The Evolution and Value of Enterprise Architecture Governance

Gloria Killen
EA Methods & Practices Program Manager

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Outline & Introduction

Case Study: Implementation of Enterprise Architecture (EA) & Technical Governance at Intel IT

- Technical Governance Approach
- Business Drivers
- Key Milestones
- Indicators and Measures
- Recommendations
- Questions

Target Audience

- CIO's
- EA Directors
- EA Program Managers
- Enterprise Architects

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Technical Governance Approach

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EA Framework

IT Strategy and Frameworks

Intel EA Framework (IEAF)

Intel Architecture Development Methodology

Process for developing enterprise architecture

Enterprise Architecture Grid

Classification of EA artifacts to be delivered

Enterprise Architecture Repository and Tools

(Enterprise Resources)
Enterprise Modeling Standards and common objects

(Enterprise Repository)
EA Repository and EA Catalog containing current and legacy artifacts

(Enterprise Tool Set)
Enterprise tools for developing enterprise architecture

Architecture Governance

EA Methods & Practices

- EA Operations
- EA Yearly Assessments
- EA Communications
- EA M&P Improvement Projects
- EA Tools Product Management

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What We Learned (Part 1)

- Senior Management buy-in and involvement (**top-down** approach)
- Involve **A**rchitecture, **E**ngineering, **O**perations in all aspects of governance
- Drive decision-making **to the correct level** within the organization

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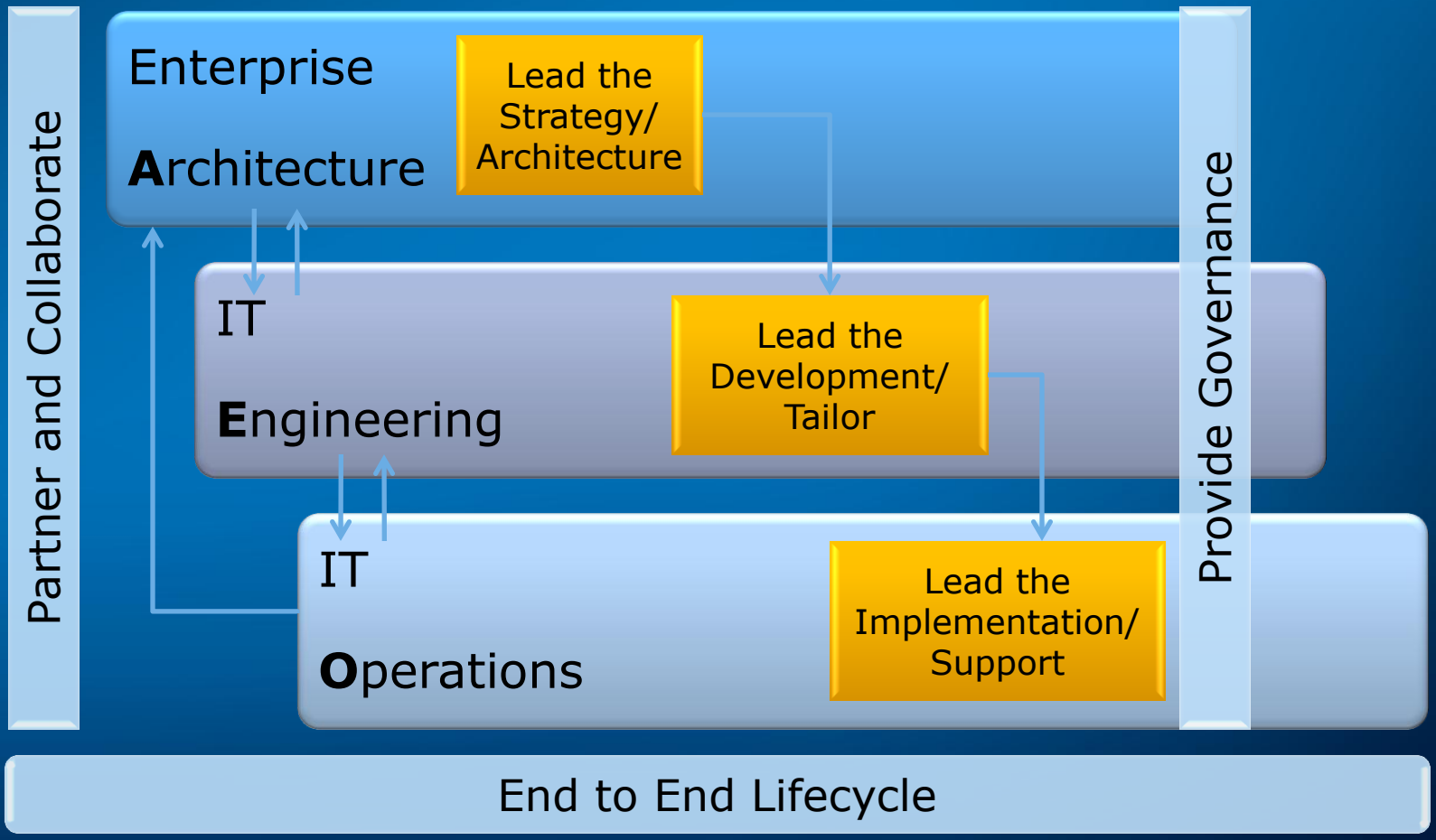
What We Learned (Part 2)

