



*“We Help  
Put America  
Through  
School”*

**Business-Technology Alignment  
AWG Orientation  
Version 1.0**

**November 2, 2001**



## Agenda

09:00 – 09:05	Welcome and Introductions	Denise Hill
09:05 – 09:20	Overview of BTA and AWG	Peter Elms & Jamal Shah
09:20 – 09:50	AWG Charter – Discussion	All
09:50 – 10:00	Next steps and close <ul style="list-style-type: none"><li>• Confirm AWG Charter</li><li>• Initiate AWG Support Group Activities</li><li>• Review projects currently going to DSG</li><li>• Review existing major projects</li></ul>	Denise Hill



## Your participation is highly valued.

---

**What value will you and your business unit obtain from your participation?**

- Closer alignment of technology-related decisions with your business priorities
- Ensures your business priorities can be quickly reflected in the SFA technology decisions
- Helps communicate and incorporate knowledge, solutions and reuse across SFA

---

**What are the expectations for your contribution to BTA?**

- Review issues identified and recommendation made by AWG Support Group
- Provide your business unit's perspectives on the issue and help resolution
- Escalate issues to Management Council for resolution, as needed

---

**How much time and commitment will be needed?**

- 1 hour per week for first 4-6 weeks
- Approx. 1 hour every two weeks after that

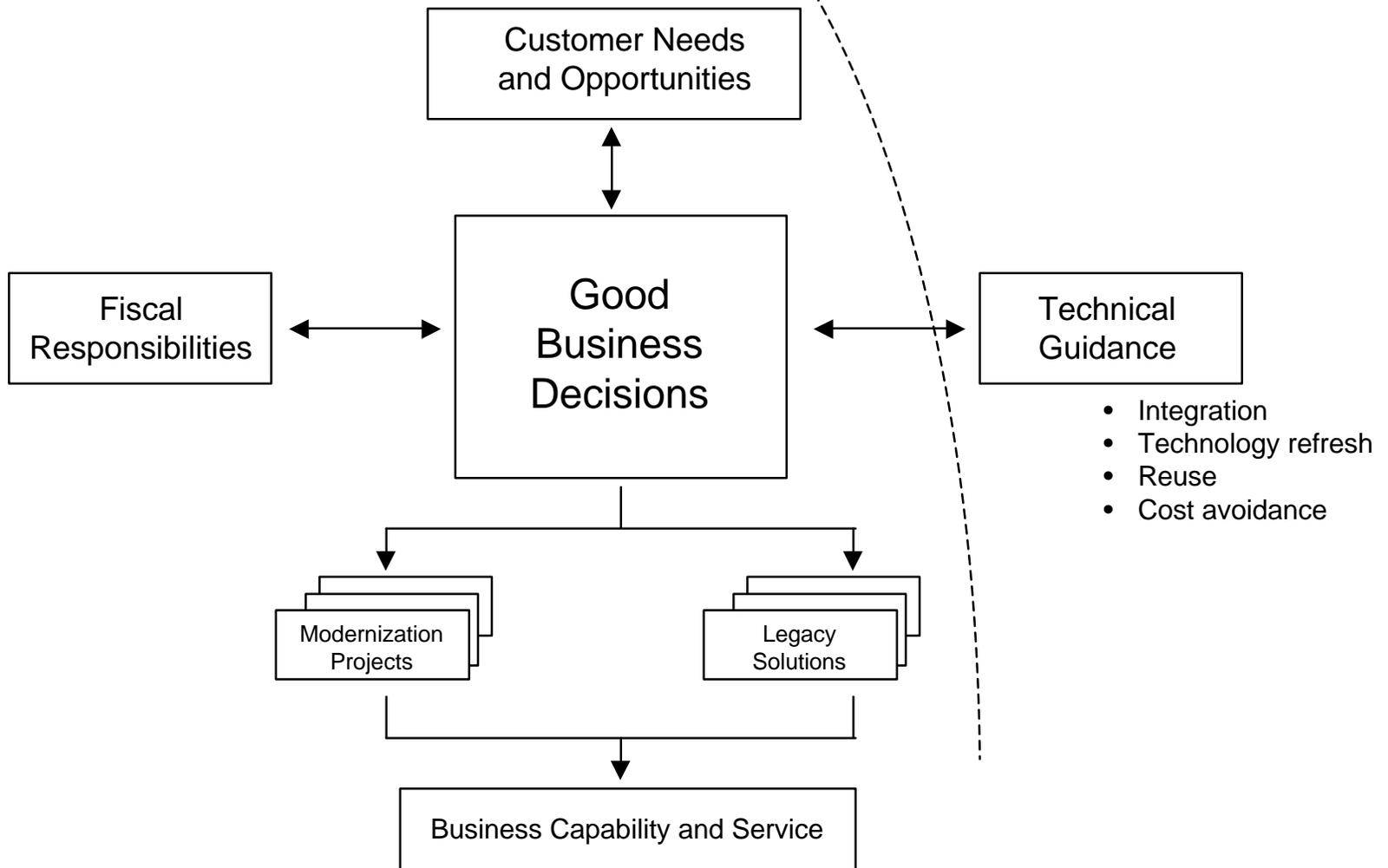


# We need to make good business decisions based on sound, relevant information and disciplined processes.

So Far ....

