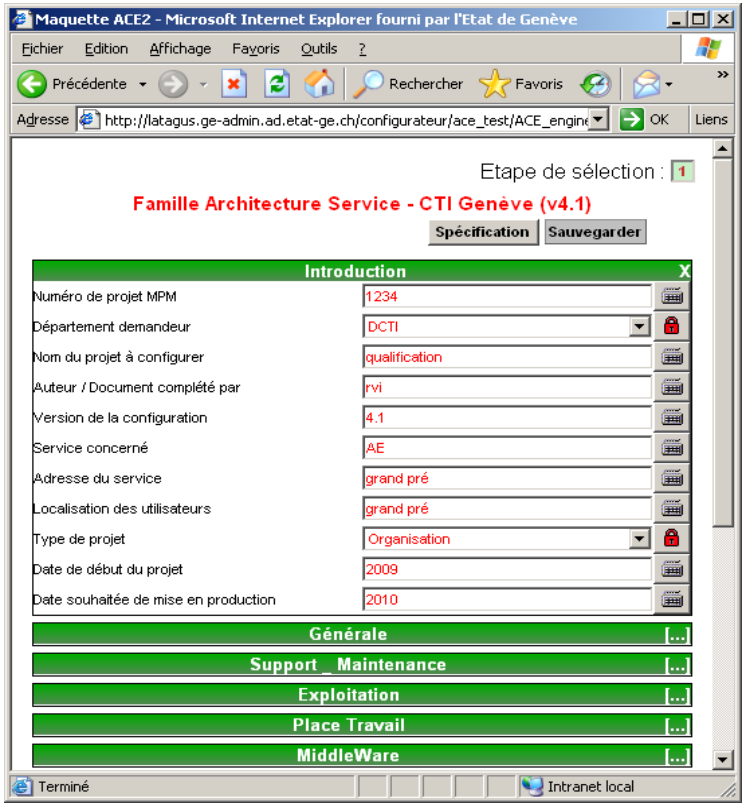
***Point de contact***

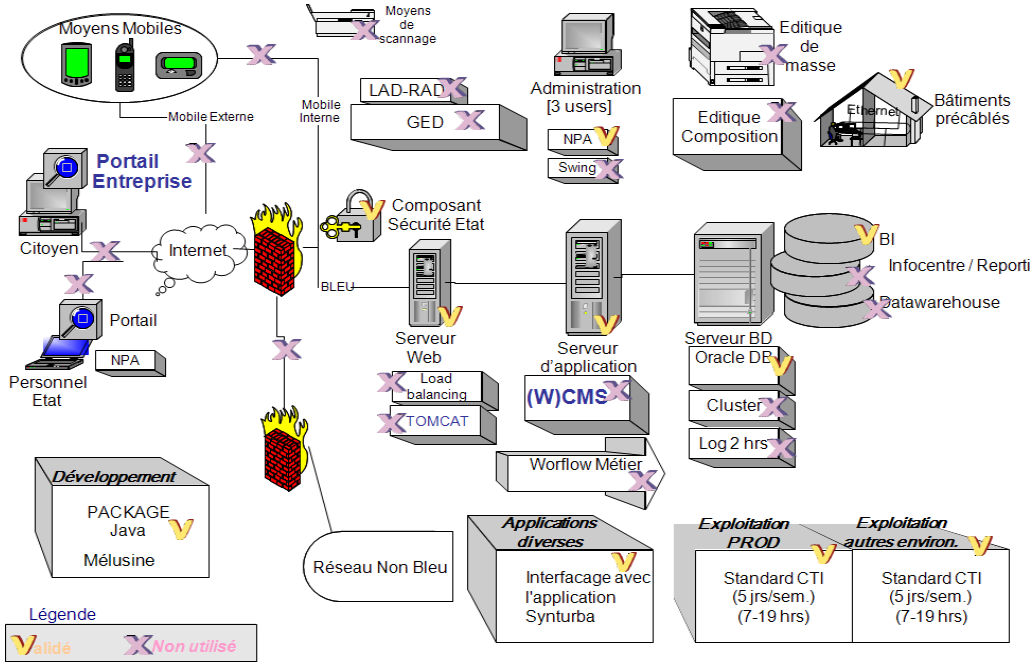
Référent en gestion documentaire, Etat de Genève, CTI
ccd
Tél. +41 (0)79 722 20 26
hugues.daudin@etat.ge.ch

-fin du document-

# "Configurateur" EA

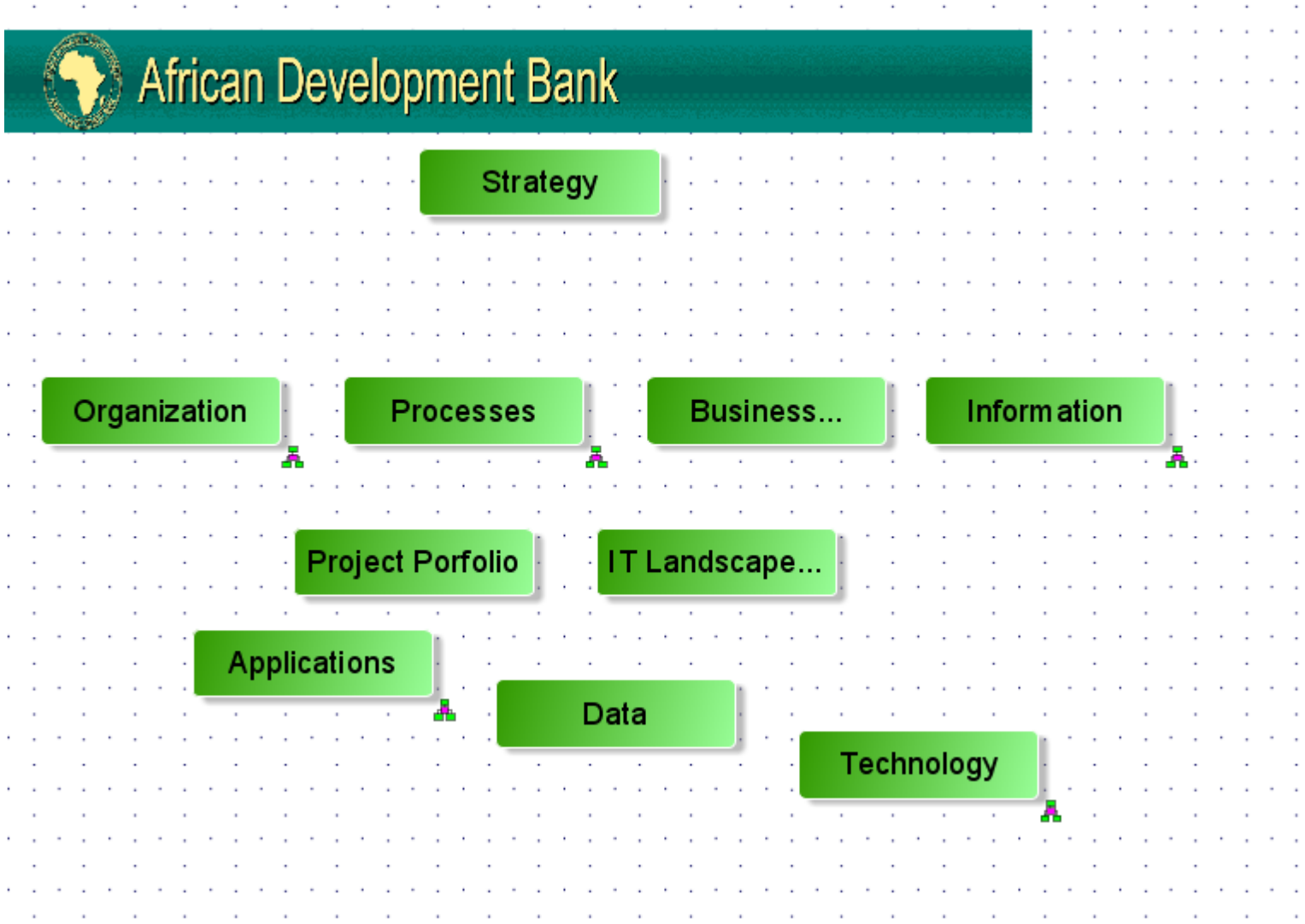
- Ask user-oriented questions to produce a EA check-list
- Rule engine for EA
- Generate "vue 6"



