



# Business-Technology Alignment IT Architecture Review: Organization and Processes

September 28, 2001

*DRAFT*

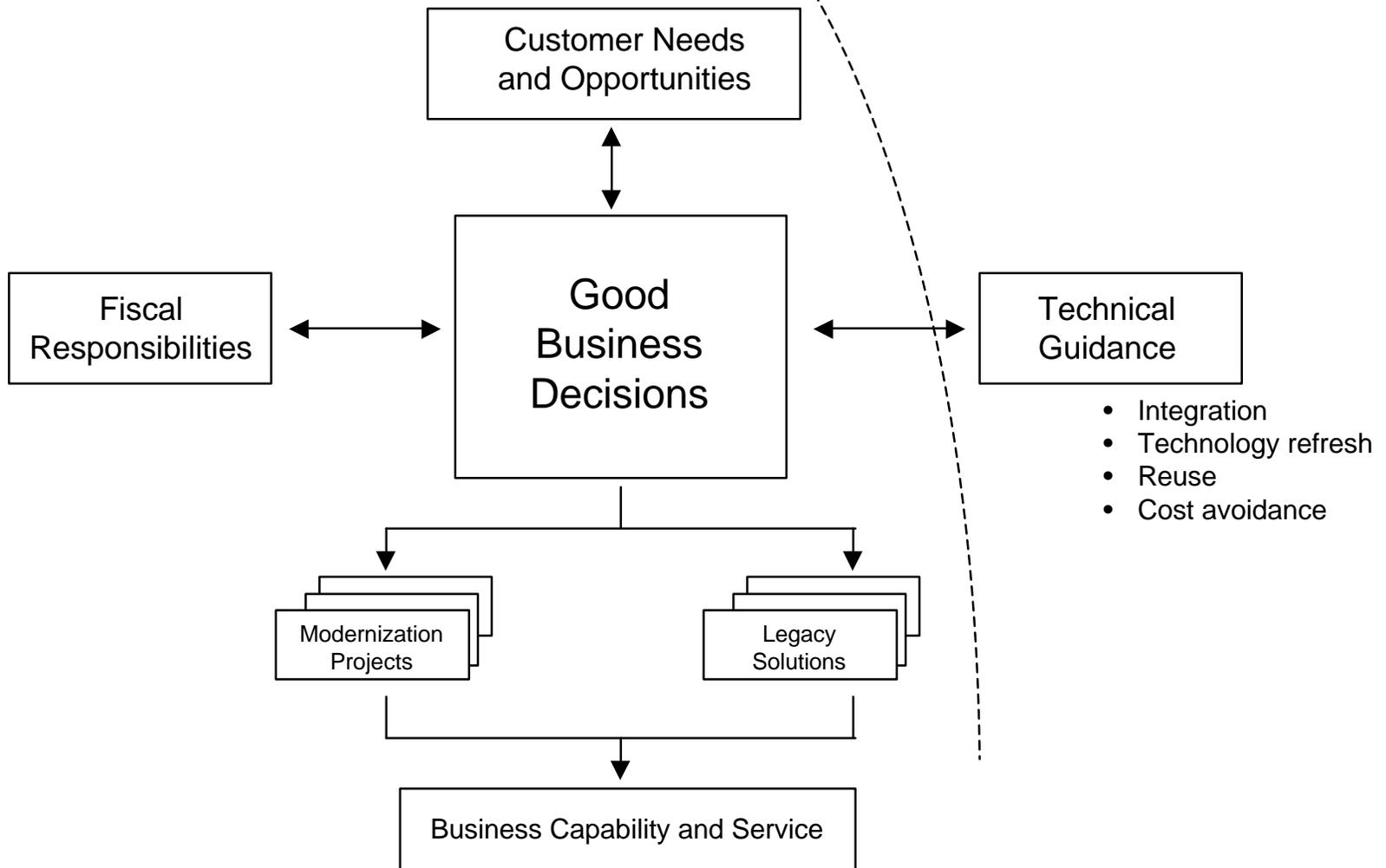


# We need to make good business decisions based on sound, relevant information and disciplined processes.

So Far ....

