



Business-Technology Alignment

PROCESS GUIDE

Version 2.3

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Preface

- The following descriptions support the Business-Technology Alignment (BTA) processes developed as part of the BTA (formerly Enterprise Architecture Management (EAM)) framework.
- These process descriptions describe the BTA process diagrams version 2.3, dated October 4, 2001 and should be read together with the process diagrams.

Business-Technology Alignment

PROCESS GUIDE

1. PROJECTS AND IT ARCHITECTURE ALIGNMENT: ISSUES HANDLING

Step	Functional Entity	Input	Tasks	Output
1.1 Evaluate whether solution design follows standards	Project Teams (Business applications, IPTs, ITA, EAI, etc.)	<ul style="list-style-type: none"> • Proposed solution design; • Enterprise IT architecture standards; 	<ul style="list-style-type: none"> • At solution concept stage, and before review by DSC/IRB, conduct peer-review with the Standing AWG. Evaluate proposed solution design and ensure it conforms to IT architecture standards; • Work with the AWG to bring design to within standards, if appropriate; • Continue to conduct peer-reviews with Standing AWG members as required in SLC; • If unable to reach consensus with AWG, then escalate issues to IRB/MC for resolution. Prepare Issue Review Request containing: issue, reasons, benefits, risks and impact on business; • Coordinate Issue Review Request with AWG; 	<ul style="list-style-type: none"> • Proposed solution design that conforms to IT Architecture standards; <p>Or</p> <ul style="list-style-type: none"> • Issue Review Request;

Step	Functional Entity	Input	Tasks	Output
1.2 Peer-group reviews with solution design team, and advise to achieve design standards	Standing Architecture Working Group (AWG) Members	<ul style="list-style-type: none"> • Proposed solution design • Enterprise architecture standards; • Guidance from IRB/MC for resolving issues, as appropriate; 	<ul style="list-style-type: none"> • Work with Project Teams to compare proposed solution design with architecture standards; • If proposed design follows standards then Project Team continues with SLC. Conduct peer-group reviews as per SLC review points; • If proposed design does not follow standards, then work with team to bring design within guidelines; • If issues remain and proposed design cannot be brought within guidelines, review implications for business, current and ongoing initiatives; • Understand business, infrastructure and ITA implications; • Escalate to IRB/MC when issues requiring management attention are identified and cannot be resolved directly with the Project Team. Prepare Issue Review Request describing issue reasons, benefits, risks, impact on business and recommendations; • Work with Project Team to modify design based on IRB/MC guidance, as appropriate; 	<ul style="list-style-type: none"> • Proposed solution design that conforms to IT Architecture standards; <p>Or</p> <ul style="list-style-type: none"> • Issue Review Request to IRB;
1.3 Review options and resolve issue	Investment Review Board / Management Council	<ul style="list-style-type: none"> • Issue Review Request, with reasons, benefits, assumptions, implications, business impact; 	<ul style="list-style-type: none"> • Understand impact of issue on business, the necessary tradeoffs and implications; • Resolve issue or provide guidance for further work based on business implications; 	<ul style="list-style-type: none"> • Issue resolution; <p>Or</p> <ul style="list-style-type: none"> • Guidance for further work;

Step	Functional Entity	Input	Tasks	Output
1.4 Update architecture and standards, and communicate to stakeholders	AWG Support	<ul style="list-style-type: none"> • Issue resolution and changes to architecture; 	<ul style="list-style-type: none"> • Incorporate agreed changes into IT Architecture standards and update Enterprise IT Architecture (ITA); 	<ul style="list-style-type: none"> • Updated IT architecture documentation;
1.5 Incorporate resolution into solution design	Project Teams (Business applications, IPTs, ITA, EAI, etc.)	<ul style="list-style-type: none"> • Agreed changes to solution; 	<ul style="list-style-type: none"> • Incorporate issue resolution into solution design; 	<ul style="list-style-type: none"> • Changes incorporated into solution design;