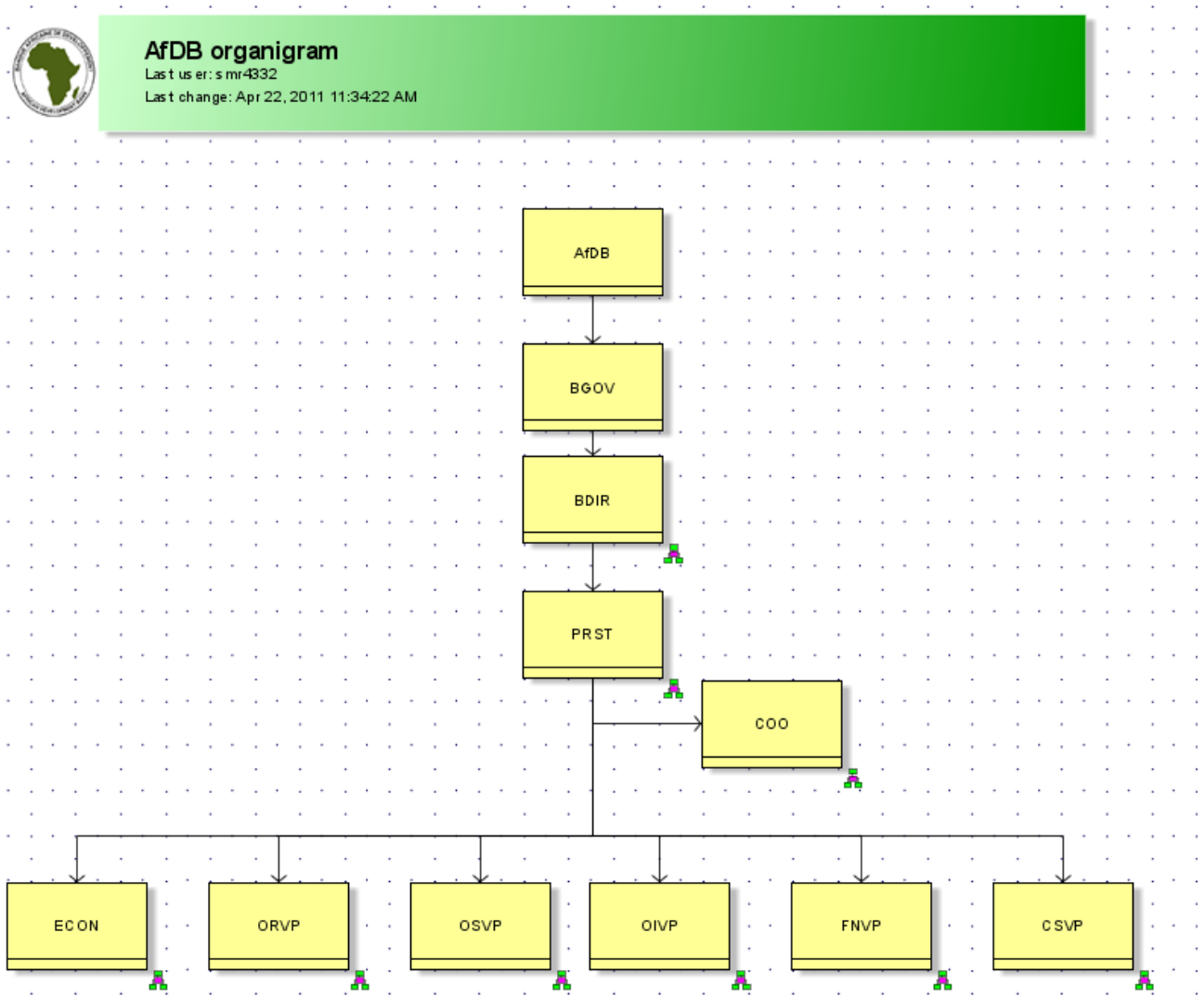



# Another client

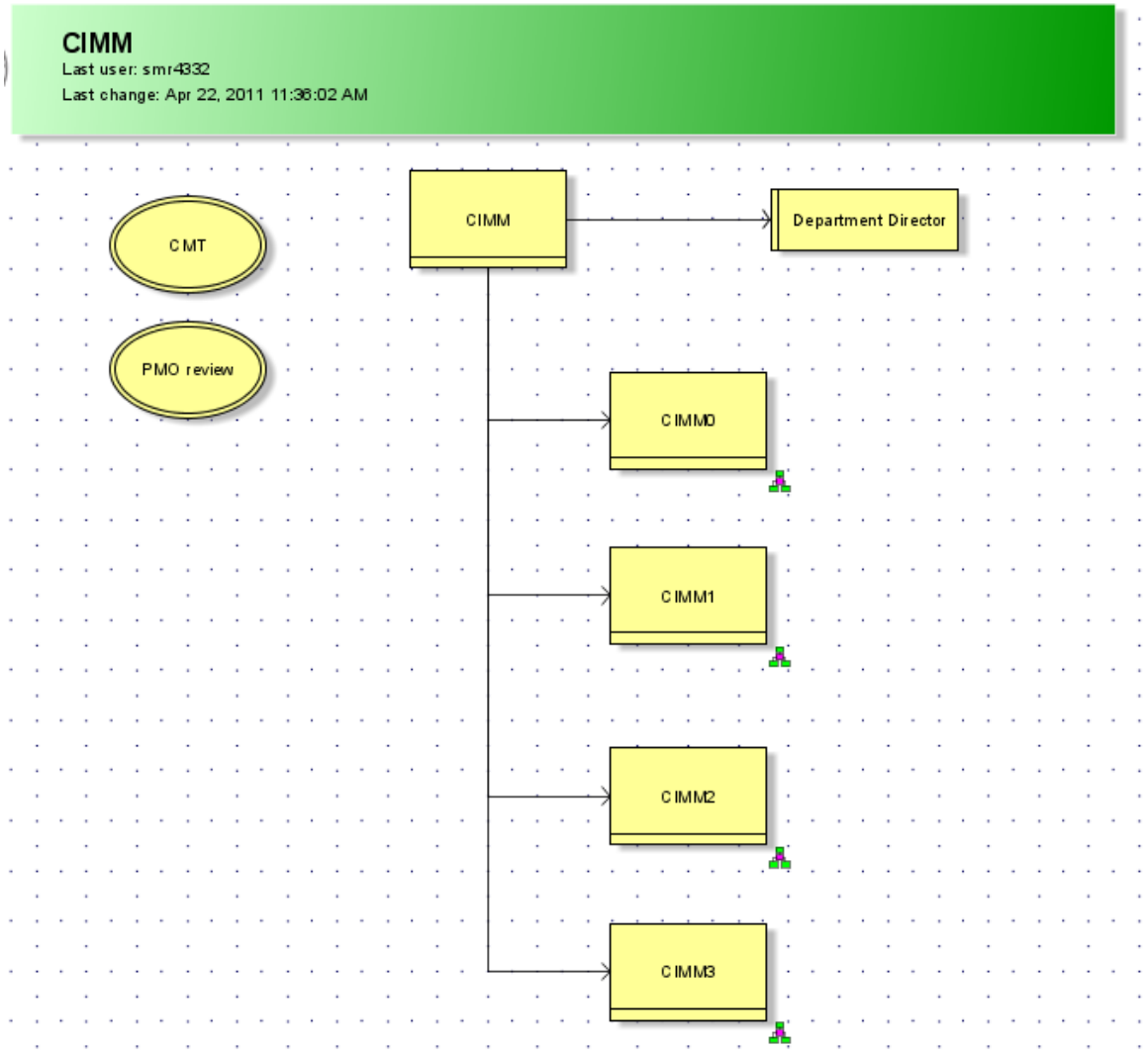
# Main view


African Development Bank
Strategy
Organization
Processes
Business...
Information
Project Porfolio
IT Landscape...
Applications
Data
Technology