...We Have Addressed

... Now We Need to Address





## SFA's IT Principles drive the design of the Business-Technology Alignment (BTA) processes.

### SFA IT Principles

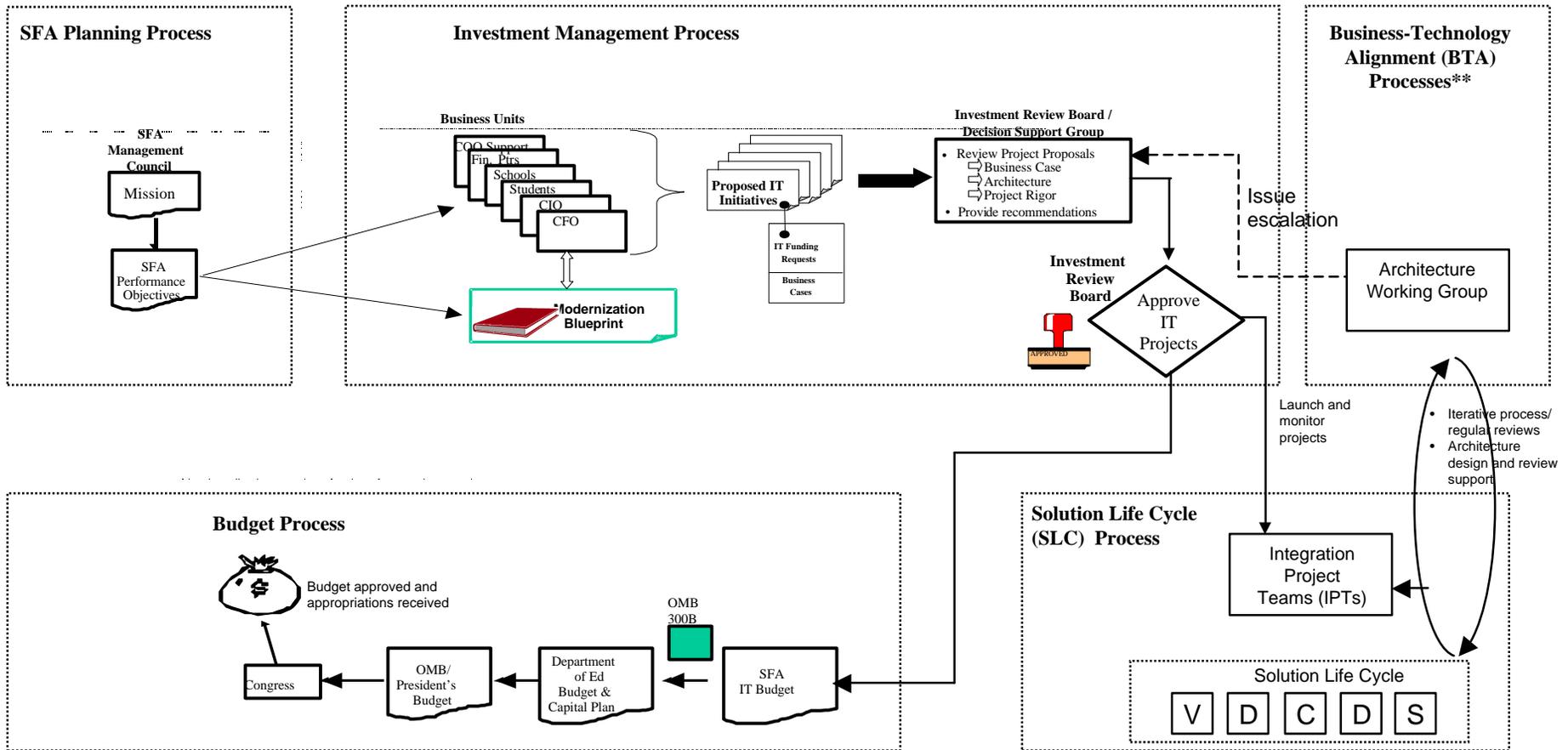
#### SFA will:

- Base IT decisions upon sound business benefits clearly tied to business drivers and customer impact
- Ensure that at least 75% of the IT working groups will consist of representatives from major business initiatives and/or projects
- Design all IT decision-making processes with a bias towards action
- Manage information and data as enterprise-wide assets
- Support an integrated enterprise-wide IT architecture
- Use guidelines consistent with the Federal ITA framework
- Unify planning, management and alignment of Business and Information Technology
- Typically use technology that has been generally accepted in the market place
- Promote and facilitate reusability of application software and infrastructure components
- Use commercial/government off-the-shelf solutions, typically using open systems standards
- Leverage enterprise-wide licensing of vendor products and services



# BTA\* processes complement the Investment Management and Solution Life Cycle processes, enabling business priorities to drive technology solutions.