...We Have Addressed

... Now We Need to Address





## High level principles guided the design of the Business-Technology Alignment (BTA) organization and processes.

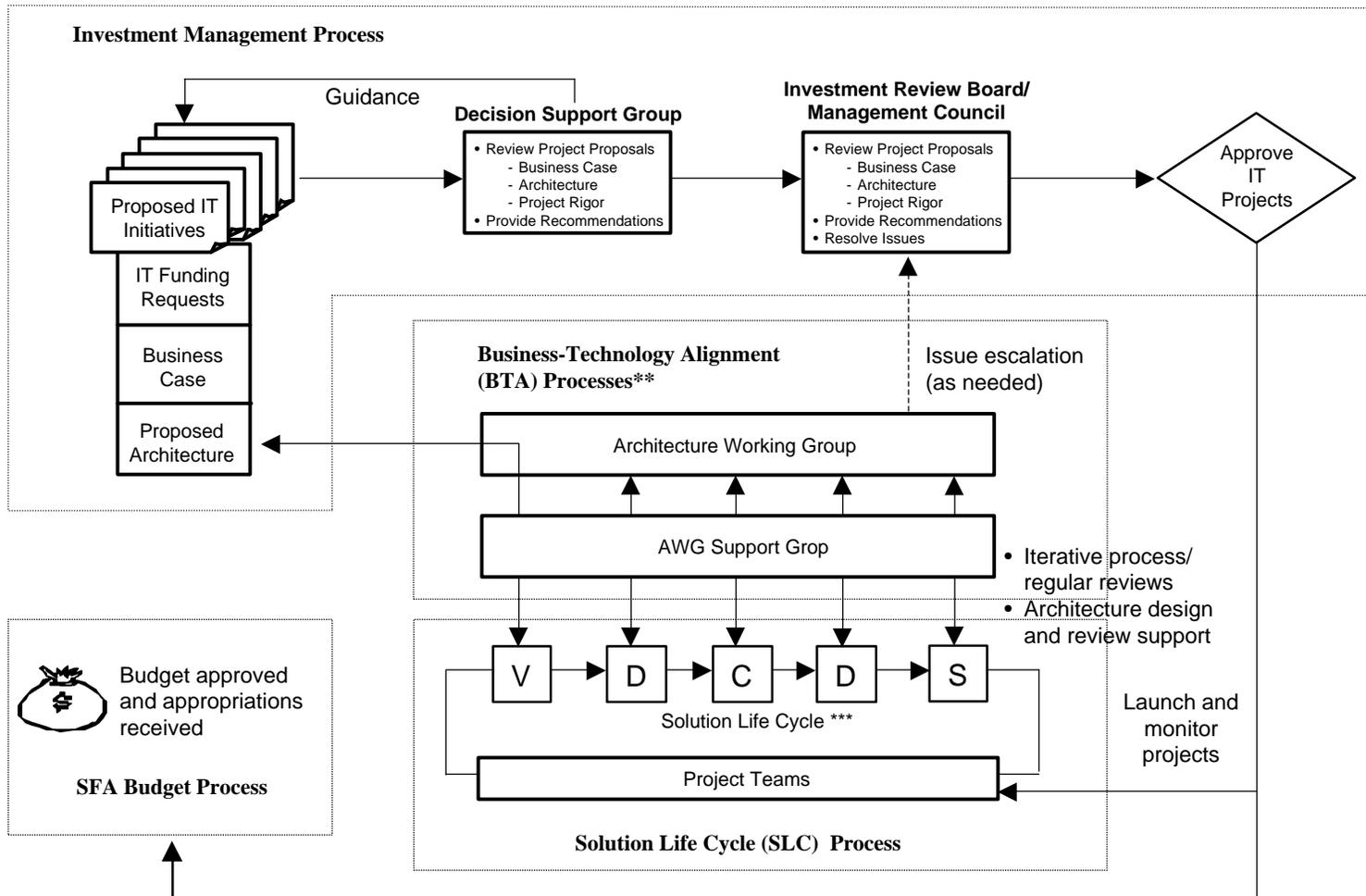
### Principles Guiding BTA Design

- IT decisions based upon business drivers and customer impact
- 75% of IT working group representatives from major business initiatives and/or projects
- Manage information and data as enterprise-wide assets
- Unify planning, management and alignment of Business and Information Technology