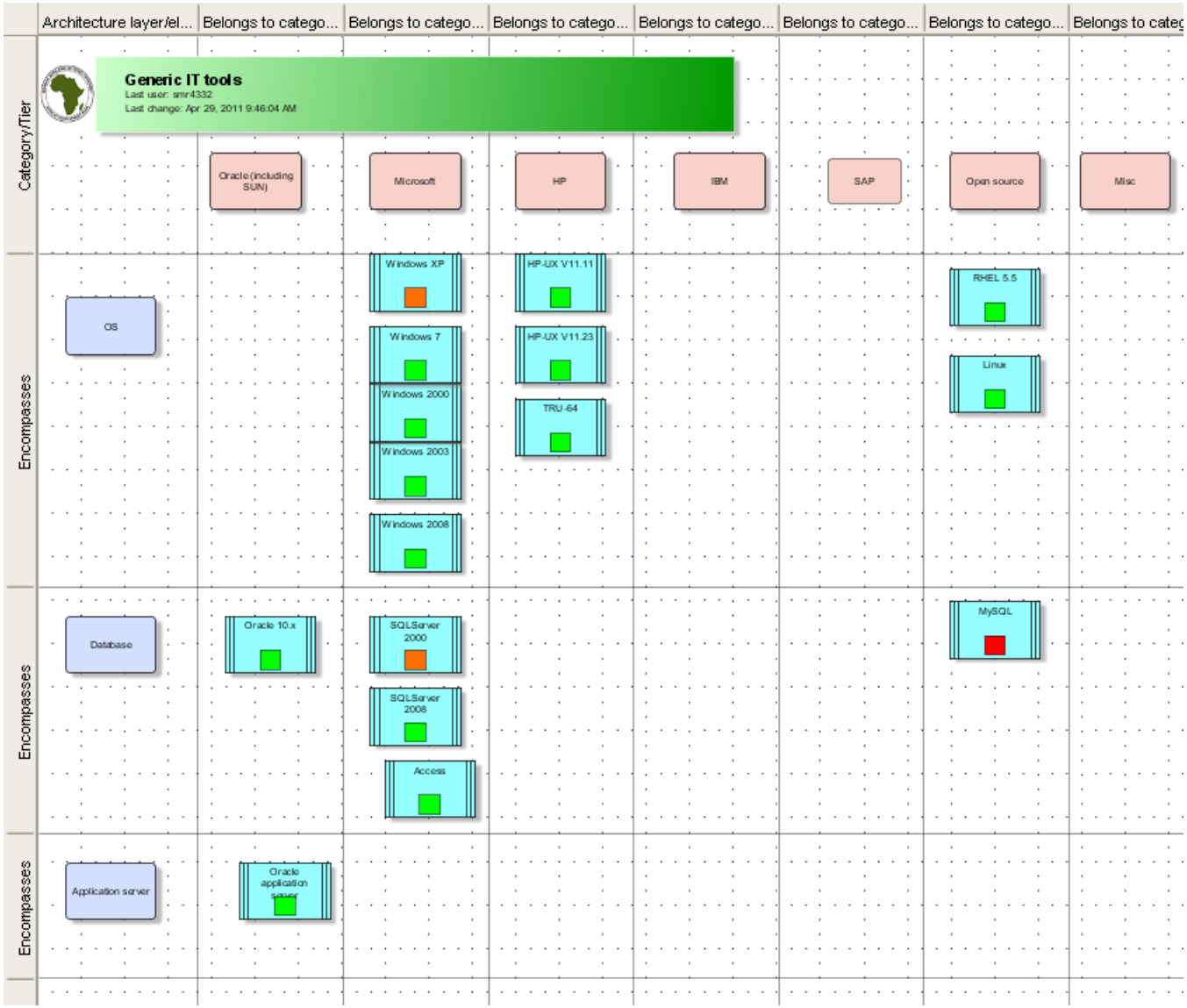
# Organisation



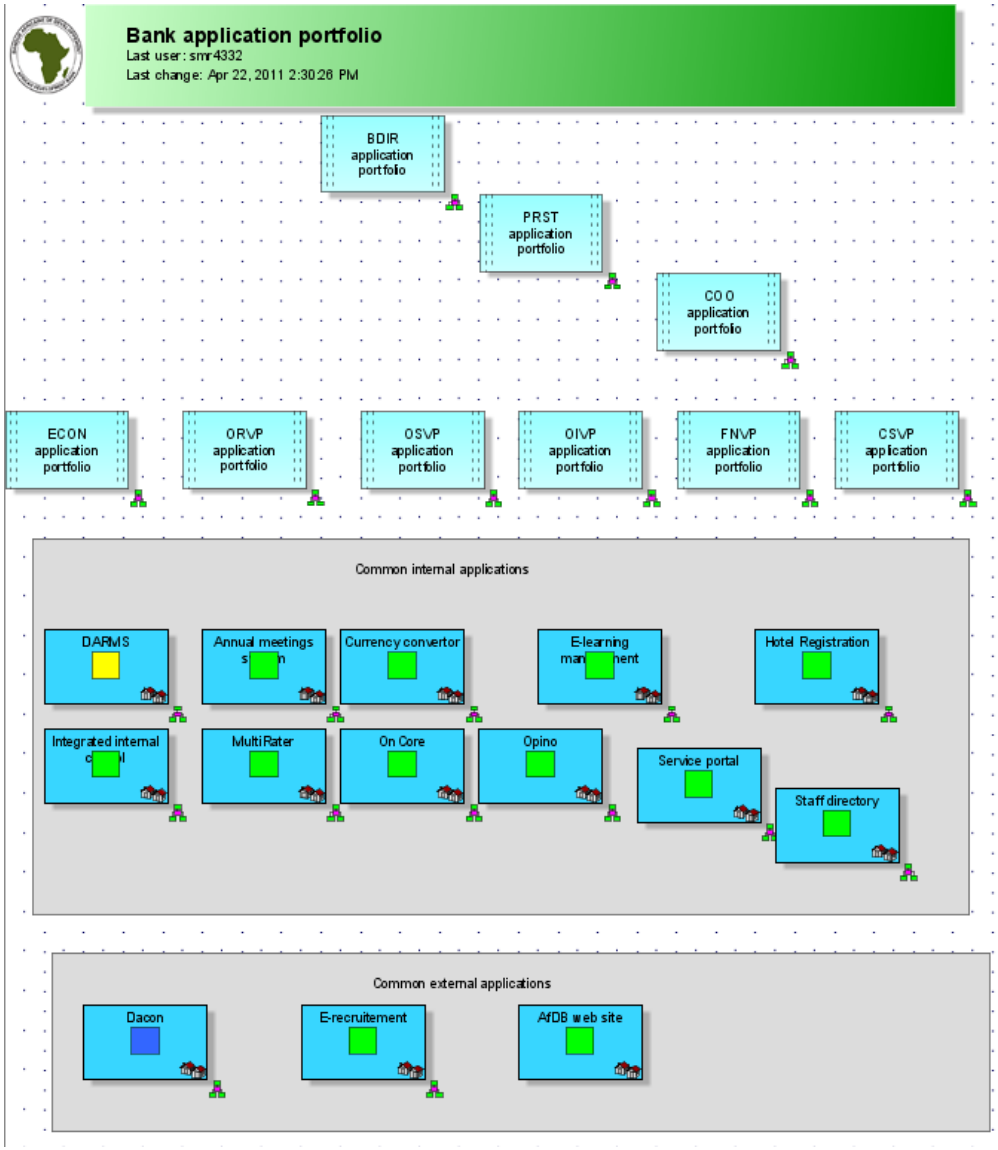
# Department


CIMM
Last user: smr4332
Last change: Apr 22, 2011 11:36:02 AM
CMT
PMO review
CIMM
Department Director
CIMM0
CIMM1
CIMM2
CIMM3