## SFA Processes

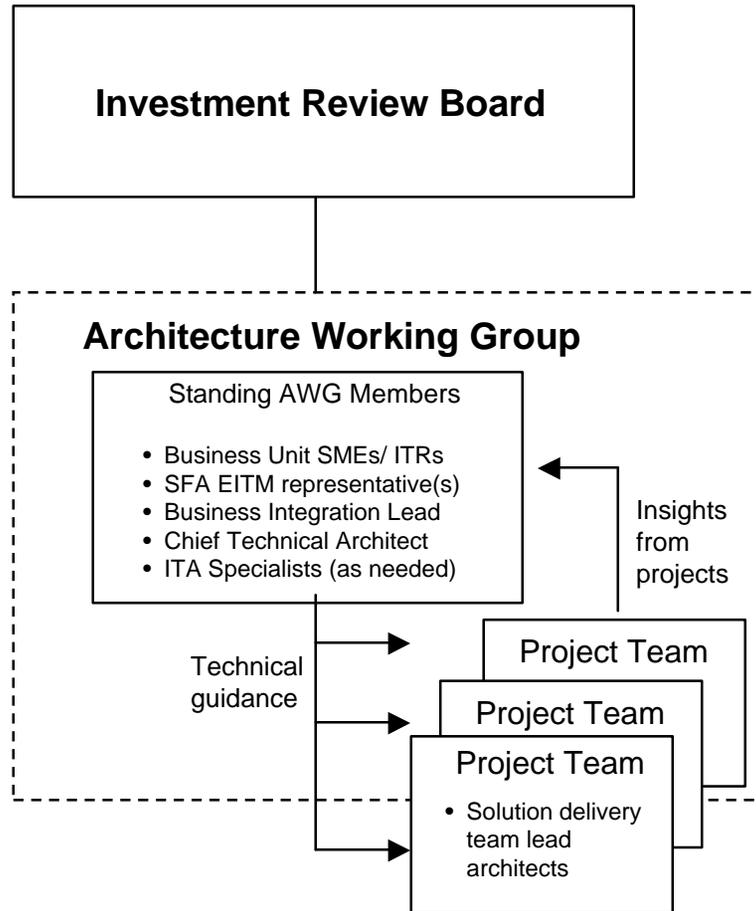


\* BTA – Business-Technology Alignment  
 \*\* Complies with Clinger-Cohen Act requirements



# A combined team of project and technical specialists will help better manage and align SFA's use of technology.

## Organization Structure



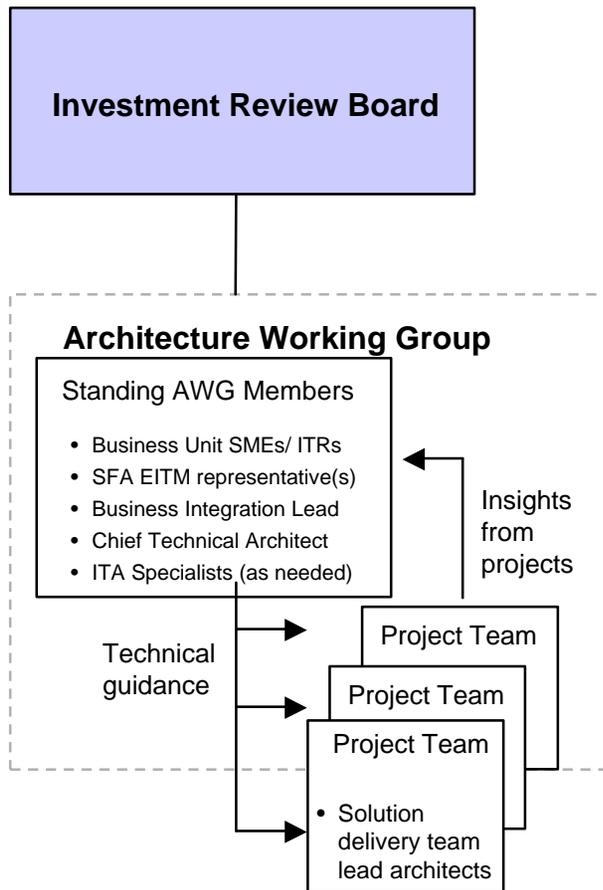
## Key Responsibilities

- Understand business implications, adjudicate, and set direction
  
- “Trusted Advisors” in consultative and coaching roles to projects regarding interpretation of standards, business impact and the reasoning behind the technology choices
  