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

## SFA Processes



\* Business-Technology Alignment

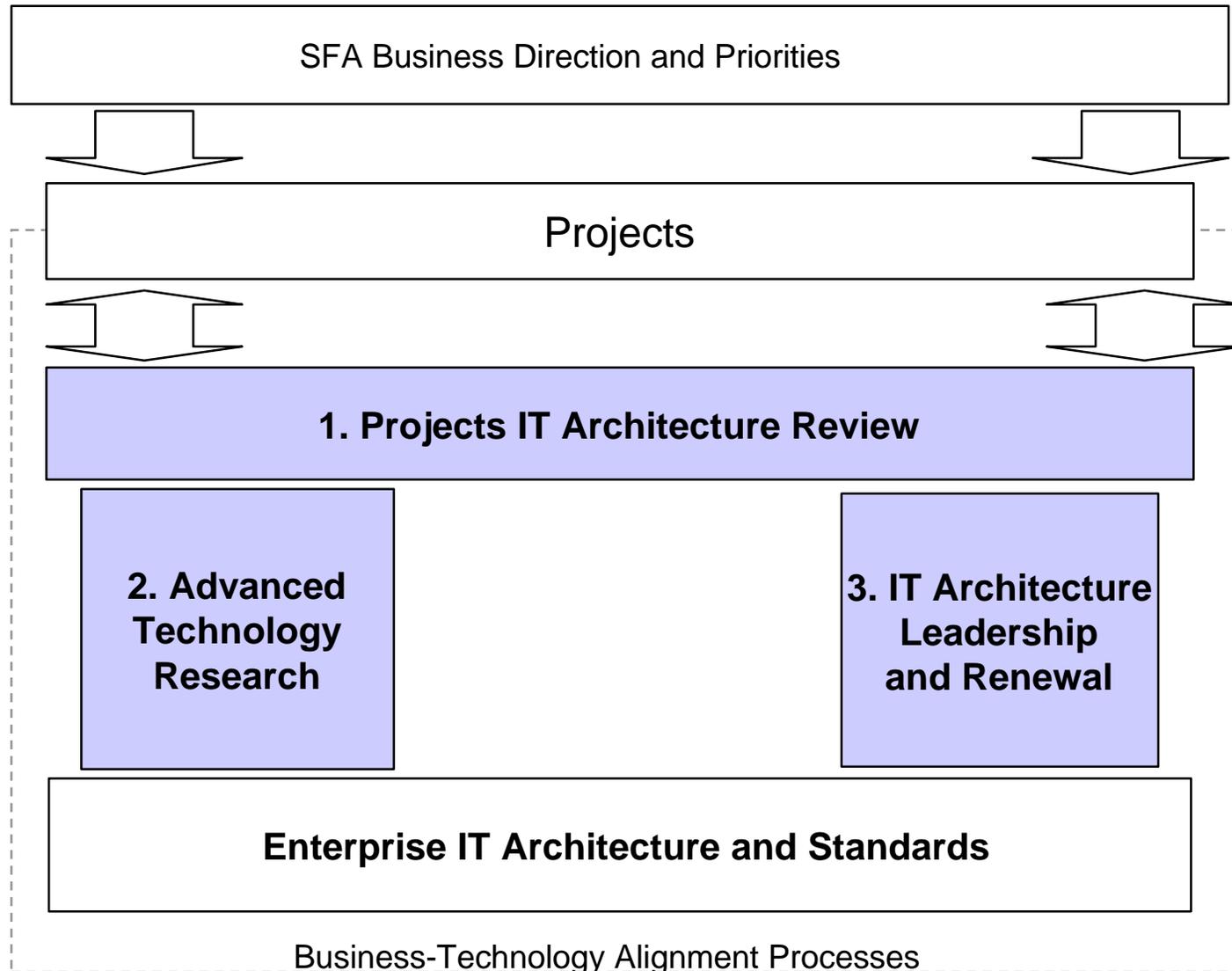
\*\* Enhances compliance with Clinger-Cohen Act