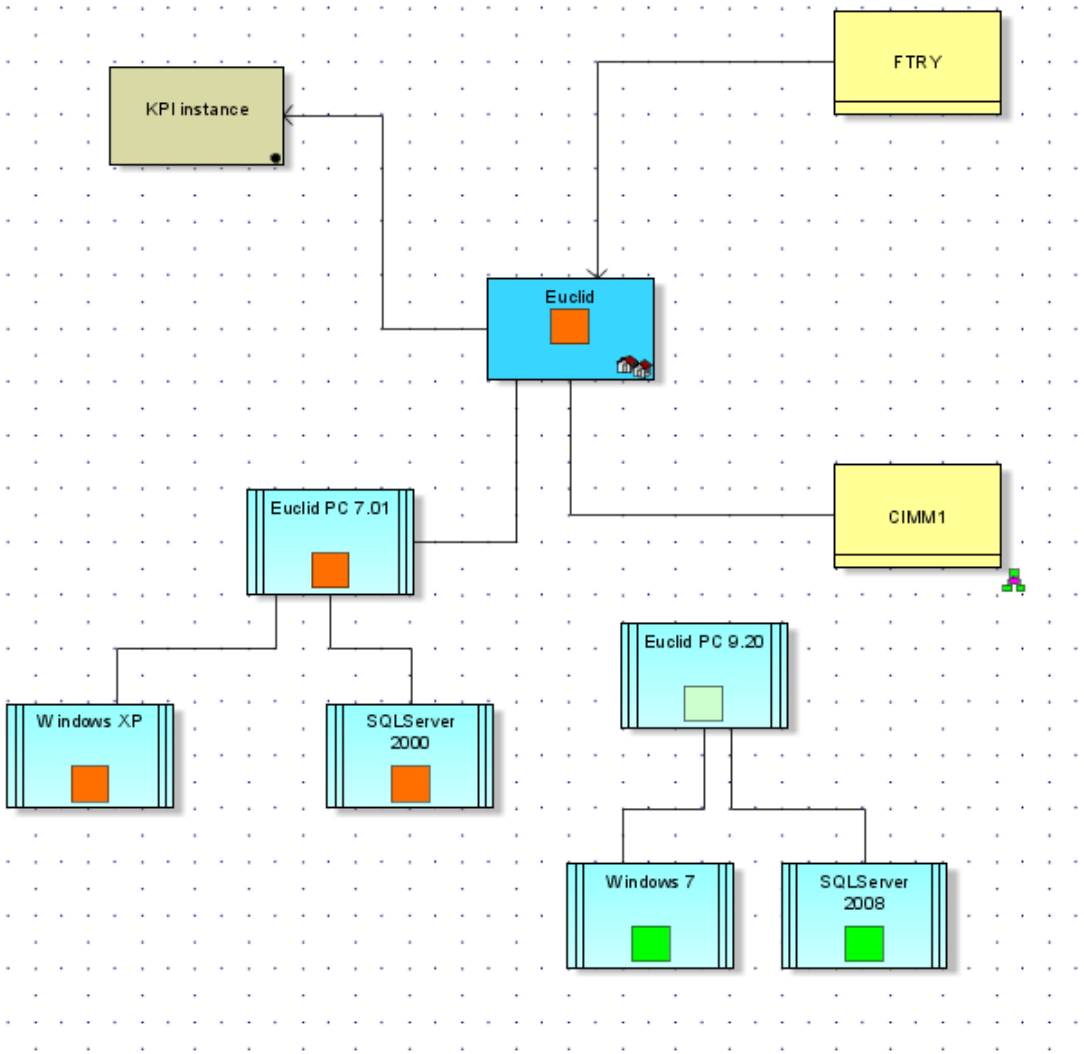
# Generic IT tools



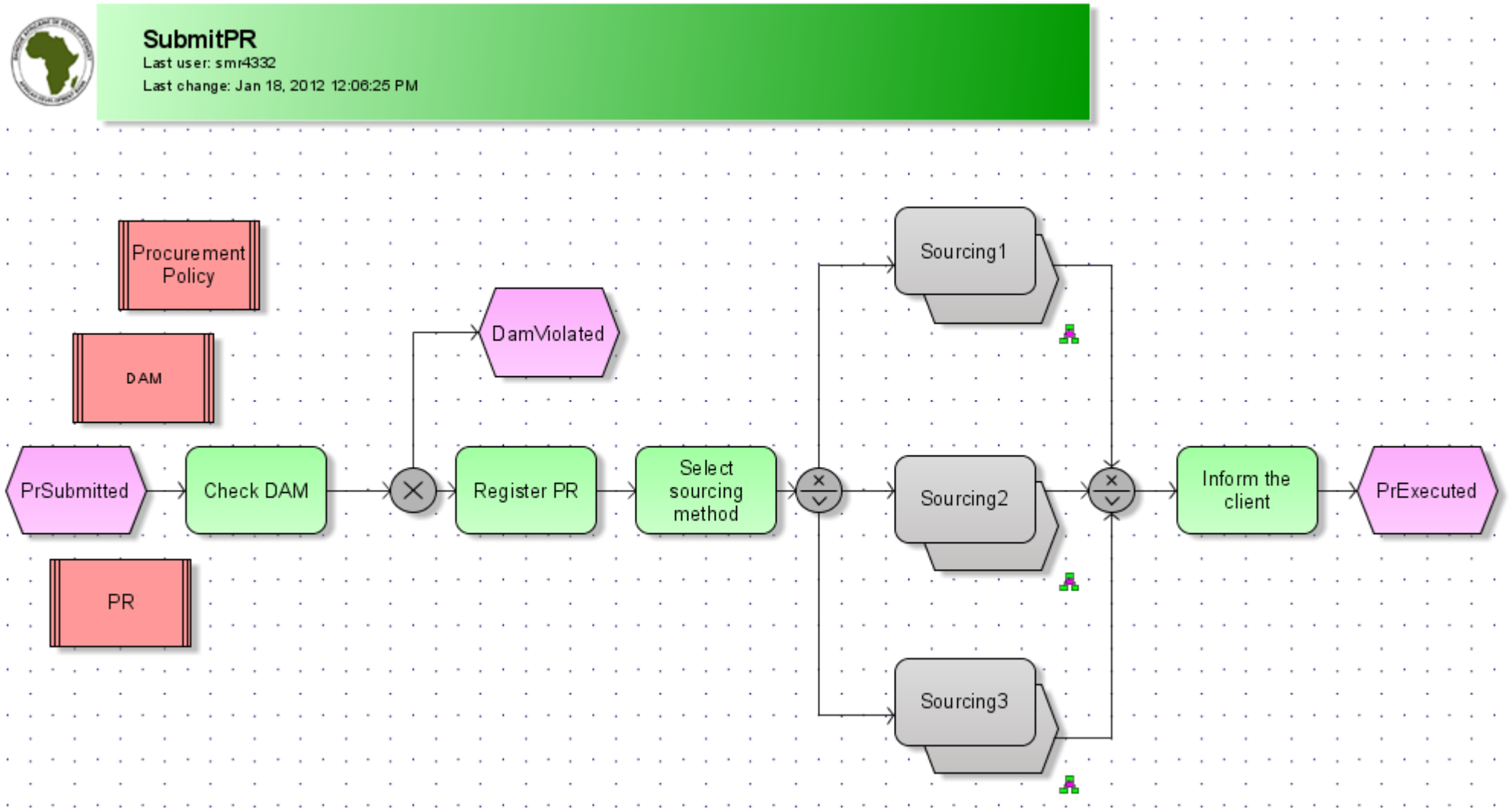
# Application portfolio for the whole organisation