- Incorporate architecture standards into solution design, or raise request for exceptions where appropriate
- Provide insights from project experience
- Conduct detailed technology, cost and risk evaluations



# The Investment Review Board (IRB) provides direction setting and leadership.

## BTA Organization Summary



### Investment Review Board

- Management Council Members or designates, Mod Partner representative(s), CIO
- Meets monthly
- Members aware of technology use and its potential implications for the business

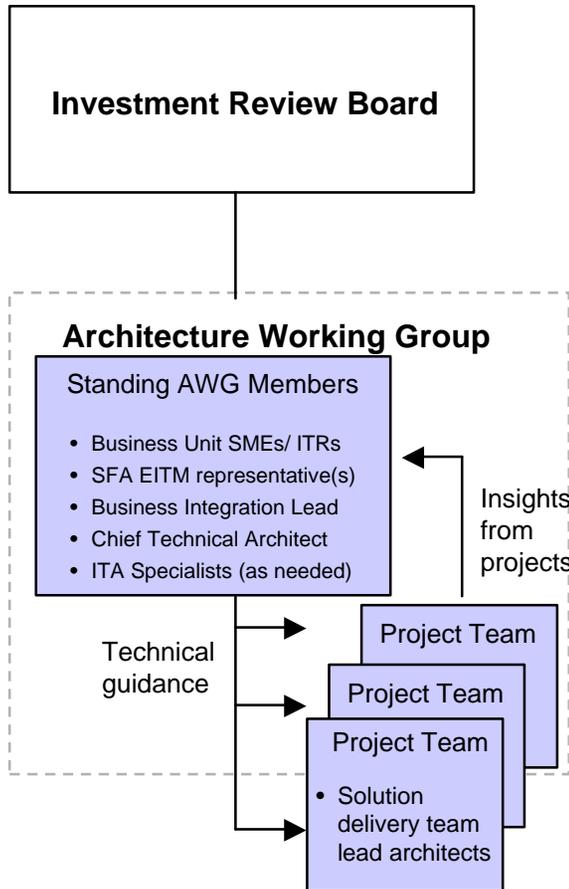
### Responsibilities Pertaining to BTA

- Understand business implications and set direction
- Adjudicate conflict over issues raised by Architecture Working Group
- Gain agreement on SFA wide priorities for how IT will enable the business
- Willingness and commitment to comply with the agreed standards, processes and guidelines



# The Architecture Working Group (AWG) ensures architecture integrity of business solutions and drives the BTA processes.

## BTA Organization Summary



### Architecture Working Group

- ❑ Consisting of two parts:
  - ❑ Standing AWG Members – permanent members: business representatives and technical architect(s);
    - At least 75% business representation
    - Representatives from Business Units (SMEs), Mod Partner and SFA CIO
    - “Trusted Advisors”: consultation, coaching, mentor roles
  - ❑ Project Team members (point of need basis)

### Responsibilities

- ❑ Consultative roles to projects, especially during early phases regarding interpretation, impact, the reasoning behind the choices, and advise on issues of migration
- ❑ Understand business and technical issues and implications
- ❑ Raise issues/exceptions to IRB for resolution
- ❑ Make recommendations (with implications, risks and costs) to IRB for setting direction
- ❑ Determine when smaller or larger changes to architecture are required and shepherd these through the approval process
- ❑ Hear and respond to user requests for exceptions to the published standards
- ❑ Bring insights from day-to-day implementation and use of architectures
- ❑ Incorporate architecture standards into solution design, raise request for exceptions where appropriate