\*\*\* Solution Life Cycle Steps: Vision, Design, Construct, Deploy, Support



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

**BTA\* Processes at SFA**

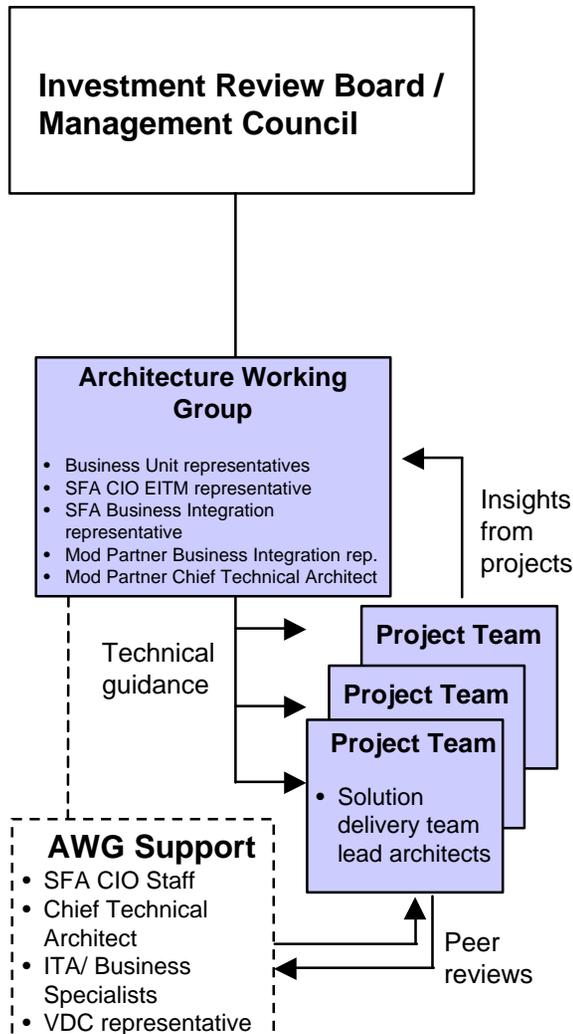


\* BTA – Business-Technology Alignment



# The Architecture Working Group (AWG) and Project Teams ensure architecture integrity of business solutions.

## BTA Organization Summary



### Architecture Working Group (AWG): Characteristics

- Permanent members; business representatives and technical architects;
- At least 75% business representation;
- Representatives from Business Units, Mod Partner, SFA CIO, and major projects;
- “Trusted Advisors”: consultation, coaching, mentor roles

### Architecture Working Group: Responsibilities

- Consultative roles to projects regarding interpretation, impact, the reasoning behind the technology choices, and advise on issues of migration to SFA IT architecture and standards
- Understand business and technical issues and implications
- Raise issues/exceptions to IRB/MC for resolution, as necessary
- Make recommendations (with implications, risks and costs) to IRB for setting direction

### Project Team Responsibilities Pertaining to BTA

- 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

### AWG Support (SFA CIO and Mod Partner) Responsibilities

- Peer group reviews with Project Teams, and identification of issues for AWG attention
- Maintenance and publication of architecture documentation
- Determine when smaller or larger changes to architecture are required and shepherd these through the approval process
- Drive the overall enterprise architecture process, creating and maintaining deliverables
- Conduct detailed technology, cost and risk evaluations for new technologies
- Education sessions, publicity, demonstrations of architecture and its business case



## The Architecture Working Group will be staffed with senior representatives from business and IT.

<b>Role</b>	<b>AWG Representative</b>
Business Unit Representatives	<ul style="list-style-type: none"><li>■ Robert Laurence - Students Channel</li><li>■ Anna Allen - Financial Partners Channel</li><li>■ Paul Hill - Schools Channel</li><li>■ Paul Stonner - CFO</li></ul>
SFA Business Integration Representative	<ul style="list-style-type: none"><li>■ TBD</li></ul>
SFA CIO EITM Representative	<ul style="list-style-type: none"><li>■ Denise Hill</li></ul>
Mod. Partner Business Integration Representatives	<ul style="list-style-type: none"><li>■ John Bogasky</li><li>■ Linh Nguyen - SFAU, SFAH, Ombudsman</li></ul>
Mod. Partner Chief Technical Architect	<ul style="list-style-type: none"><li>■ Peter Elms</li></ul>



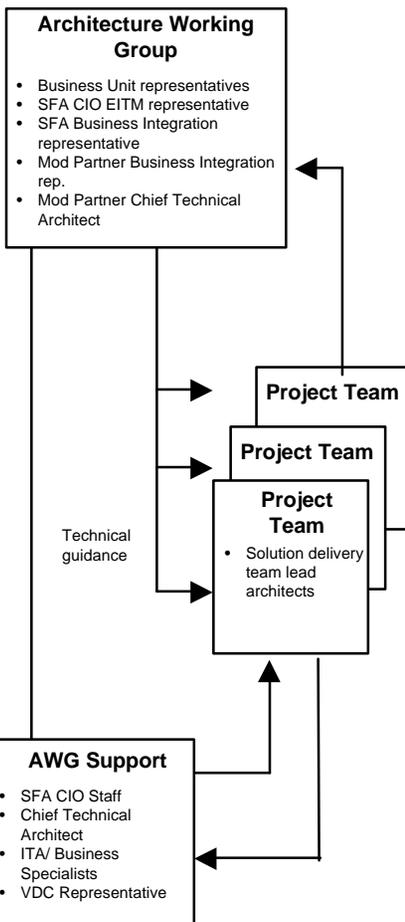


# Typical Scenario: Project architecture peer review.

## Objectives

## Typical Issues Addressed

### Architecture Working Group



- Help ensure that solution supports the business effectively and economically

- Using the SFA standard EAI bus (MQ Series) will delay the implementation of the solution, and is somewhat cumbersome for the user. What are the business implications of waiting or going with a non-standard workaround/ solution?