- **Enable self-governance**, reducing complexity and unnecessary decision-making
- Provide a **means for escalation** and oversight, to assure that the right things are being done right

To be impactful, **Architecture** must be adopted by **Engineering**, reflect service delivery and production solutions affecting **Operations**, and deliver services which enable the corporation to meet its objectives.

AEO Partnership

AEO partnership extends throughout the workflow



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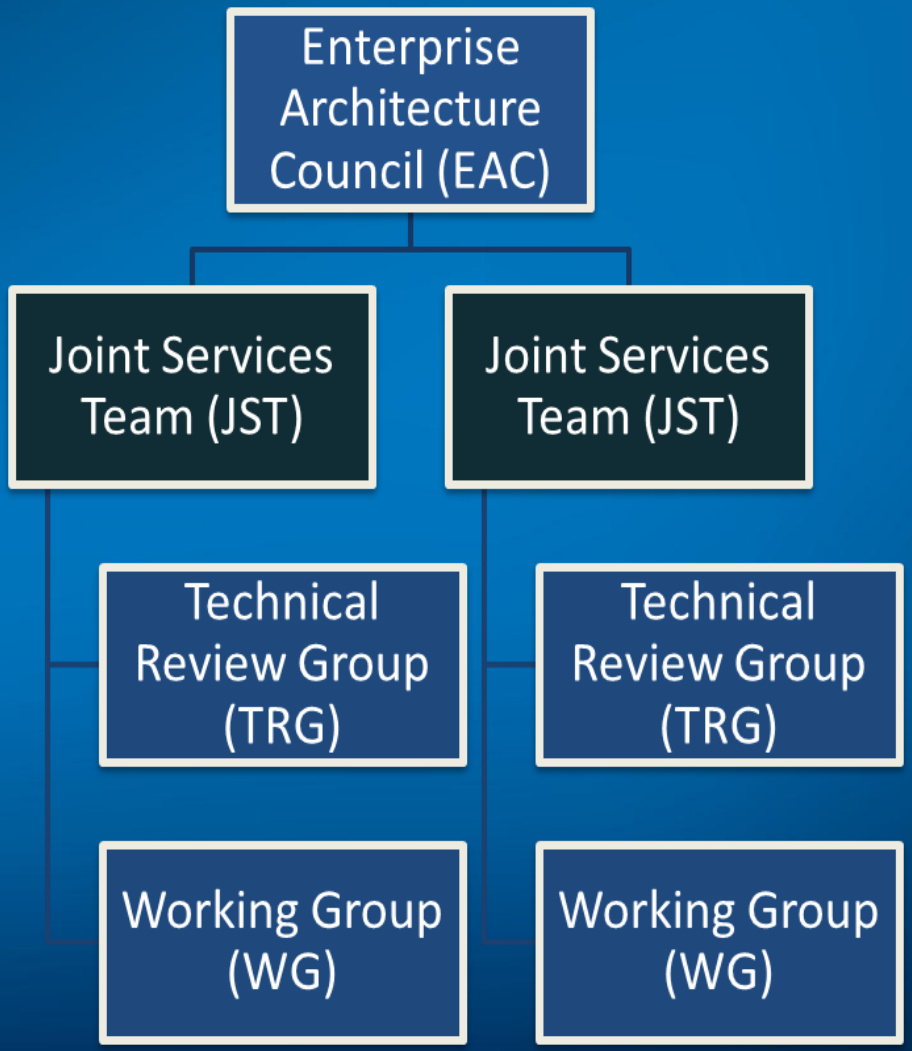
Technical Governance