2. ADVANCED TECHNOLOGY RESEARCH

Step	Functional Entity	Input	Tasks	Output
2.1a Technology horizon scanning (on-going)	AWG Support	<ul style="list-style-type: none"> Technology trends report and assessments from external research sources; 	<ul style="list-style-type: none"> Monitor evolution of promising technologies and solutions with potential impact and usefulness for SFA; Evaluate potential business benefits, risks and areas of business impact for SFA; Recommend incorporation of technology into business solutions, if appropriate; 	<ul style="list-style-type: none"> Identified potentially useful technologies for SFA and potential areas of business impact;
2.1b Identify evolving project, VDC and solution IT requirements	Project Teams (Business Applications, IPTs, ITA, EAI, etc.)	<ul style="list-style-type: none"> Change requests/ suggestions from IPTs, VDC, and solution providers; 	<ul style="list-style-type: none"> Receive change requests for new technologies from VDC, operating partners, or projects; Identify opportunities for cost reductions/ service improvements through deployment of new technologies; Identify changes needed in provision and maintenance of systems; Conduct high-level assessment of business impact of proposed new technologies; Prepare business case for incorporation of new technology into solution and IT architecture standards; 	<ul style="list-style-type: none"> Potential gaps and opportunities for enhancements and new solutions; High level business impact assessment;

Step	Functional Entity	Input	Tasks	Output
2.2 Evaluate new technology applicability and impact on business	Standing Architecture Working Group (AWG) Members	<ul style="list-style-type: none"> • Potential gaps and opportunities for enhancements and new solutions; • Potentially useful technologies for SFA; • High level business impact assessment; 	<ul style="list-style-type: none"> • Conduct high-level evaluation of business impact of proposed new technology. Identify potential business area of deployment, and potential sponsor. If no sponsor then discontinue process and communicate decision; • If potential business area of deployment and potential sponsor identified, then initiate detailed evaluation of new technology, its applicability and impact for SFA; • Define scope of investigation; 	<ul style="list-style-type: none"> • Identified potential business area of deployment, and potential sponsor for new technology; • Scope of investigation;
2.3 Detailed evaluation of new technology and impact on business	AWG Support	<ul style="list-style-type: none"> • Identified potential business area of deployment, and potential sponsor for new technology; • Directions on scope of investigation; 	<ul style="list-style-type: none"> • Evaluate business impact, benefits, risks and implications of adopting new technology for SFA; • Evaluate impact on IT architecture; • Evaluate whether business benefits justify risks and costs; • Prepare brief for evaluation by AWG; 	<ul style="list-style-type: none"> • New technology evaluation for cost, benefits, risk and business impact;

Step	Functional Entity	Input	Tasks	Output
2.4 Verify: Is there a Business Sponsor?	Standing Architecture Working Group (AWG) Members	<ul style="list-style-type: none"> New technology evaluation for cost, benefits, risk and business impact; 	<ul style="list-style-type: none"> Evaluate benefits, cost, risks and business impact of implementing proposed new technology; If business benefits justify risks and cost, then identify and agree Executive Sponsor, and initiate inclusion into Architecture Leadership and Renewal process; If business benefits do not justify risks and costs, or Executive Sponsor not agreed, then discontinue process and communicate decision to appropriate parties; 	<ul style="list-style-type: none"> Business case and agreed business sponsor for new technology introduction; Initiation of inclusion of new technology into Leadership and Renewal Process; <p>Or</p> <ul style="list-style-type: none"> Decision not to proceed with introduction of new technology, and communication of decision to relevant stakeholders;

3. ENTERPRISE IT ARCHITECTURE LEADERSHIP AND RENEWAL

Step	Functional Entity	Input	Tasks	Output
3.1a Review corporate direction changes and make architecture renewal determination	Standing Architecture Working Group (AWG) Members	<ul style="list-style-type: none"> • Business strategy; • Business expectations; • IT performance; • IT architecture; 	<ul style="list-style-type: none"> • Collect insights from business strategy changes, projects, and IT performance to identify needs and performance improvement opportunities; • Assess gaps, shortfalls and opportunities for improving performance through architecture enhancements; • Prepare recommendation for renewal of architecture: <ul style="list-style-type: none"> ○ Opportunities/ reasons for changes to architecture; ○ Assessment of business impact of changes; ○ Identification of opportunities for improvement; 	<ul style="list-style-type: none"> • Recommendation for renewal of architecture;