Lead  
EAT    Proj. Team

	Lead EAT	Proj. Team
❑ Consultative roles to projects, especially during early phases regarding interpretation, impact, the reasoning behind the choices, and advise on issues of migration	✓	
❑ Understand business and technical issues and implications	✓	✓
❑ Raise issues/exceptions to IRB for resolution	✓	
❑ Make recommendations (with implications, risks and costs) to IRB for setting direction	✓	
❑ Determine when smaller or larger changes to architecture are required and shepherd these through the approval process	✓	
❑ Hear and respond to user requests for exceptions to the published standards	✓	✓
❑ Bring insights from day-to-day implementation and use of architectures		✓
❑ Incorporate architecture standards into solution design, raise request for exceptions where appropriate		✓

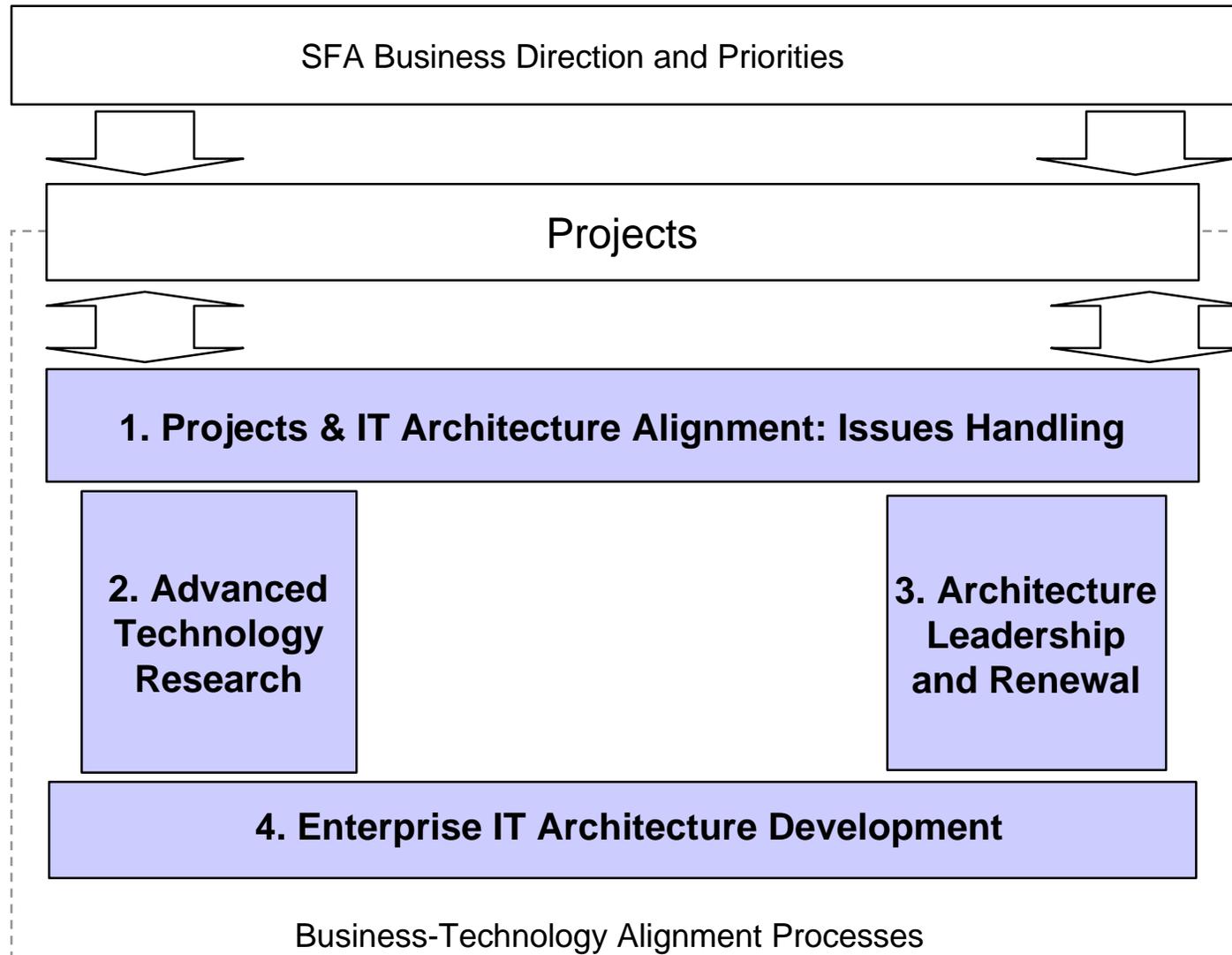
### Assumption: Activities conducted through SFA EITM