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Enterprise Architecture Council (EAC)

- Approves, promotes and enforces technical standards
- Charters **Joint Services Teams**
- Membership: IT Staff, Senior Management

In Scope	Out of Scope
Directly approves most impactful Architectures and Strategies	Standards compliance decisions (delegated to Joint Services Teams (JST))
IT Building Codes (ITBC)	
Technology Ratification and Direction	

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Joint Services Team (JST)

- Oversight of technical governance within the scope of a defined technology domain
- Membership: Senior Architects, Senior Operations, Senior Engineers, ITBC Operations Manager

In Scope
Ratify Architecture/Standards
ITBC Compliance: • Approve/Deny Waivers (time based) • Recommend Exceptions to EAC (permanent)
Consultation • Document standards & prescriptive guidance • Perform audits
ITBC Technical Review Council

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Joint Services Team (JST)

- Sanction **Technical Review Groups (TRG's)** to ensure technical architecture and design is compliant with technical standards/guidelines
- Create **Working Groups (WG's)** to complete specific tasks to comply with technical standards
- Escalations = EAC

Examples of JST's:

Cross Enterprise Capabilities	Enterprise Integration	Security	Network, Enclave & Telephony

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Business Drivers

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EA Principles

- Constitute rules, constraints and define a value system intended to guide behavior
- Foundation for:
  - Decision making at all levels
  - Framing policies, procedures and standards
  - Supporting resolution of contradictory situations
  - Enables governance strategy

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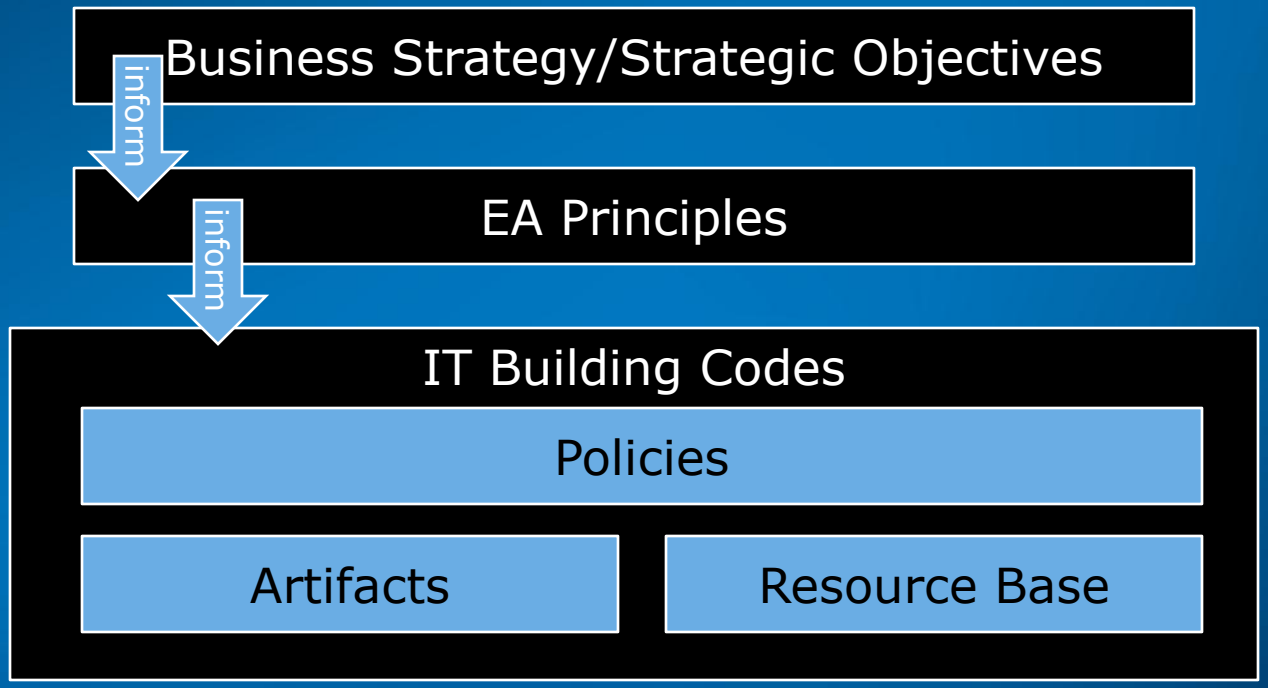
IT Building Codes (ITBC)