Step	Functional Entity	Input	Tasks	Output
3.1b Review current IT performance and make architecture renewal determination	AWG Support	<ul style="list-style-type: none"> • Insights gained from project consultation; • Systems/ architecture operating performance metrics from operating partners; 	<ul style="list-style-type: none"> • Obtain systems operating performance metrics from operating partners; • Assess performance shortfalls and opportunities for improving performance through architecture enhancements; • Identify any other opportunities/ reasons for changes to architecture; • Conduct high-level evaluation of business impact of proposed changes. Identify potential business area of deployment; • Prepare recommendation for changes to IT architecture including: <ul style="list-style-type: none"> ○ Business impact; ○ Potential area of deployment; ○ Opportunities/ reasons for changes to architecture; ○ Identification of opportunities for improvement; 	<ul style="list-style-type: none"> • Recommendation for changes;

Step	Functional Entity	Input	Tasks	Output
3.2 Initiate necessary investigations, understand implications	Standing Architecture Working Group (AWG) Members	<ul style="list-style-type: none"> • Recommendation for changes or renewal of architecture; • Current IT architecture; • Business case and agreed business sponsor for new technology from Advanced Technology Research process; • Guidance from IRB/MC for resolving issues as appropriate; 	<ul style="list-style-type: none"> • Perform preliminary assessment: evaluate case for architecture change and hypothesise potential business impact and implications; • Initiate investigations/ evaluations of potential solutions: provide directions and scope of evaluation; • Modify IT architecture based on guidance from IRB/MC, as appropriate; 	<ul style="list-style-type: none"> • Directions and scope for investigation of potential architecture changes;
3.3 Investigate potential solutions and make recommendations	AWG Support	<ul style="list-style-type: none"> • Directions for investigation of potential architecture changes; • Current IT architecture; • New IT trends and developments; • Vendor input; 	<ul style="list-style-type: none"> • Conduct detailed evaluation of potential architecture enhancements for fit, business impact, life cycle cost, etc. <ul style="list-style-type: none"> ○ Prepare IT architecture enhancements including: <ul style="list-style-type: none"> ○ Cost analysis; ○ Business impact; ○ Risks; 	<ul style="list-style-type: none"> • Proposed architecture enhancements;

Step	Functional Entity	Input	Tasks	Output
3.4 Review changes to architecture standards	Standing Architecture Working Group (AWG) Members	<ul style="list-style-type: none"> Proposed architecture enhancements, recommendations with cost analysis and business impact; 	<ul style="list-style-type: none"> Understand business impact of recommendations; Review implications for current and ongoing initiatives; Either agree proposed changes based on business benefit and impact, or communicate decision not to proceed; If issues requiring senior management attention, e.g. significant business impact, then prepare an Issue Review Request containing: issue reasons, benefits, costs, assumptions, implications, business impact; Propose options and make recommendation; Escalate to IRB/MC for review and resolution; 	<ul style="list-style-type: none"> Agreed changes to IT architecture; Issue Review Request to IRB/MC;
3.5 Review options and resolve issue	Investment Review Board/ Management Council	<ul style="list-style-type: none"> Proposed options and recommendations for resolving issue; 	<ul style="list-style-type: none"> Understand business value assumptions, business tradeoffs and implications; Resolve issue; <p>Or</p> <ul style="list-style-type: none"> Provide guidance for further evaluation; 	<ul style="list-style-type: none"> Issue resolution; <p>Or</p> <ul style="list-style-type: none"> Guidance for further evaluation;
3.6 Update architecture standards and communicate to stakeholders	AWG Support	<ul style="list-style-type: none"> Agreed changes to IT architecture and issue resolution; 	<ul style="list-style-type: none"> Update IT architecture documentation; Communicate to stakeholders through appropriate media; 	<ul style="list-style-type: none"> Updated architecture documentation; Communication of architecture through selected media;

Step	Functional Entity	Input	Tasks	Output
3.7 Incorporate architecture changes in services(s)	Project Teams (Business applications, IPTs, ITA, EAI, etc.)	<ul style="list-style-type: none"> Agreed changes to IT architecture and issue resolution; 	<ul style="list-style-type: none"> Review implications for current/ ongoing initiative, develop migration plan; Incorporate changes into solution and/or service(s); 	<ul style="list-style-type: none"> Detailed migration plan; Changes incorporated into solutions, where appropriate;