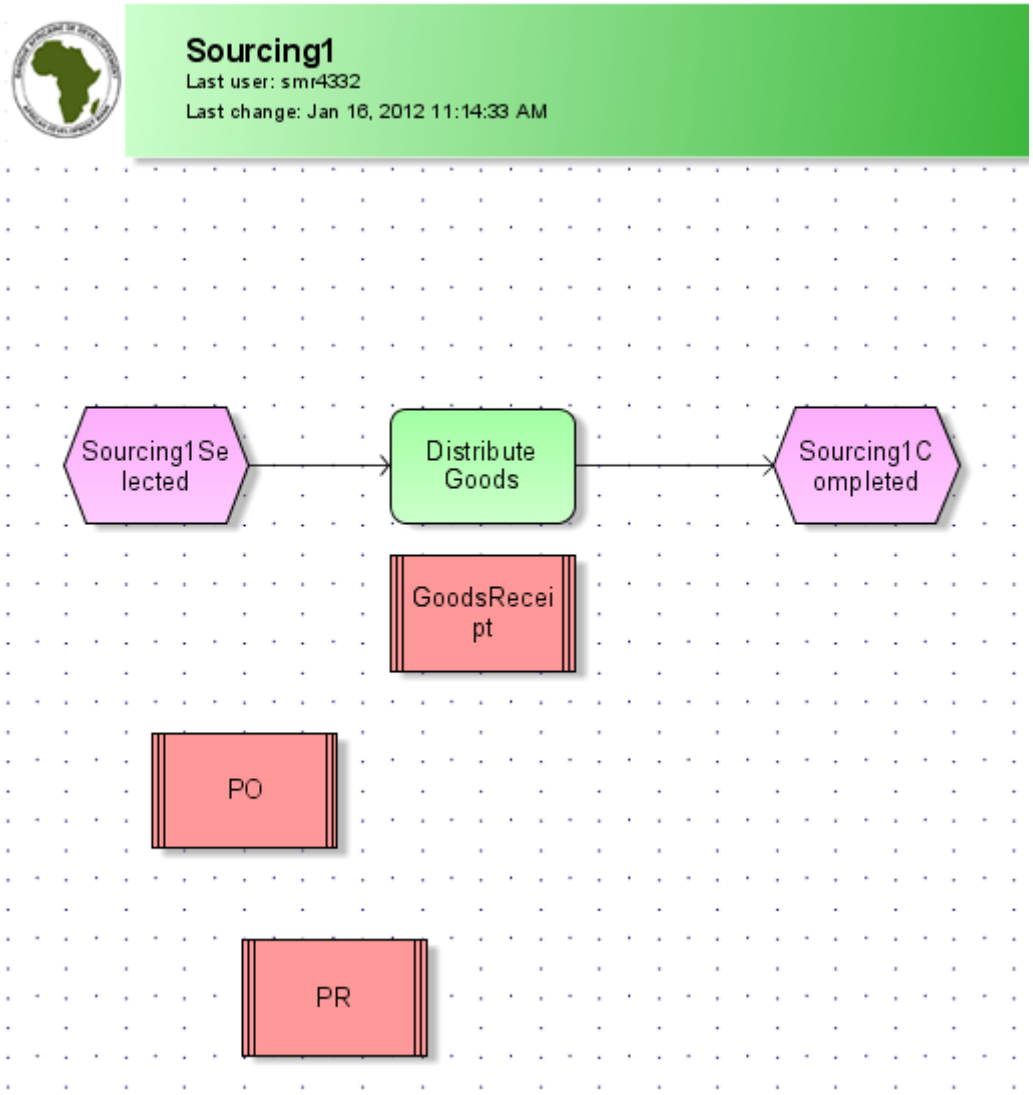
# An application dependencies



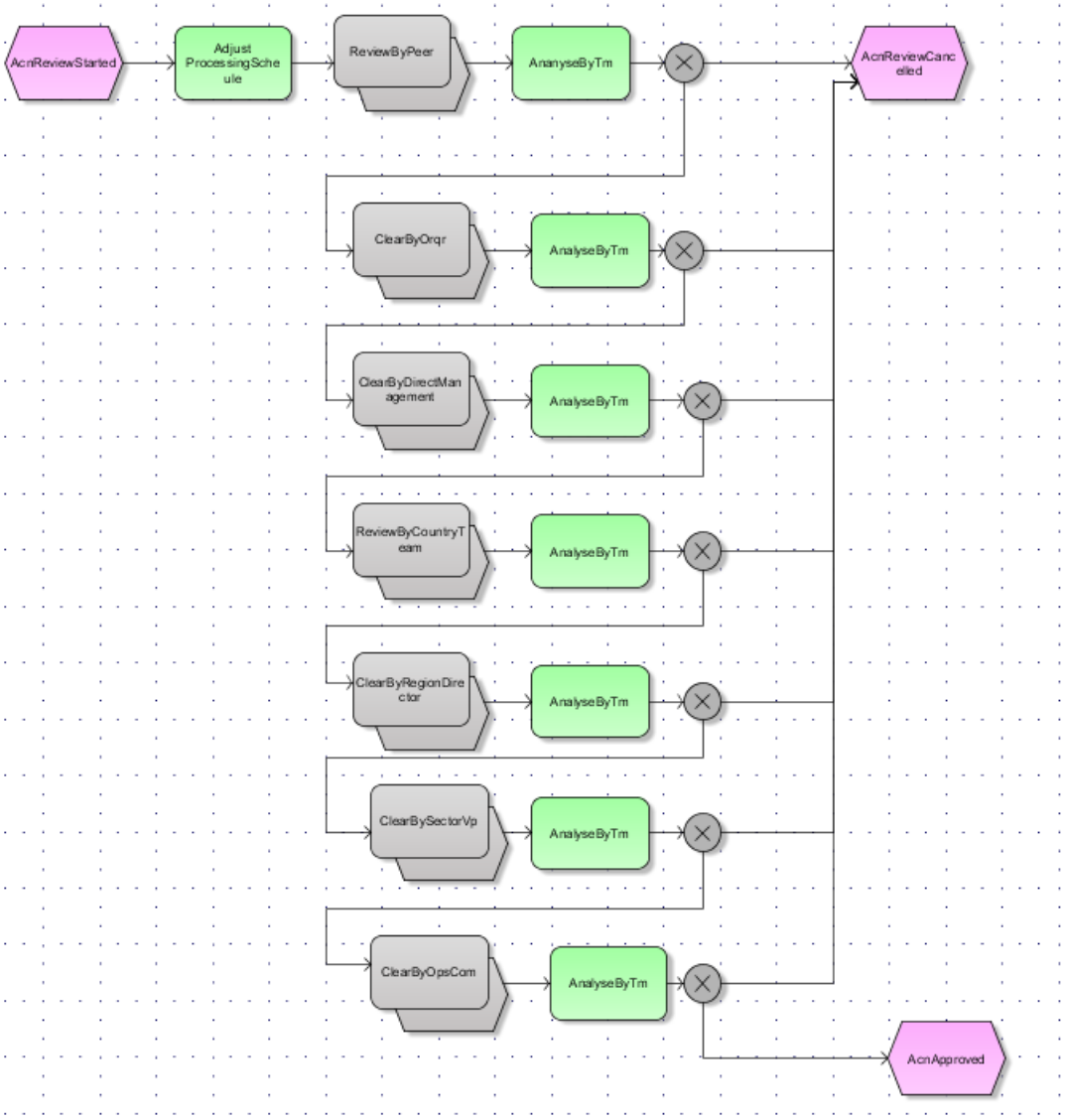
# Submit purchase requisition process



# Sourcing 1 process



# A complex validation process



# Another client

DRAFT

## Core Processes

Directly related to Football

**Develop the Game**

- Support Research Initiatives
- Provide & Support Management Training
- Develop Educational Programs
- Analyse & Develop Competitions Requirements
- Support Infrastructure Development
- Deliver Development Events
- Provide Business Management Support

**Protect the Game**

- Manage Anti-Doping
- Manage Medical Affairs
- Supervise Financial Fair Play
- Supervise Match Fixing
- Preserve Heritage
- Assess Global Security
- Manage Social Responsibility

**Play the Game**

| *Strategize* | *Market* | *Plan* | *Deliver* |
|---|---|---|---|
| Coordinate Competitions Calendar | Perform Research & Monitoring | Manage Club Season Information | Manage Event Logistics |
| Develop Competitions Strategy | Sell Media Rights | Open Competition | Provide Technical Services & Overlay |
| Develop & Refine Financial Distribution | Sell Sponsorship & Licensing Rights | Manage Training Grounds & Team Services | Manage UEFA Officials Appointment |
| Manage Regulations & Policies | Manage Media Right Holders | Manage Venue Staff | Manage Event Broadcasting |
| Manage Tournament Bidding | Manage Commercial Partners Rights | Manage Hospitality | Manage Media Content |
| Develop Marketing Strategy | | Manage Ticketing | Manage Match Organisation |
| | | Manage Volunteers | Apply Discipline & Integrity |
| | | Manage Guests | Close Competition |
| | | Manage Accreditation | |
| | | Develop & Produce Signage | |




**Respect the Game**

- Promote "No to Racism"
- Respect

**Solidarity Payments**

**Solidarity Payments**

| *Manage Financial Resources* | *Develop & Manage Human Resources* | *Manage Logistics* | *Manage Information & Comm Technologies* | *Manage Assets* | *Develop & Manage Business Capabilities* | *Manage Communications* | *Manage Risk & Compliance* |
|---|---|---|---|---|---|---|---|
| Acquire Assets | Manage People Strategy | Manage Hotel Activities | Manage ICT Services | Maintain & Secure Physical Assets | Define Internal Governance | Manage Partner Communications | Provide Corporate Legal Services |
| Manage Treasury | Manage Talent Acquisition | Manage Local Conferences | | Manage Stock | Manage Projects | Manage Corporate Communications | Provide Events Legal Services |
| Manage Accounts Payable | Manage Reward | Manage Shipping | | Manage Spaces | Manage Knowledge | Develop External Communications | Provide Sports Legal Services |
| Manage Accounts Receivable | Manage Employee Administration | Manage Travel & Transportation | | | | Provide Language Services | Provide Marketing Legal Services |
| Manage FY Closing | Manage New Employee Induction | Manage Catering | | | | | |
| Manage Taxes | Develop Talent & Manage Performance | Manage Purchases | | | | | |
| Perform Analytical Account & Budget | Develop HR Programmes | Manage Brand Production | | | | | |
| Manage NA's Accounts | | | | | | | |