ITBC's sit on the foundation of our EA Principles

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IT Building Codes (ITBC)

- Help define policies - definite course of action and acceptable procedures that support the implementation of the EA Principles
- Measurable and actionable design specifications
- Preserve the integrity of the computing environment, align with strategy and provides a key component to streamline governance
- Tracked by the ITBC Scorecard

Key Milestones

2005 - 2007

- EA Principles created and ratified
- ITBC created and ratified
- ITBC training released
- JST Evolution
- ITBC released to all of IT
- ITBC Stakeholders team formed

2008 - 2009

- Artifacts simplified
- CCB Formed
- ITBC integrated into Project Manager process
- JST structure simplified
- EA Principles Updated
- Governance tool released
- JST's streamlined

2010 - 2011

- Continuous improvements for ITBC, JST, Governance Tool
- ITBC simplification with guard rails
- EA Principles Update

Indicators & Measures

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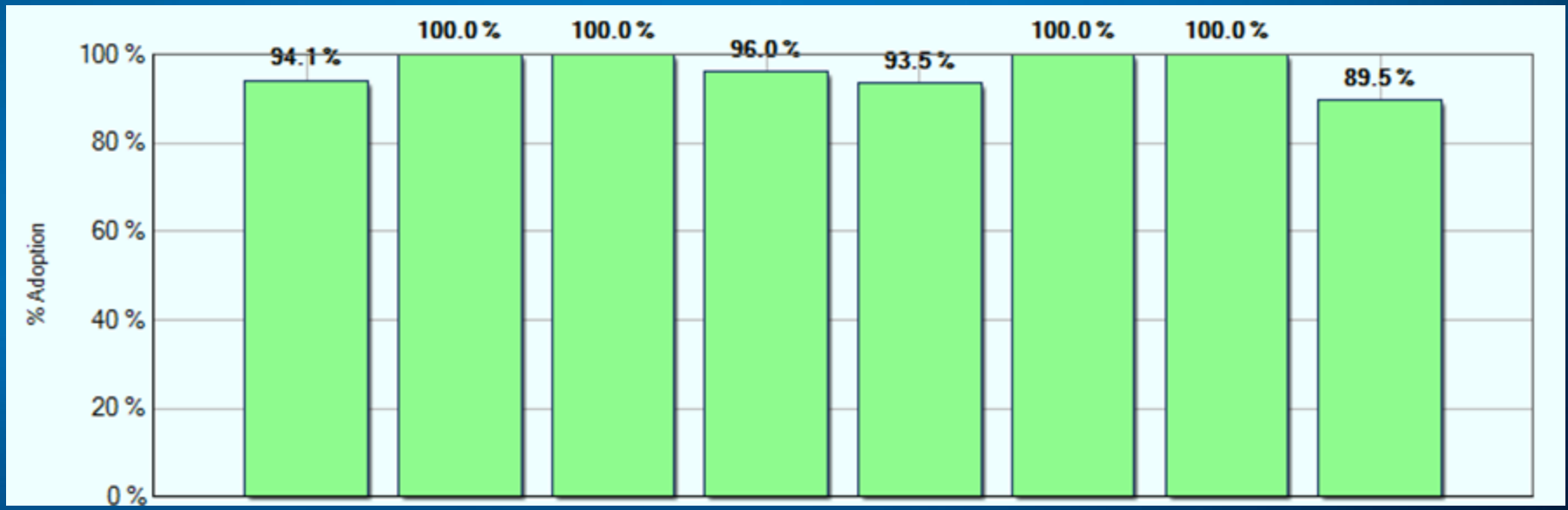
Indicators & Measures