4. ENTERPRISE IT ARCHITECTURE DEVELOPMENT

Step	Functional Entity	Input	Tasks	Output
4.1 Interpret SFA Business Direction to determine architecture requirements and IT priorities	Standing Architecture Working Group (AWG) Members	<ul style="list-style-type: none"> • Business direction; • IT strategy; • Current IT architecture; • New IT trends and developments; • Insights from project consultations; 	<ul style="list-style-type: none"> • Understand business priorities, potential changes in business direction, and implications for IT architecture; 	<ul style="list-style-type: none"> • Implications of business priorities and direction for IT architecture;
4.2 Develop outline IT architecture and business case	Standing Architecture Working Group (AWG) Members	<ul style="list-style-type: none"> • Implications of business priorities and direction for IT architecture; • Guidance from IRB to rework business case and outline IT architecture, as appropriate; 	<ul style="list-style-type: none"> • Develop business case; • Develop outline IT architecture; • Modify business case and/or outline architecture based on IRB/MC feedback, as appropriate; 	<ul style="list-style-type: none"> • Business case for architecture; • Outline architecture; • Recommendations for approval;
4.3a Develop detailed IT architecture	AWG Support	<ul style="list-style-type: none"> • Business case; • Outline architecture; • Guidance from IRB/MC, as appropriate; 	<ul style="list-style-type: none"> • Work with Project Team representatives to develop detailed architecture; 	<ul style="list-style-type: none"> • Proposed IT architecture;

Step	Functional Entity	Input	Tasks	Output
4.3b Assist in architecture development	Project Teams (Business applications, IPTs, ITA, EAI, etc.)	<ul style="list-style-type: none"> • Business case; • Outline architecture; 	<ul style="list-style-type: none"> • Work with AWG Support to provide insights gained from projects to develop detailed architecture; 	<ul style="list-style-type: none"> • Insights gained from projects;
4.4 Review IT architecture	Project Teams (Business applications, IPTs, ITA, EAI, etc.)	<ul style="list-style-type: none"> • Proposed IT architecture; 	<ul style="list-style-type: none"> • Review assumptions for business value, tradeoffs and implications for current and planned initiatives; • Provide comments on proposed IT architecture; 	<ul style="list-style-type: none"> • Comments to AWG on proposed IT architecture;
4.5 Review IT architecture standards	Standing Architecture Working Group (AWG) Members	<ul style="list-style-type: none"> • Proposed IT architecture; • Insights gained from projects; • Comments from Project Teams and other stakeholders; 	<ul style="list-style-type: none"> • Review proposed IT architecture, and comments from Project Teams; • Understand business impact, costs and risks; • Agree architecture or request modification(s) based on business implications; • Assess whether issues remain that require management attention: e.g. significant business impact, or unable to reach agreement on architecture issues; • If escalation to IRM/MC is needed then prepare Issue Review Request: prepare reasons, benefits, costs, assumptions, implications, business impact. Propose options and make recommendations; 	<ul style="list-style-type: none"> • Agreed architecture, or request for modifications; • Issue Review Request to IRB with reasons, benefits, assumptions, implications, business impact, options and recommendation;

Step	Functional Entity	Input	Tasks	Output
4.6 Review options and resolve issue	Investment Review Board (IRB)/ Management Council (MC)	<ul style="list-style-type: none"> Issue Review Request: reasons, benefits, assumptions, implications, business impact, options and recommendations; 	<ul style="list-style-type: none"> Review options; Understand assumptions, business impact, tradeoffs and implications; Resolve issue or provide guidance for enhancements; 	<ul style="list-style-type: none"> Issue resolution; Or <ul style="list-style-type: none"> Request for modifications;
4.7 Modify IT architecture	AWG Support	<ul style="list-style-type: none"> Proposed IT architecture & guidance from IRB/ MC; 	<ul style="list-style-type: none"> Work with Project Teams and AWG to enhance and review IT architecture and standards; 	<ul style="list-style-type: none"> Revised IT architecture including requested modifications;
4.8 Continue “selling” IT architecture benefits	Standing Architecture Working Group (AWG) Members	<ul style="list-style-type: none"> Approved IT architecture; 	<ul style="list-style-type: none"> Develop communications plan; Develop presentations and other communications material; Present benefits of architecture to business executives regularly at different forums; 	<ul style="list-style-type: none"> Communications plan; IT architecture benefits presentations;
4.9 Implement IT architecture	Project Teams (Business applications, IPTs, ITA, EAI, etc.)	<ul style="list-style-type: none"> Approved IT architecture; 	<ul style="list-style-type: none"> Incorporate IT architecture standards into solution design; Incorporate IT architecture reviews into SLC checkpoints; 	<ul style="list-style-type: none"> IT architecture standards incorporated into solution design;