### Project Teams

- Ensure optimum solution design is achieved
- Leverage best practice and knowledge

- The project does not plan to use the transformation capability of the SFA standard EAI bus (MQ Series)

Trigger Issue

### AWG Support Group

- Help project teams identify where solution may be not following SFA technology standards
- Help project teams identify and investigate alternatives
- Help transfer knowledge, solutions, and best practices across projects

- How can the project use SFA's data transformation capability more effectively?
- What are the SFA-wide implications of the project not using MQ Series?
- What alternatives exist, and what are the SFA-wide implications of these alternatives?

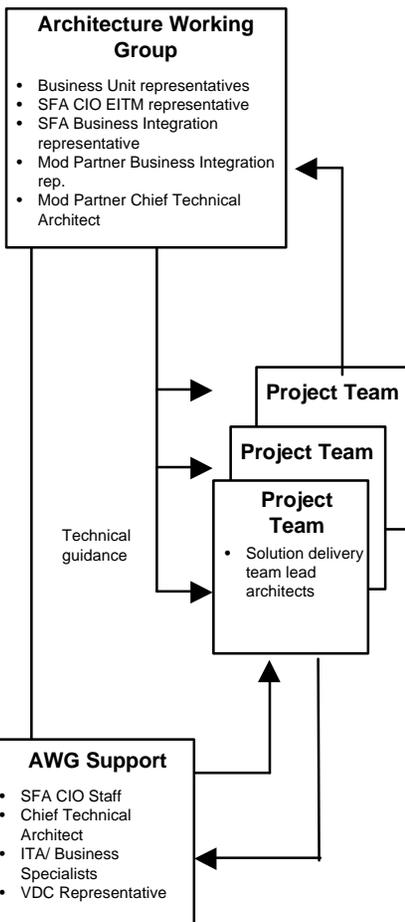


# Typical Scenario: Introduction of new technology.

## Objectives

## Typical Issues Addressed

### Architecture Working Group



- Understand implications of using non-standard technology
- Either provide agreement or help achieve acceptable alternative

- What is the right level of security appropriate for business needs? (This will drive the technology employed)
- Should we have SFA telecomms security standards? (This reduces flexibility for communications solutions and drive up cost)

### Project Teams

- Introduce non-standard technology into solution

- Business unit needs to transmit sensitive data to third parties. Should we encrypt the data?
- Project team wishes to install ATM connection for this communication. Should we have telecommunications standards? What should they be?

Trigger Issue

### AWG Support Group

- Help project teams assess the benefits and issues in use of non-standards technologies from SFA-wide perspective

- What are the technologies and economics for each option?
- Does the use of ATM make sense from an enterprise perspective?
- Is an alternative solution more appropriate from SFA-wide perspective?

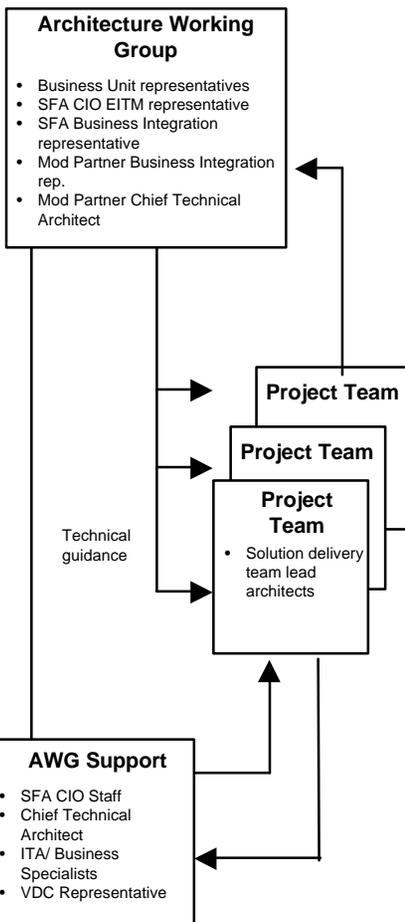


# Typical Scenario: Single Sign-on and Common User ID

## Objectives

## Typical Issues Addressed

### Architecture Working Group



- Balance user requests for ease of access with the cost and “pain” of achieving it

- Business users wish to have the convenience of a single sign-on for access to different systems
- There are significant system and cost issues around achieving single sign-on – is it worth the disruption?
- Currently five different types of user-ID are available within SFA – which should be the standard?

### Trigger Issues

### Project Teams

- Achieve single sign-on most effectively and economically

- What technologies will we need to achieve single sign-on? Across which systems?
- What are the implications of incorporating these new technologies – e.g. synchronization across systems?

### AWG Support Group

- Assist project teams address business needs most effectively and economically

- What options exist, and what are the implications and economics of these?
- What technologies should be SFA standards for single sign-on and common user ID?