- ITBC Adoption: adoption percentage by organization



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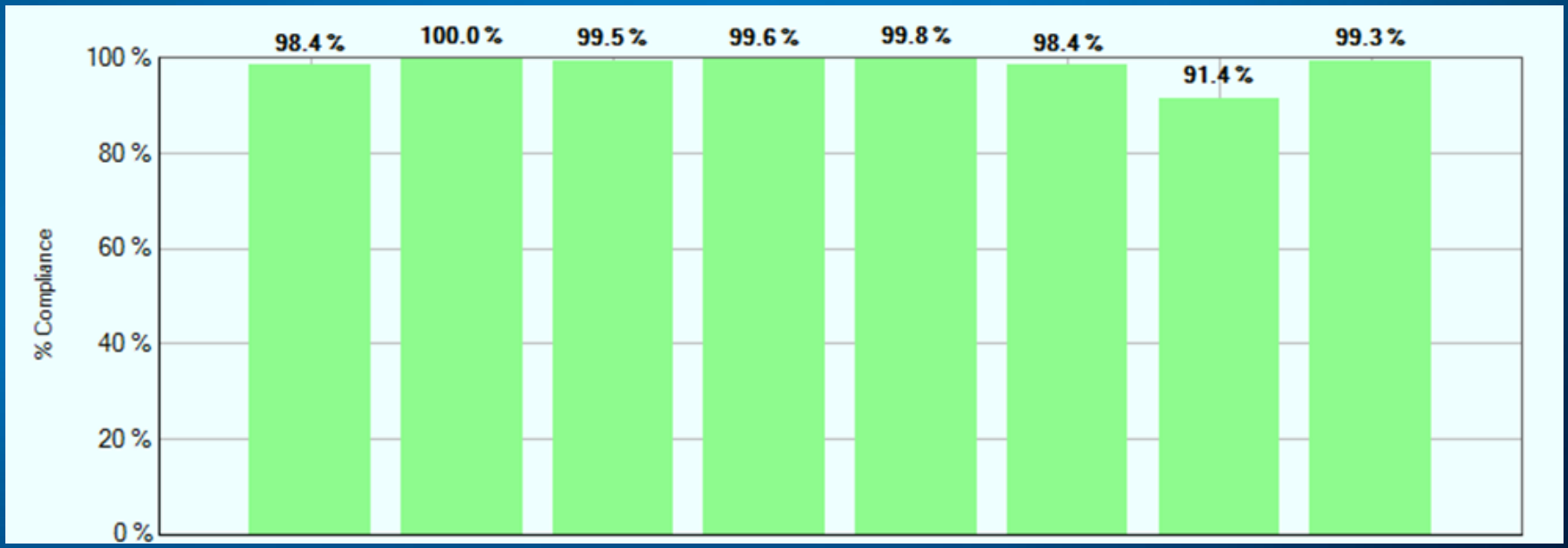
Indicators & Measures

