

4: The "Optimized" Enterprise

The 'Optimized' Enterprise is defined using known methodologies, executive sponsorship, IT stewardship and business innovation.

Our approach to EA is a blending of various methodologies with a proven track record for business optimization. These include methodologies recognized as best-practices in the industry in general. PWGSC EA is also closely aligned with TBS initiatives to ensure a consistent perspective which is cross-functional in terms of the GC enterprise.

Our approach is intended to provide management with a view which defines the characteristics associated with conventional IT investment – which equates to the Run, Change and Transform model.

Using EA, a practical perspective can be developed for the executive to target potential areas of improvement, while optimizing investment expenditures across branches. These efficiencies can then be translated into direct service delivery improvements; which can promote the evolution of new and improved IT enablers to meet or exceed business expectations.

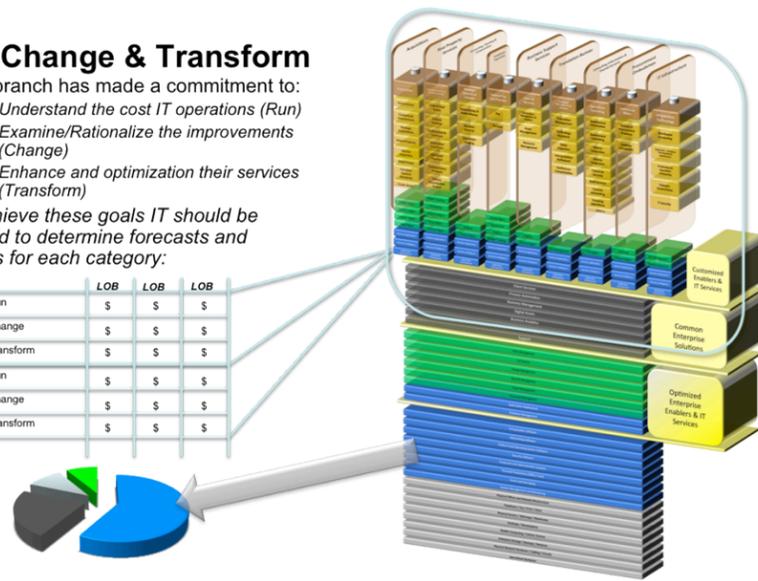
The ability to improve efficiencies and promote innovation is the goal of EA at PWGSC

Run, Change & Transform

- ✓ Each branch has made a commitment to:
 - Understand the cost IT operations (Run)
 - Examine/Rationalize the improvements (Change)
 - Enhance and optimization their services (Transform)

✓ To achieve these goals IT should be measured to determine forecasts and financials for each category:

Solution Area	LOB	LOB	LOB
Run	\$	\$	\$
Change	\$	\$	\$
Transform	\$	\$	\$



- Each PAA can be analyzed in a consistent manner to determine:
 - Process synergies
 - Solution re-use
 - Infrastructure Efficiencies
 - IT investment planning (ROI)
 - Technology roadmaps



5. Learn More ...

To learn more about about EA and the approach adopted within the PWGSC, please contact:

Pierre Nantel
Executive Director, Enterprise Architecture and Strategic Planning
 INFORMATION TECHNOLOGY SERVICES BRANCH
 Public Works and Government Services Canada
 11 Laurier Street, Portage III, 5C2-103,
 Gatineau QC K1A 0S5
pierre.nantel@pwgsc.gc.ca
 Telephone 819-956-3101
 Facsimile 819-956-8284
 Government of Canada
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Enterprise Architecture Approach @ PWGSC

1: Understanding - Enterprise Architecture (EA)

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Our approach towards the delivery of Enterprise Architecture (EA) has been to develop a business-driven, functional framework classifying processes, solutions and technology to define how they support business and performance objectives within an organization. Public Works and Government Services (PWGSC) EA program is being engineered to identify and classify service components that support agencies, departments and their Program Activity Architecture (PAA). The methodology covers their IT investments and assets in relationship to the business processes and services they support. The model aids in recommending service improvements through the identification of common business services across multiple program activities; this provides an understanding of potential synergies, which can improve the delivery of the associated business services across the PWGSC enterprise.

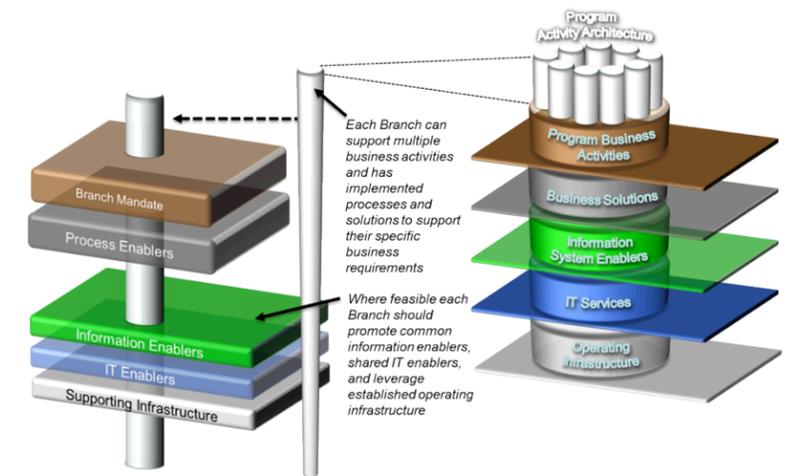
The objective is to create a Services Reference Model (SRM), aligned to key business drivers across all branches. These drivers are structured across horizontal service areas that, independent of the business functions, can provide a foundation for the sharing and re-use of solutions, technologies and their respective operating infrastructure.