## We need your support to achieve aggressive time targets.

### Timetable

<b>Activity</b>	<b>Date</b>	<b>Who</b>
Identify BU AWG representatives	Oct. 17	GMs
Distribute material for review to BU AWG reps.	Oct. 25	Denise Hill
AWG walk-through (orientation)	Nov. 2	SMEs & BTA Team
SMEs review material and provide comments	Nov. 2 – Nov. 9	SMEs
<ul style="list-style-type: none"><li>- Comments / Confirm AWG Charter</li><li>- BTA Processes and Descriptions</li></ul>		
Ramp-up and execute (Phase II)	Nov. 5 – Aug. 2002	SMEs & BTA Team
<ul style="list-style-type: none"><li>- AWG launch</li><li>- Project and BTA Issue Reviews:<ul style="list-style-type: none"><li>- Enterprise-wide Encryption standards</li><li>- Single sign-on</li><li>- Managed services</li></ul></li></ul>		



## Decisions needed.

- AWG Chair?
- What is needed to initiate AWG Support Group activities?
  - Which existing projects to review?
  - Which projects going to DSG that should be reviewed? When?
  - Investigation and analysis of key issues: encryption, single sign-on, etc.
- Next meeting?



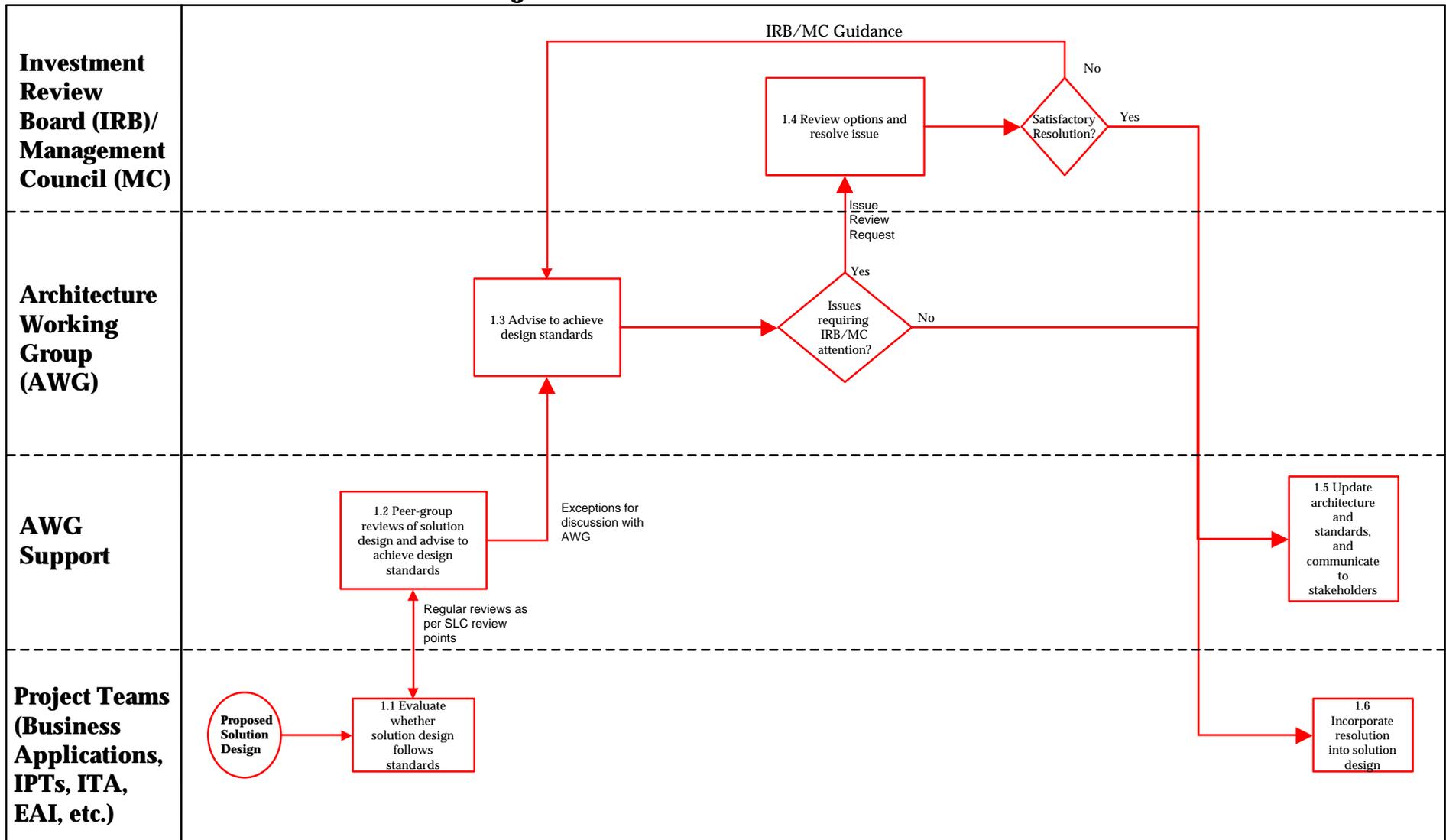
Appendix I: Business-Technology Alignment Processes

Appendix II: Sample Questions for Peer Reviews



# The Projects IT Architecture Review Process allows for fair consideration of exceptions to the solution design and architecture standards.