- ❑ Maintenance and publication of architecture documentation
- ❑ Education sessions, publicity, demonstrations of architecture and its business case
- ❑ Driving the overall enterprise architecture process, creating and maintaining deliverables



**BTA\* consists of four major processes that help align design, integration and deployment of technology solutions to Enterprise standards.**

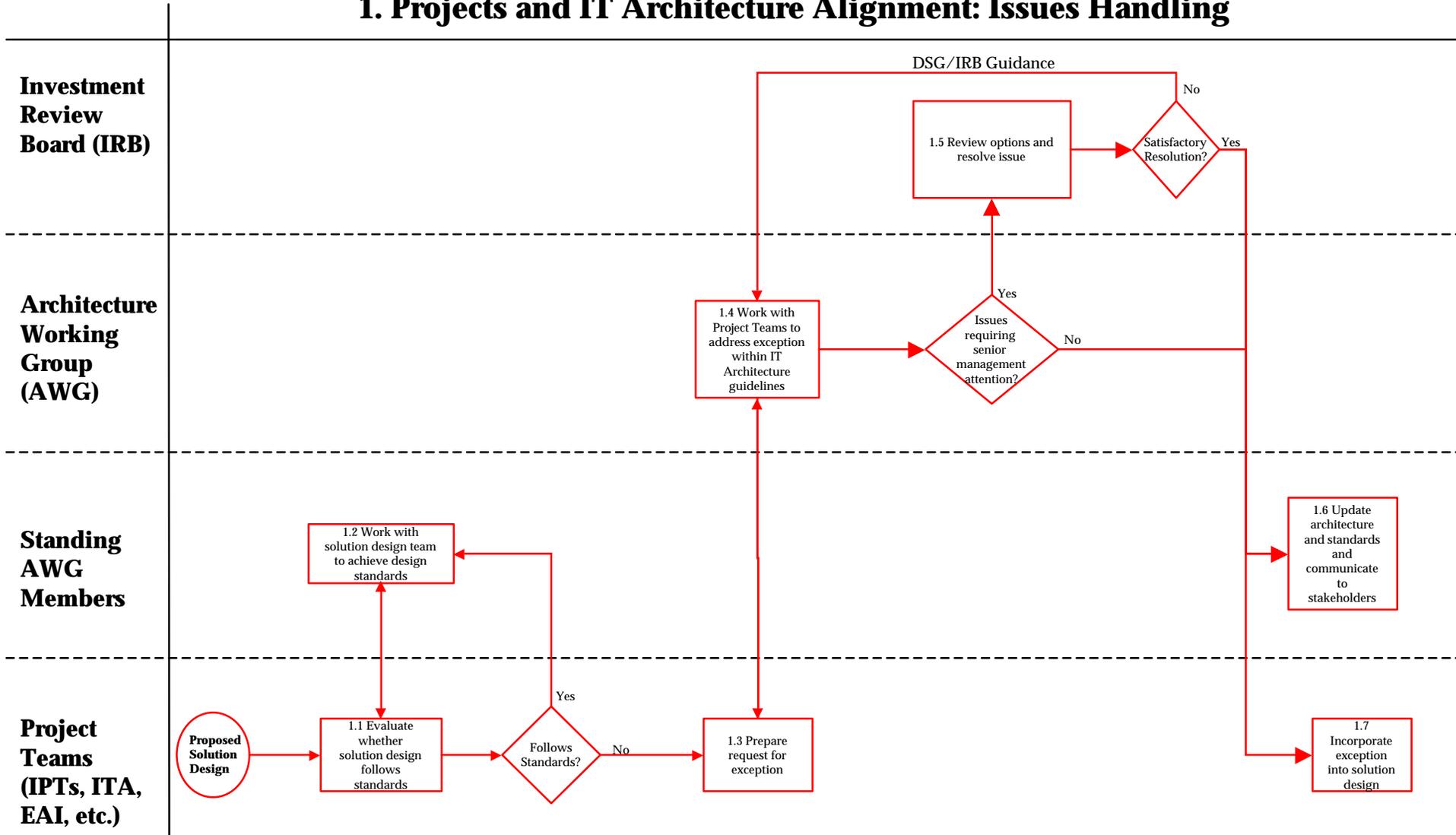
### BTA\* Processes at SFA





# The Issues Handling Process allows for fair consideration of exceptions to the solution design and architecture standards.