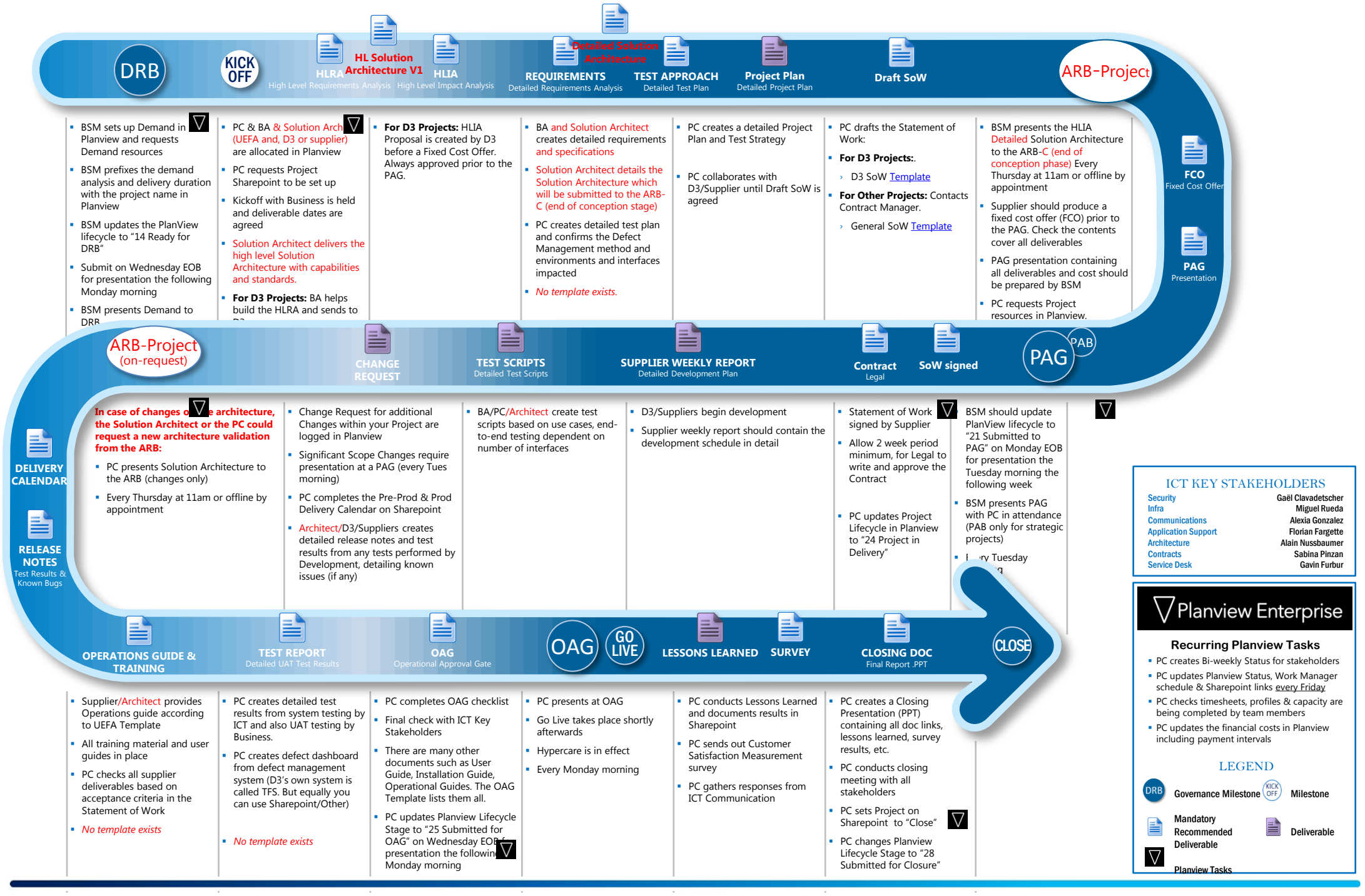







## Support Processes

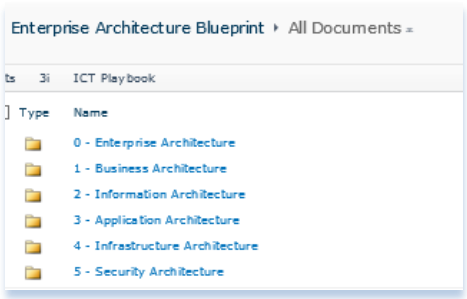
Facilitate or assist core processes

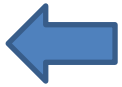

DRB
KICK OFF
HLRA
High Level Requirements Analysis
HL Solution Architecture V1
HLIA
High Level Impact Analysis
Detailed Solution Architecture
REQUIREMENTS
Detailed Requirements Analysis
TEST APPROACH
Detailed Test Plan
Project Plan
Detailed Project Plan
Draft SoW
ARB-Project
FCO
Fixed Cost Offer
PAG
Presentation
BSM sets up Demand in Planview and requests Demand resources
BSM prefixes the demand analysis and delivery duration with the project name in Planview
BSM updates the PlanView lifecycle to "14 Ready for DRB"
Submit on Wednesday EOB for presentation the following Monday morning
BSM presents Demand to DRB
PC & BA & Solution Arch (UEFA and, D3 or supplier) are allocated in Planview
PC requests Project Sharepoint to be set up
Kickoff with Business is held and deliverable dates are agreed
Solution Architect delivers the high level Solution Architecture with capabilities and standards.
For D3 Projects: BA helps build the HLRA and sends to
For D3 Projects: HLIA Proposal is created by D3 before a Fixed Cost Offer. Always approved prior to the PAG.
BA and Solution Architect creates detailed requirements and specifications
Solution Architect details the Solution Architecture which will be submitted to the ARB-C (end of conception stage)
PC creates detailed test plan and confirms the Defect Management method and environments and interfaces impacted
No template exists.
PC creates a detailed Project Plan and Test Strategy
PC collaborates with D3/Supplier until Draft SoW is agreed
PC drafts the Statement of Work:
For D3 Projects:.
D3 SoW Template
For Other Projects: Contacts Contract Manager.
General SoW Template
BSM presents the HLIA Detailed Solution Architecture to the ARB-C (end of conception phase) Every Thursday at 11am or offline by appointment
Supplier should produce a fixed cost offer (FCO) prior to the PAG. Check the contents cover all deliverables
PAG presentation containing all deliverables and cost should be prepared by BSM
PC requests Project resources in Planview.
ARB-Project (on-request)
CHANGE REQUEST
TEST SCRIPTS
Detailed Test Scripts
SUPPLIER WEEKLY REPORT
Detailed Development Plan
Contract
Legal
SoW signed
PAG
PAB
DELIVERY CALENDAR
RELEASE NOTES
Test Results & Known Bugs
In case of changes of the architecture, the Solution Architect or the PC could request a new architecture validation from the ARB:
PC presents Solution Architecture to the ARB (changes only)
Every Thursday at 11am or offline by appointment
Change Request for additional Changes within your Project are logged in Planview
Significant Scope Changes require presentation at a PAG (every Tues morning)
PC completes the Pre-Prod & Prod Delivery Calendar on Sharepoint
Architect/D3/Suppliers creates detailed release notes and test results from any tests performed by Development, detailing known issues (if any)
BA/PC/Architect create test scripts based on use cases, end-to-end testing dependent on number of interfaces
D3/Suppliers begin development
Supplier weekly report should contain the development schedule in detail
Statement of Work signed by Supplier
Allow 2 week period minimum, for Legal to write and approve the Contract
PC updates Project Lifecycle in Planview to "24 Project in Delivery"
BSM should update PlanView lifecycle to "21 Submitted to PAG" on Monday EOB for presentation the Tuesday morning the following week
BSM presents PAG with PC in attendance (PAB only for strategic projects)
OPERATIONS GUIDE & TRAINING
TEST REPORT
Detailed UAT Test Results
OAG
Operational Approval Gate
OAG
GO LIVE
LESSONS LEARNED
SURVEY
CLOSING DOC
Final Report .PPT
CLOSE
Supplier/Architect provides Operations guide according to UEFA Template
All training material and user guides in place
PC checks all supplier deliverables based on acceptance criteria in the Statement of Work
No template exists
PC creates detailed test results from system testing by ICT and also UAT testing by Business.
PC creates defect dashboard from defect management system (D3's own system is called TFS. But equally you can use Sharepoint/Other)
No template exists
PC completes OAG checklist
Final check with ICT Key Stakeholders
There are many other documents such as User Guide, Installation Guide, Operational Guides. The OAG Template lists them all.
PC updates Planview Lifecycle Stage to "25 Submitted for OAG" on Wednesday EOB presentation the following Monday morning
PC presents at OAG
Go Live takes place shortly afterwards
Hypercare is in effect
Every Monday morning
PC conducts Lessons Learned and documents results in Sharepoint
PC sends out Customer Satisfaction Measurement survey
PC gathers responses from ICT Communication
PC creates a Closing Presentation (PPT) containing all doc links, lessons learned, survey results, etc.
PC conducts closing meeting with all stakeholders
PC sets Project on Sharepoint to "Close"
PC changes Planview Lifecycle Stage to "28 Submitted for Closure"
ICT KEY STAKEHOLDERS
Security Gaël Clavadetscher
Infra Miguel Rueda
Communications Alexia Gonzalez
Application Support Florian Fargette
Architecture Alain Nussbaumer
Contracts Sabina Pinzan
Service Desk Gavin Furbur
Planview Enterprise
Recurring Planview Tasks
PC creates Bi-weekly Status for stakeholders
PC updates Planview Status, Work Manager schedule & Sharepoint links every Friday
PC checks timesheets, profiles & capacity are being completed by team members
PC updates the financial costs in Planview including payment intervals
LEGEND
DRB Governance Milestone
KICK OFF Milestone
Mandatory Recommended Deliverable
Deliverable
Planview Tasks