## 1. Projects IT Architecture Review Process

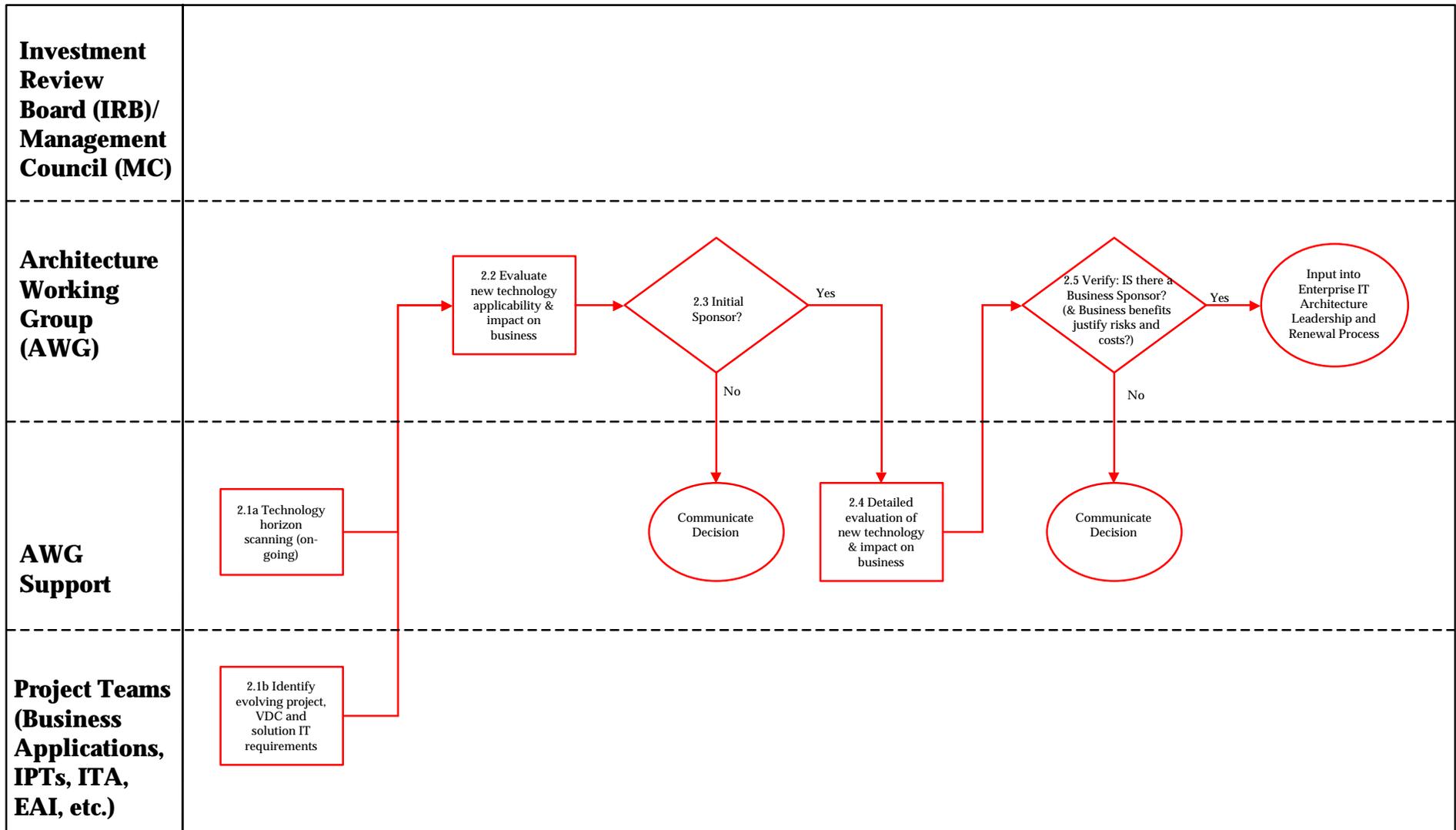




# The Advanced Technology Research process enables new-technology decisions based on business value.

## 2. Advanced Technology Research Process

### Function

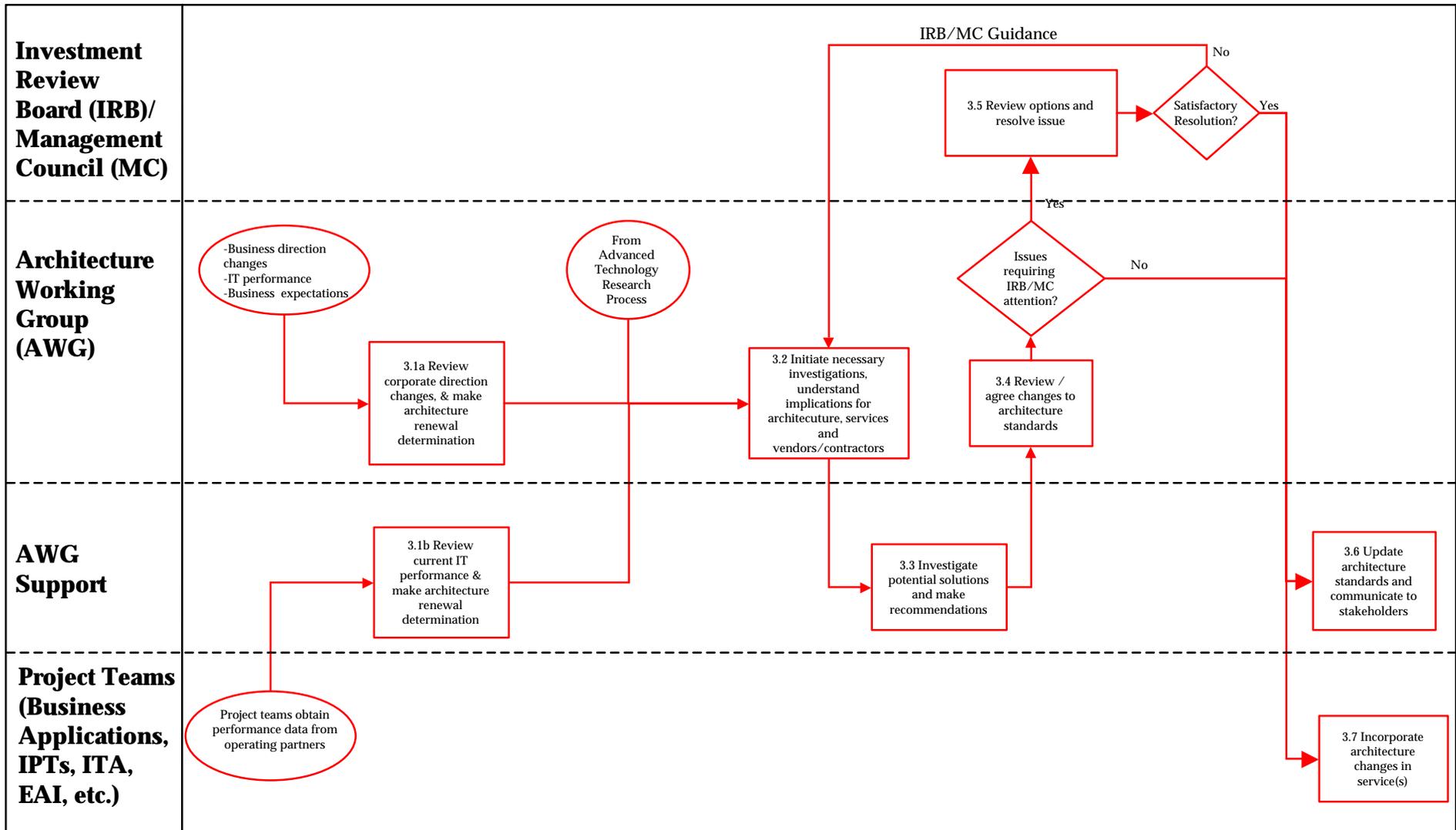




# The Architecture Leadership and Renewal process ensures that the architecture remains aligned with changing business needs.

## Function

## 3. Enterprise IT Architecture Leadership and Renewal Process





## Sample Questions for Peer Reviews.

### Security

#### Security Practices

- Where are you in conducting security and risk assessments?
- Where are you in the Certification & Accreditation (C&A) process?
- Have you developed Incidence Response Plans?
- Have you worked with VDC in addressing disaster recovery, continuity of operations, and performance?
- How much involvement have the SFA Systems Manager and Systems Security Officer (SSO) had in planning security?

#### Application Security

- What has been planned/achieved for access control (user rights, user privileges, user groups)?
- Who is doing what for Management Controls?

#### Security Technologies

- How is access control achieved (log-in passwords, PIN system, etc.)?
- How is encryption of data achieved (e.g. SSL certificates, data files, etc.)?

### Enterprise Application Integration (EAI)

#### Data Transformation and Routing

- Where is the data transformation being performed?
- Is there a common data format for communicating with the application?

#### Communications / Middleware

- What mechanism is being used to access external data?
- How are application transactions being received and sent to the application?

#### Business Process / Workflow Management

- Which workflow products are you using?
- How have the application business flows been defined?
- Describe how one complex business process is addressed

#### Data Integration

- Are you using batch transactions? Why?
- How many transactions does the application process each day?
- Are the processing of these transactions scheduled?
- Are transactions immediately processed by the application?