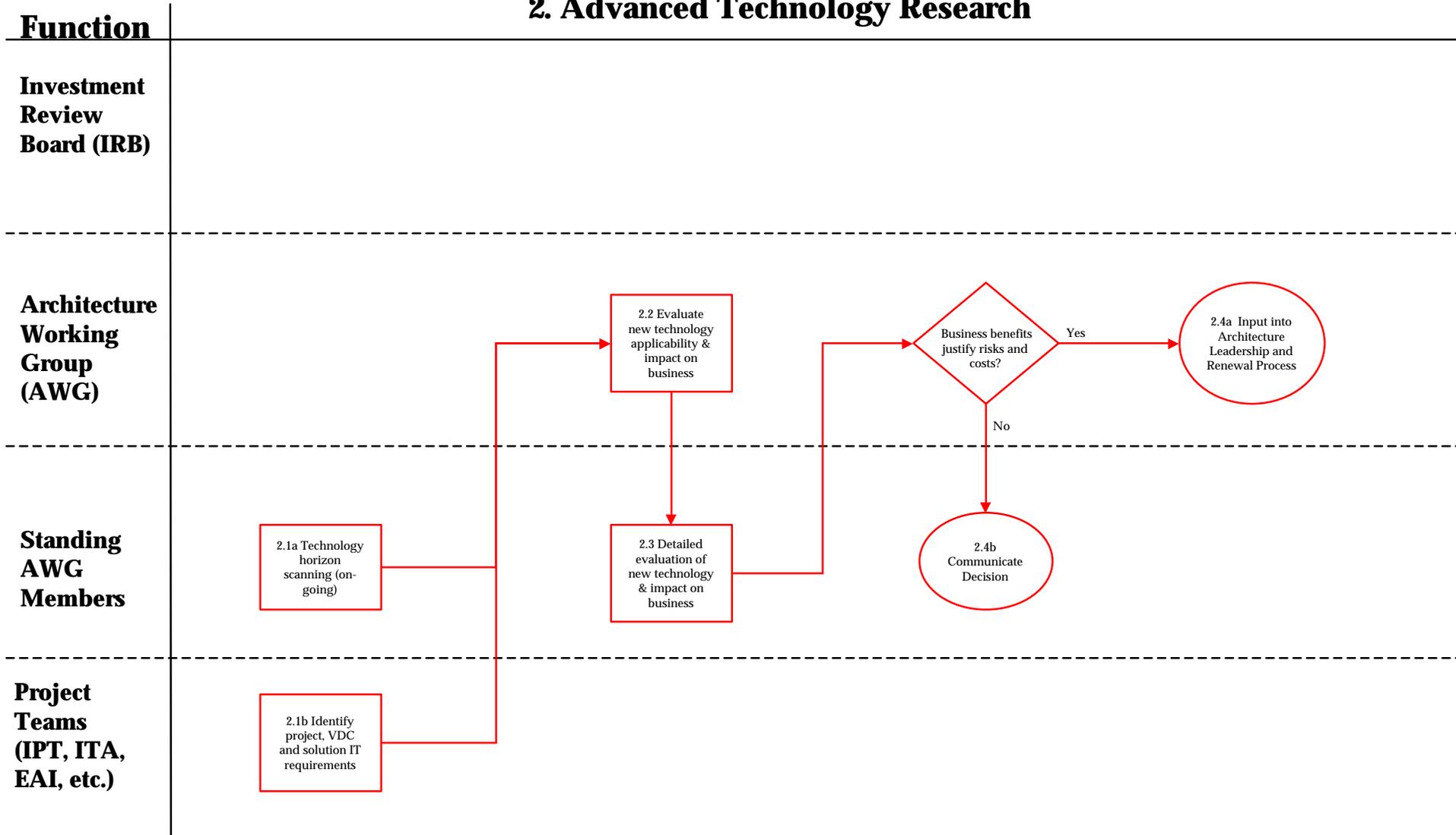
## 1. Projects and IT Architecture Alignment: Issues Handling