# EA Knowledge - Accessibility

External View

## EA Blueprint



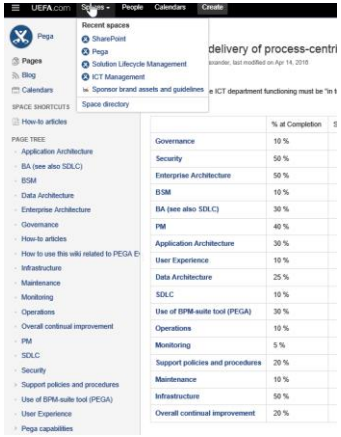



Subset of knowledge

Internal View

## EA Home Page


## EA Wiki

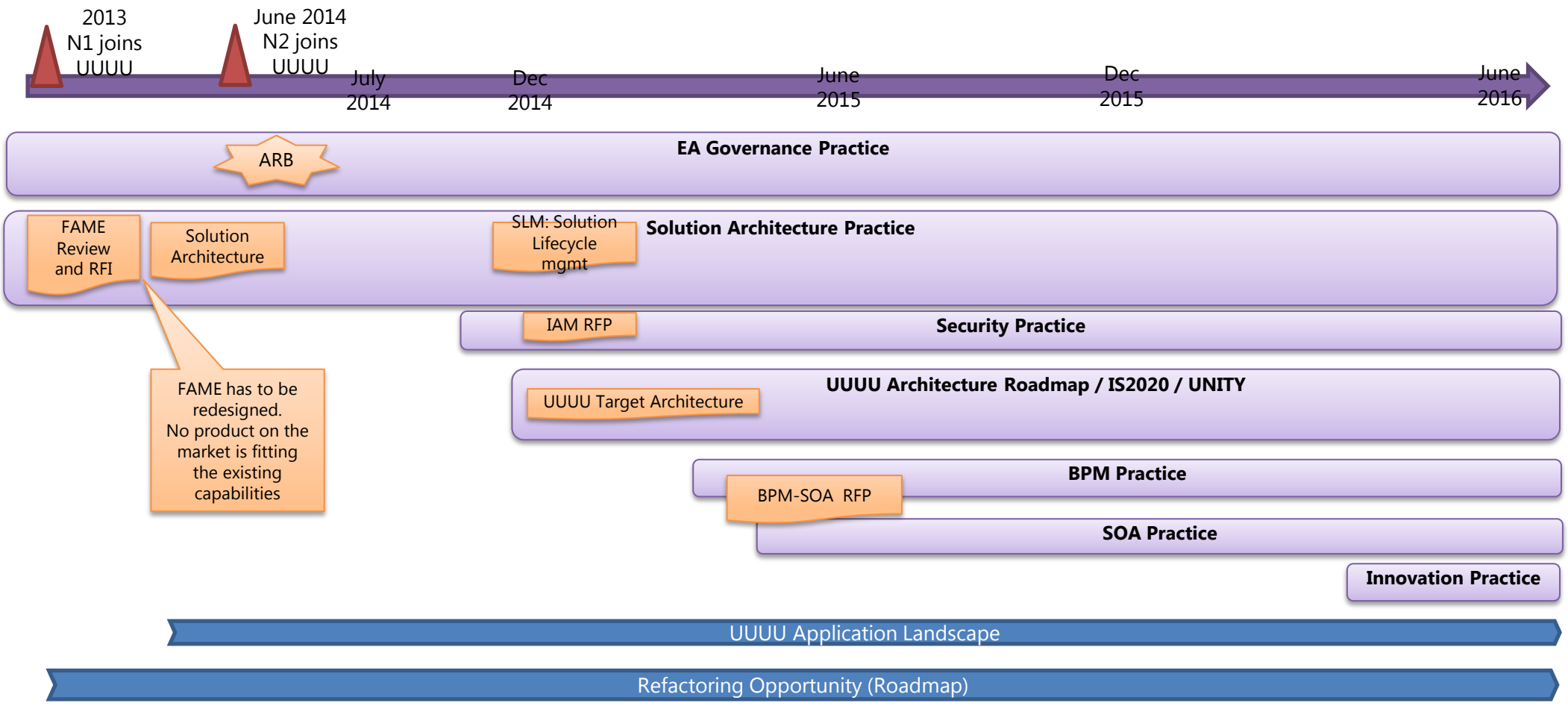



## ICT SharePoint Projects Repository

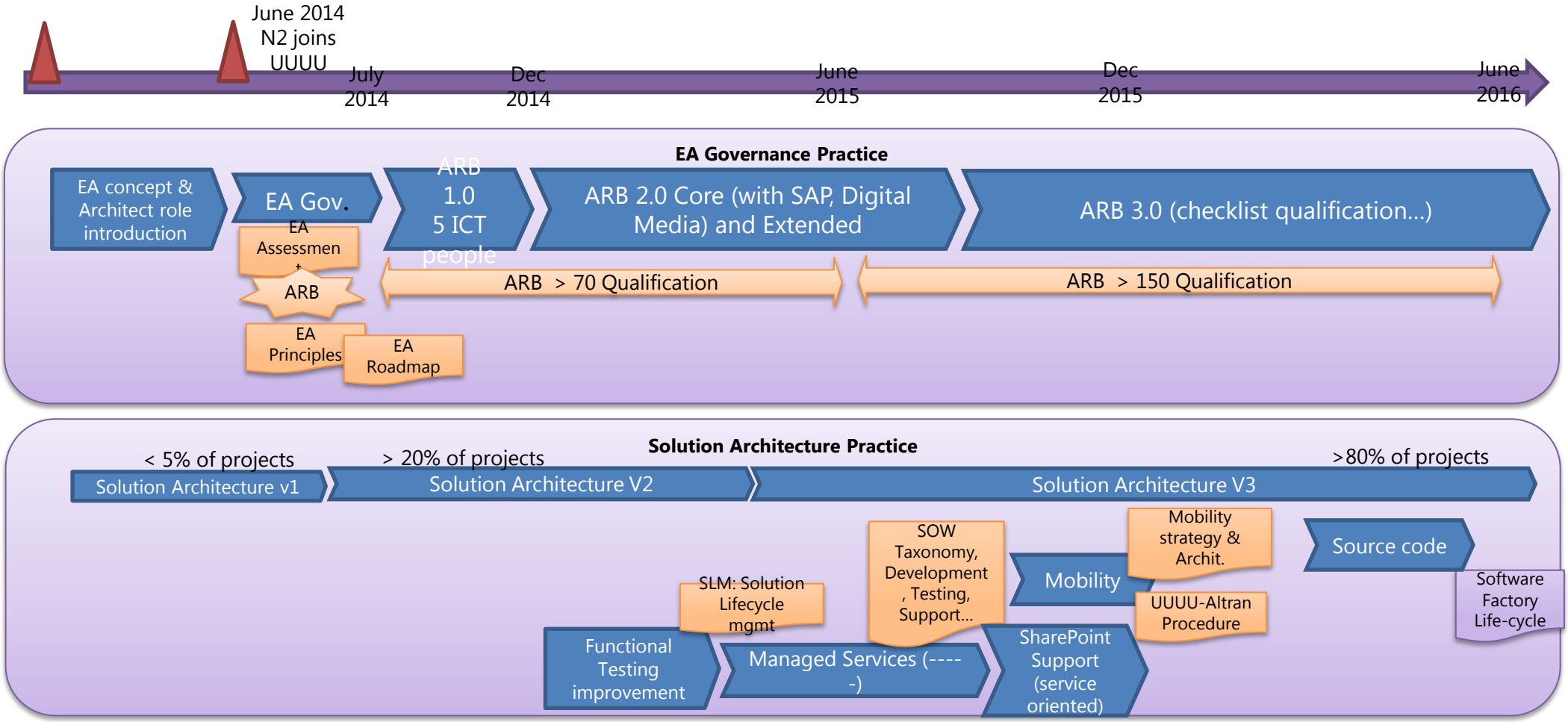
| Other type of information (SharePoint) |
| --- |
| |
| |


Projects
Repository
Templates
Enterprise Architecture
UEFA Architecture Strategy 2015-2020
Innovations
Standards
Policies
Procedures
ARB Minutes
Indicators
EA Team
Solutions
Repository
Documents
Glossary
Security Architecture
Security Strategy
Policies
Procedures
Indicators
Security Team
Business Architecture
Policies
Procedures
Indicators
BPM CoE
Application Architecture
Policies
Procedures
Indicators
CoE
Infrastructure Architecture
Policies
Procedures
Indicators
CoE
Information Architecture
Policies
Procedures
Indicators
CoE