This understanding; helps remove complexities pertaining to development trends, technology road-mapping and solutions architecture, which support mission critical business applications; thereby allowing the business to drive technology rather than technology impacting the programs and services that support the business.

EA – Deliver a "Vision" Aligned to the "Business" – While an EA model defines the anatomy of a service from a conceptual perspective, the practical application of the service reference model may vary depending on the needs of the branch and PAA. Often a given business program will require processes, services, technology enablers and operating infrastructure to deliver the business capabilities. Applications are developed using a common categorization of these elements into a formal taxonomy which provides a common and repeatable mechanism used to plan, budget and operate IT within a given business context – such as a branch and PAA.

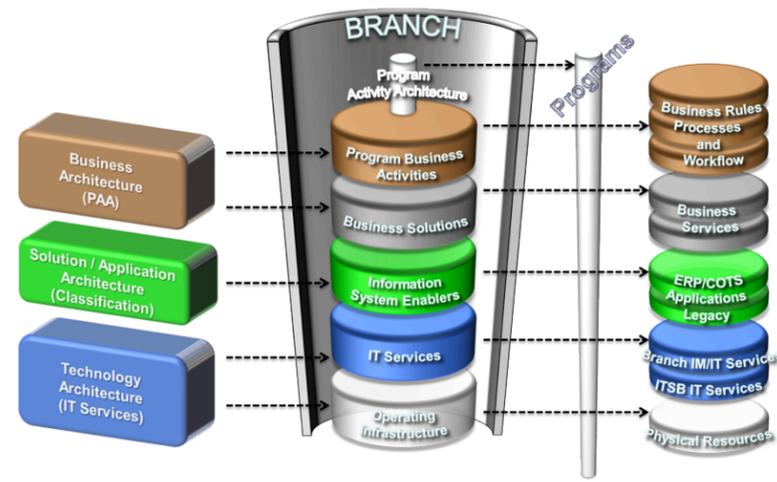
In the government today, there are several factors which are influencing the development and provisioning of business related services - among these, emerging IT trends such as cloud-computing, software as a services, social networking tools and innovative content rendering technology all have a direct impact on the design and delivery of business services – offering capabilities which improve channel delivery and service optimization.

- *Creating a classification which aligns the business to a common vision is critical*
- *Categorization provides a method to create a consistent nomenclature to analyze efficiencies, cost and performance. Each business component can be represented in layers, which deliver the business capability.*



Decomposition of the enterprise-layers enables branches to establish the relationships between the processes, their enablers, the IT services and the operating infrastructure they utilize. Without a consistent view, opportunities for improvement are often lost or overlooked.

Alignment of Branch to Program – Most government departments have evolved their processes around best practice for their respective mandate. This has enabled the branches to deliver services, programs, and stewardship within their respective area in relationship to the business of PWGSC. In addition, their mandate can also be aligned to the GC enterprise once this perspective has been developed.



Processes drive services; the benefits are driven by efficiencies, which can be gained through advancements in technology. Technology alone cannot meet the demands of the business unless an understanding the synergies between these processes and services can be applied. To transform the business and introduce innovation an understanding of how these components relate to each other, this understanding can be translated across the overall enterprise.

As illustrated left, the ability to classify and define “Who” does “What”, “How” within a given branch provides an understanding of the solutions used to enable their business processes. These can be represented in layers

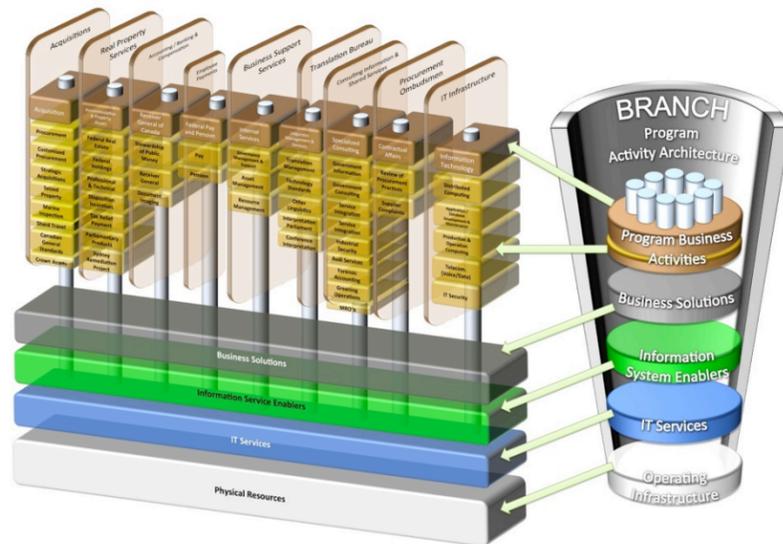
to create an understanding of the IT investments made to support those business services (for example those services already defined by the program activity architecture - PAA).