# The Advanced Technology Research process enables new-technology decisions based on business value.

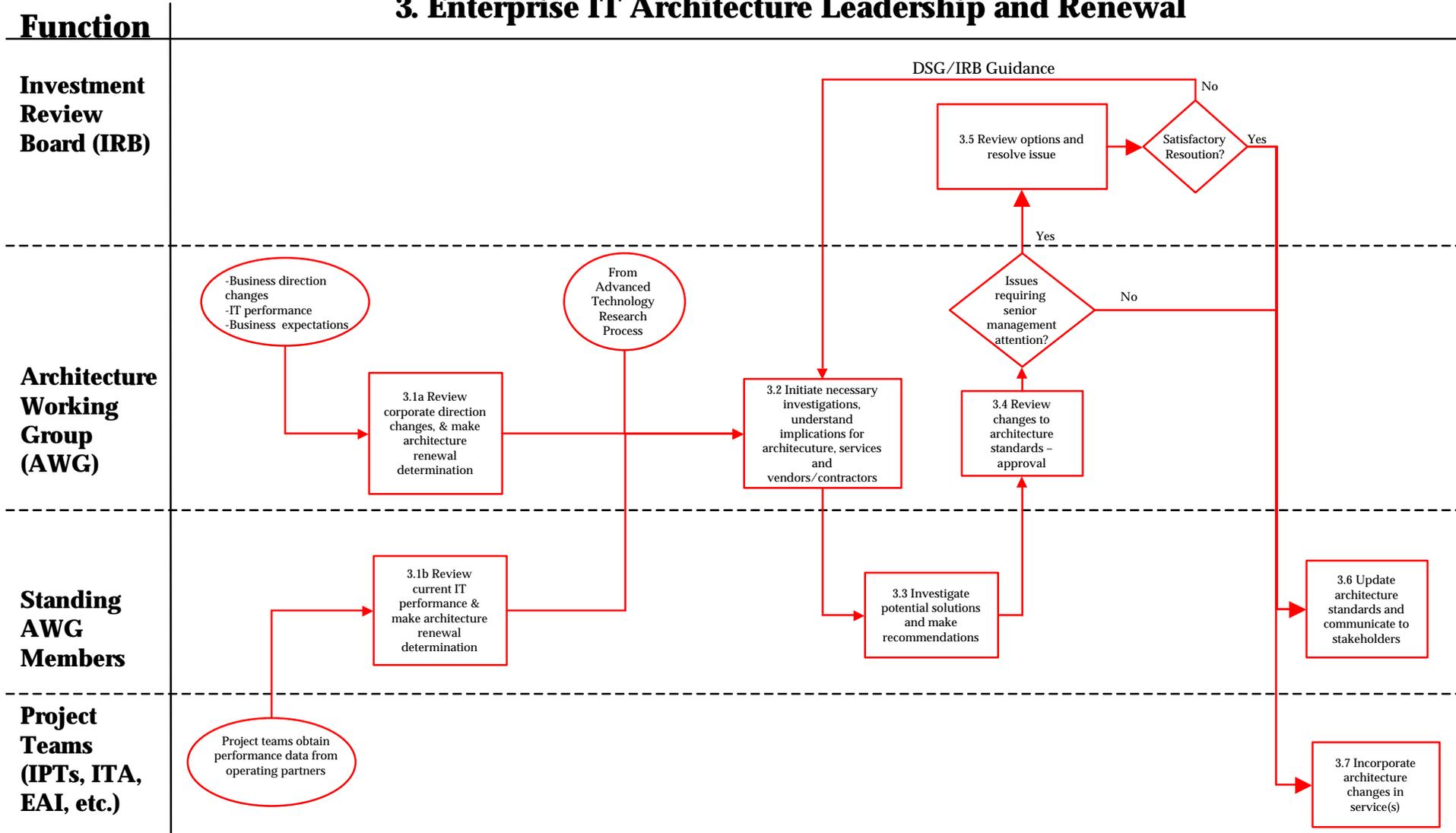
## 2. Advanced Technology Research





# The Architecture Leadership and Renewal process ensures that the architecture remains aligned with changing business needs and priorities.

## 3. Enterprise IT Architecture Leadership and Renewal





# The Enterprise IT Architecture Development process provides a structured approach for defining the target architecture and standards.

## 4. Enterprise IT Architecture Development