- Policy Compliance: (for adopters) policy compliance percentage by organization



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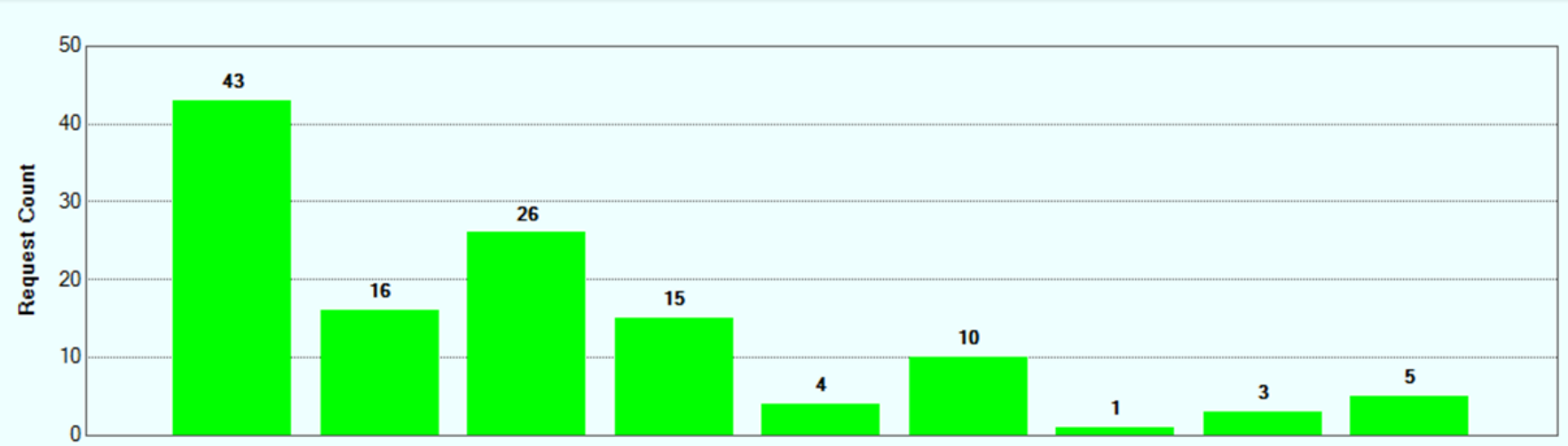
Indicators & Measures

- Number of requests by JST



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Indicators & Measures

Examples of other reports:

- Number of waivers & exceptions by JST
- Usage of certified ITBC scorers
- Throughput time of submissions
- Project non-compliance to ITBC
- Types of requests being handled by EAC/JST/TRG/ WG
- Response times

Recommendations & Questions

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Recommendations

- Senior Management buy-in and involvement
- Include Architecture, Engineering, Operations in all aspects of governance
- Drive decision-making to the correct level
- Enable self-governance: reduce complexity and unnecessary decision-making
- Provide a means for escalation and oversight

Questions?

Contact Information

- Gloria Killen:
  - EA Methods & Practices Program Manager
  - gloria.g.killen@intel.com
  - (971)215-9510
  - http://www.intel.com

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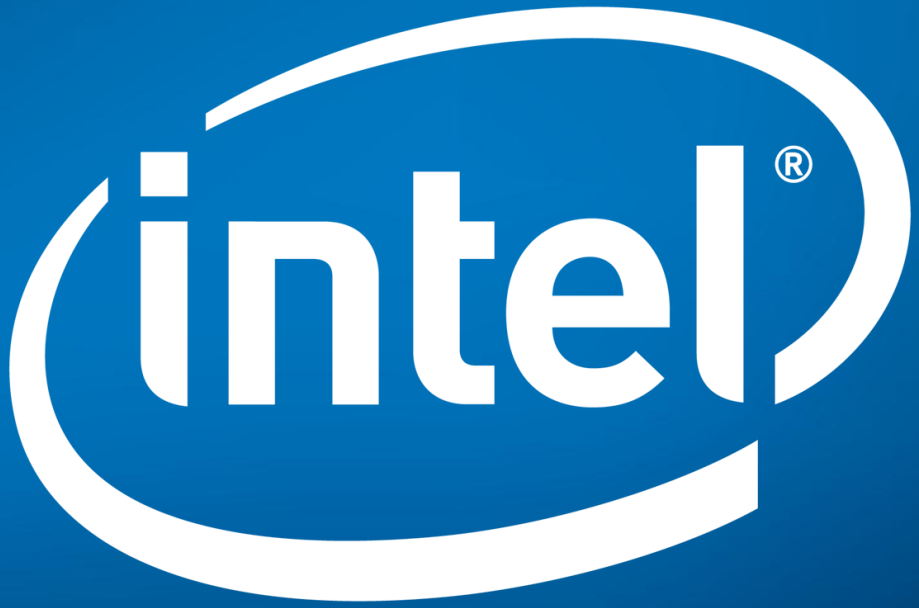
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