2: Business Solutions defined by EA

Processes defined within each business area are unique and often define the nature of the mandate for that branch or PAA, whereas solutions can often be classified generically in reference to the overall enterprise by on applied technology.

EA provides the ability to decompose the anatomy of any solution to understand where the “common” elements may be applicable (see illustration right). In most cases the decomposition and categorization of service elements can pin-point synergies which can be exploited by the business to help improve effectiveness and productivity. These synergies and discrepancies can help provide a yardstick in which to measure the potential reuse of any given process, solution, service, technology and/or operational capability within the enterprise.

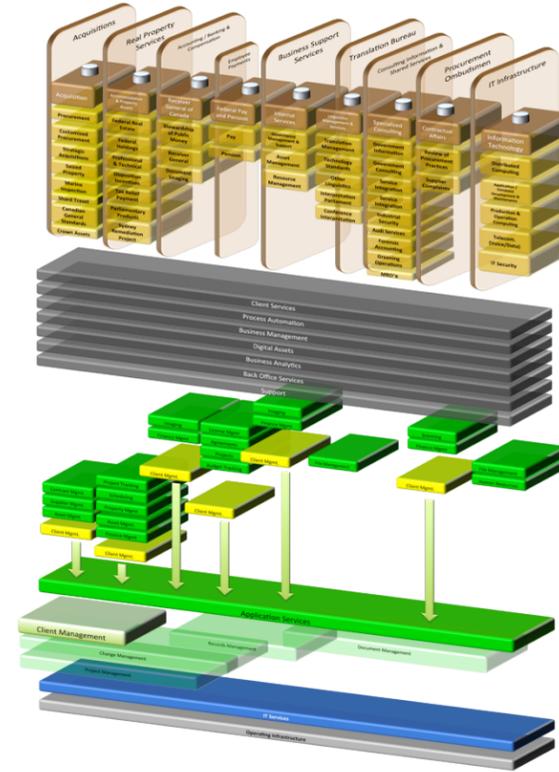
By identifying those “shared” components, strategies can be developed to generate cost savings across branches, and the overall enterprise. Based on the current analysis, some areas have already been identified for shared-adoption and reuse. This understanding on how to collapse specific solutions into common services provides opportunities to improve productivity, reduce costs and promote improved productivity. The illustration on page (3) highlights this perspective – some solutions support multiple processes and services which are different across branches; however they are common in terms of the applied technology and the IT services they offer within the enterprise:



3: Transforming the Enterprise

The identification of “common” IT Enablers helps to transform an enterprise. This understanding of the “As-Is Enablers” and “To-Be Services” creates a “target” IT perspective.. From a business perspective IT investments are directly related to ROI (return on investment). EA enables the business to view their IT investments in direct relation to the processes and enablers which support business objectives.

To achieve efficiencies a commitment is required at the executive level towards re-use and consolidation of these solution-silos. Some key considerations may include understanding where consolidation is feasible for specific solutions such as “Client Management”, “Issue Management”, “Project Management”, and so on. Once these silos are identified strategies can be formulated to promote consolidation, reuse and cost reductions.



Creating a vision for the adoption of common IT services can promote synergies for areas such as information management, application development and operating infrastructure. Developing an understanding of how to measure cost against the goals of the business is critical when developing such strategies and decision points.

IT can be defined as the “operating foundation” required to implement business services and solutions. IT has a mandate to provide tools, technology and automation to empower the business. IT and the infrastructure on which it operates is continuously in a state of flux due to advancements in technology, EA plays a major role in helping the business plan for these changes and to make effective decisions to leverage innovation where and when it is feasible.

As shown on the left; moving distributed IT enablers to a shared IT enabler, delivers reduced maintenance, improved change management, more flexibility to adapt to technology changes which can be implemented in a broader context while leveraging existing human capital.

Risk elements typically associated with changes to distributed processes can be mitigated using a consistent and repeatable quality assurance process such as ITIL; commonly used at PWGSC across their existing IT investment.

EA enables common capabilities to be identified and rationalized within IT – targeting “common services”;

- ✓ Shared services not only reduces costs but also enable the business to be more flexible and responsive to changing requirements
- ✓ New technology, improved capacity on demand and cloud computing are all factors driving change across an enterprise. EA delivers;
 - ROI on IT investments
 - Promotes solution reusability
 - Planning which aligns to business objectives
 - Adoption of best-practices for technology planning
 - Benchmarking the performance of IT relative to business drivers