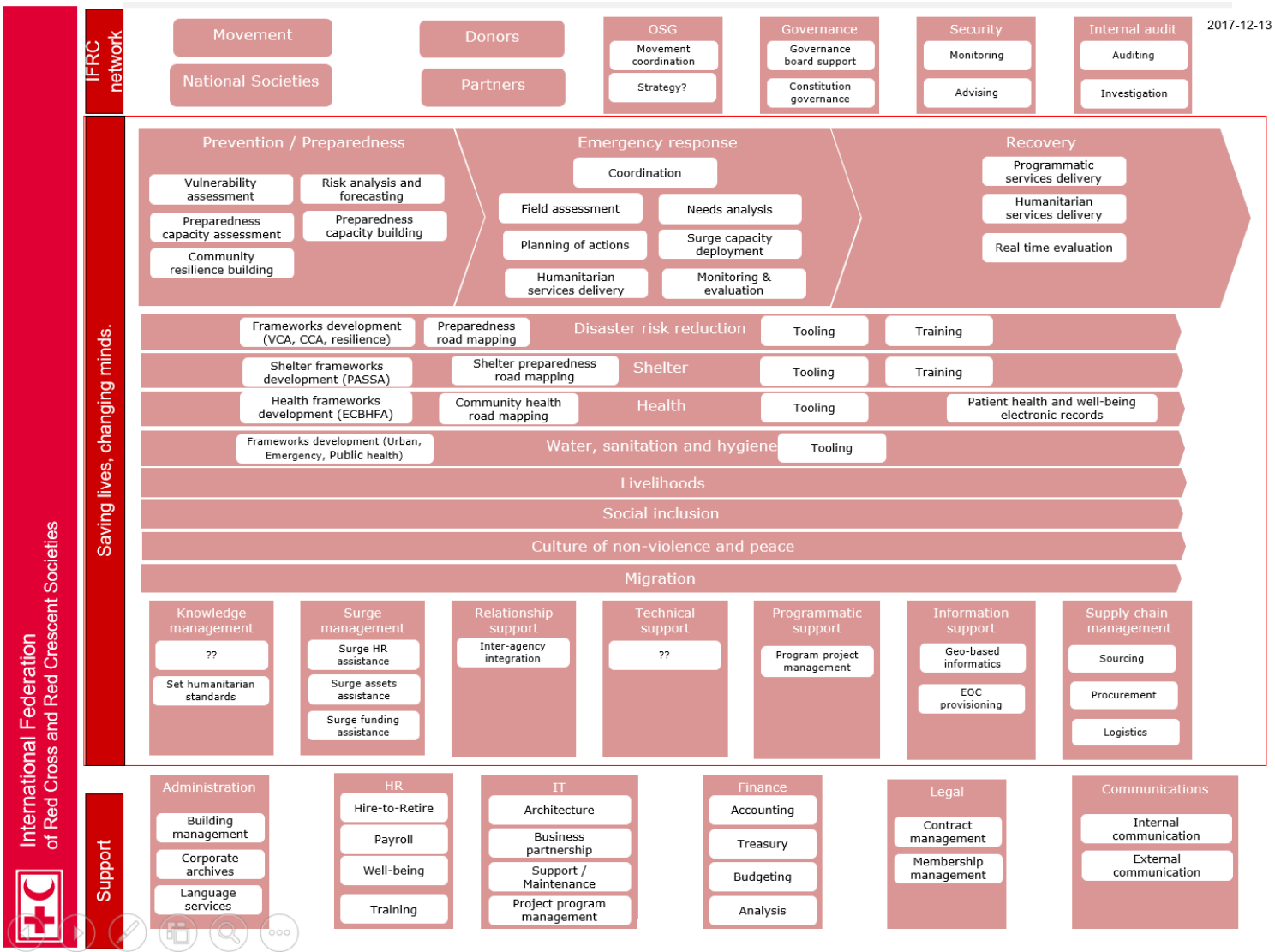
# EA Practices - Summary



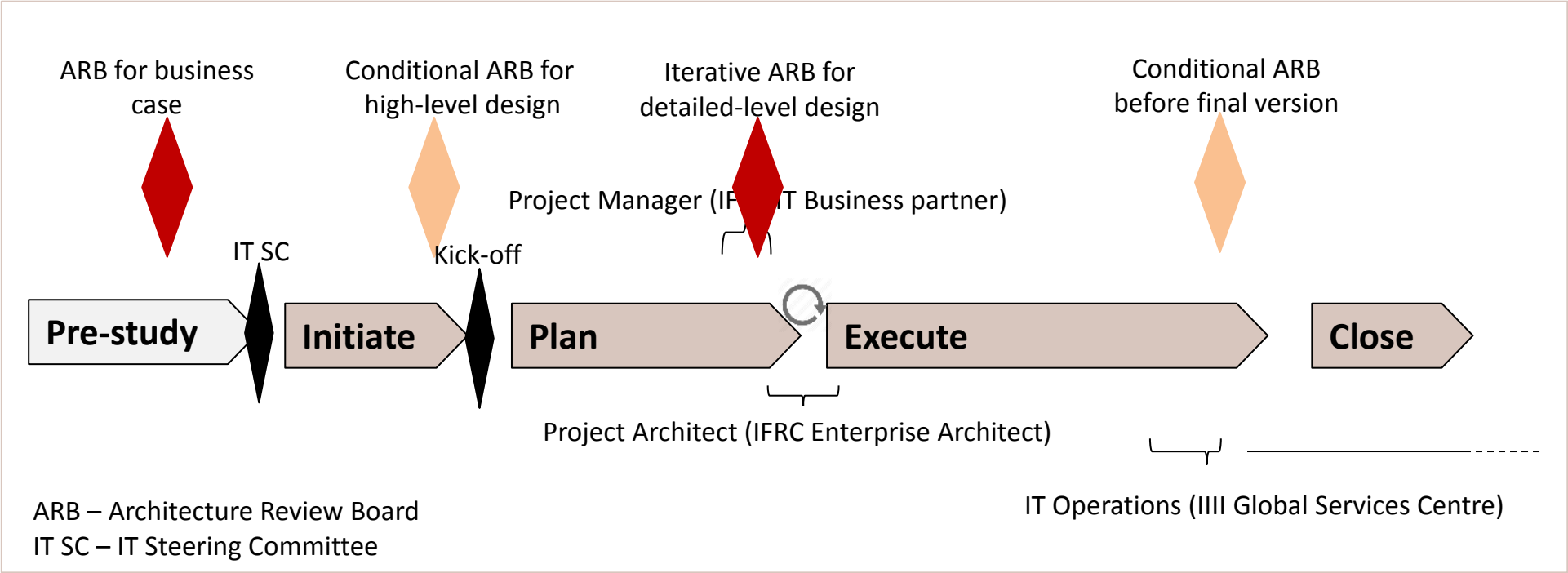
# EA Practices - Details / 1



# Another client



# ARB and project life cycle (still work in progress)



# Architecture Review Board (ARB) is the governing body for the IIII

**ARB mission**

- Qualify solution architecture:
    - Check compliance to the IFRC policies, standards and procedures
    - Identify risks
    - Provide recommendations
- Approve the IIII Architecture policies, standards and procedures.
- Qualify IT 3rd party suppliers.
- Promote architecture inside the IIII.
- Drive architecture innovations.

# ARB composition

- Core members
  - Enterprise architect (ARB responsible)
  - IT Business partners representative
  - Global Services Center representative
  - Information security representative
- Extended members
  - IT Director
  - PMO representative
- By invitation (agenda-related)
  - Business champion / Sponsor
  - Project architect
  - …

# Business case

- Project request and
- High-level solution architecture
  - Business architecture
  - Some ideas about potential solution(s)

# ARB Qualification Report

| <Project Identifier> - <Project Name> | YYYY-MM-DD |
|---|---|

**Risk #1:** [Short description of the risk]
**Mitigation:** [Short description of the mitigation]

**Risk #2:** [Short description of the risk]
**Mitigation:** [Short description of the mitigation]

**Objective**
ARB qualifies the architecture of the solution before going to the build phase.

**Topic**
[Explain in one line what has to be qualified]

**Architecture Impacts**
- [Add link to Solution Architecture Checklist]
- **Overview:** [No impact | Explain impact]
- **Business:** [No impact | Explain impact]
- **Information:** [No impact | Explain impact]
- **Application:** [No impact | Explain impact]
- **Infrastructure:** [No impact | Explain impact]
- **Security:** [No impact | Explain impact]
- **Operations:** [No impact | Explain impact]

**Recommendations**
[Explain recommendations]

**Conclusion**
ARB does [not] provide its agreement [under certain conditions] ([Red | Amber | Green]) if ARB recommendations and Release Readiness Checklist are taken into account during the project.

# Questions?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- Mobile: +41 76 573 40 61