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EA@GC

Enterprise Architecture at the Government of Canada

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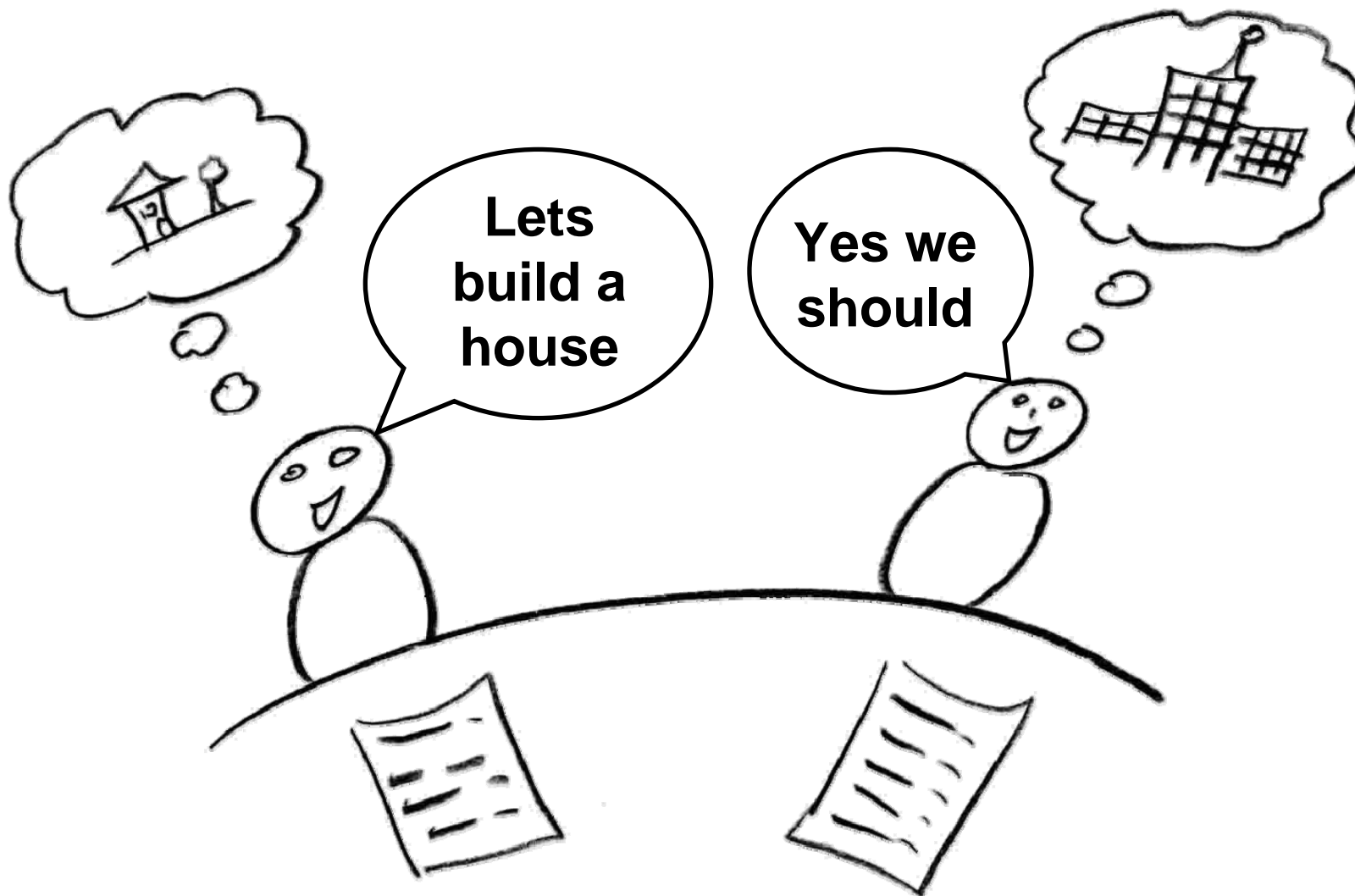
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April 2008

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Outline

Enterprise Architecture in Lay Speak

The Three Ways of EA

EA Activities in the GC

Summary and Next Steps



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What is EA@GC?

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EA Defined

Architecture = Descriptions
e.g. Words and Pictures for Bridges, Buildings, Town Plans, etc

An Enterprise Architecture = Enterprise Descriptions

Such as:

- Business Vision and Strategy
- Policy & Legislation
- Rules & Regulations
- Organization Design, Charts & Job Descriptions
- Process Maps and Models
- Application Designs
- Technology Designs
- Service Designs
- etc

EA Vision

Coherent Government



by design

Make descriptions coherent and enable:

- Complete and accurate enterprise wide information
- Alignment between the layers & between departments

Coherent descriptions require rules for describing

Rules look like:

- Standards
- Reference Models
- Service Profiles
- Principles

But so many rules to develop... we needed a strategy!

EA Strategy

1. Project Based EA Development

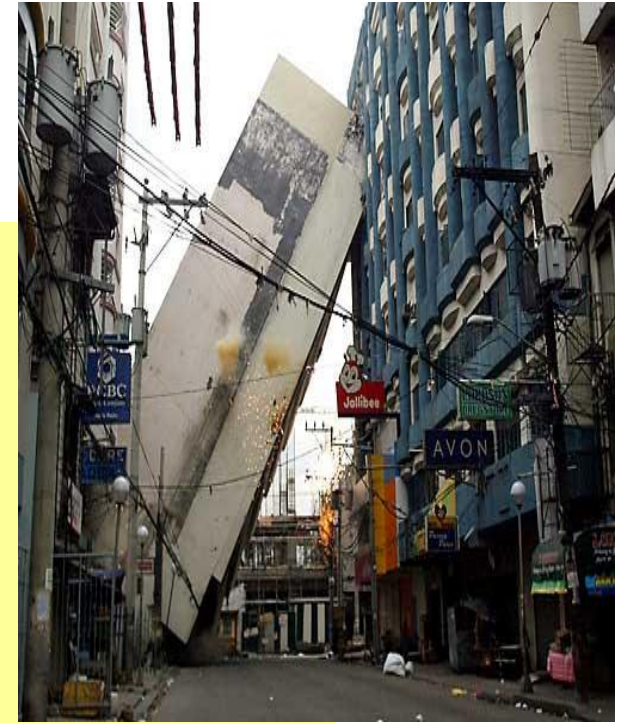
Focus on architecture that helps achieve specific business objectives

2. Embed Operationally

Learn from the project and embed rules into existing processes

3. Lead with EA for Business Design

- *Good Building Architecture = Solid Buildings*
- *Good Business Architecture = Solid Business*





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The Three Ways of EA

In collaboration with:

Scott Bernard – Carnegie Mellon University

John Gøtze - President, Association of Enterprise Architects

Pallab Saha – National University of Singapore

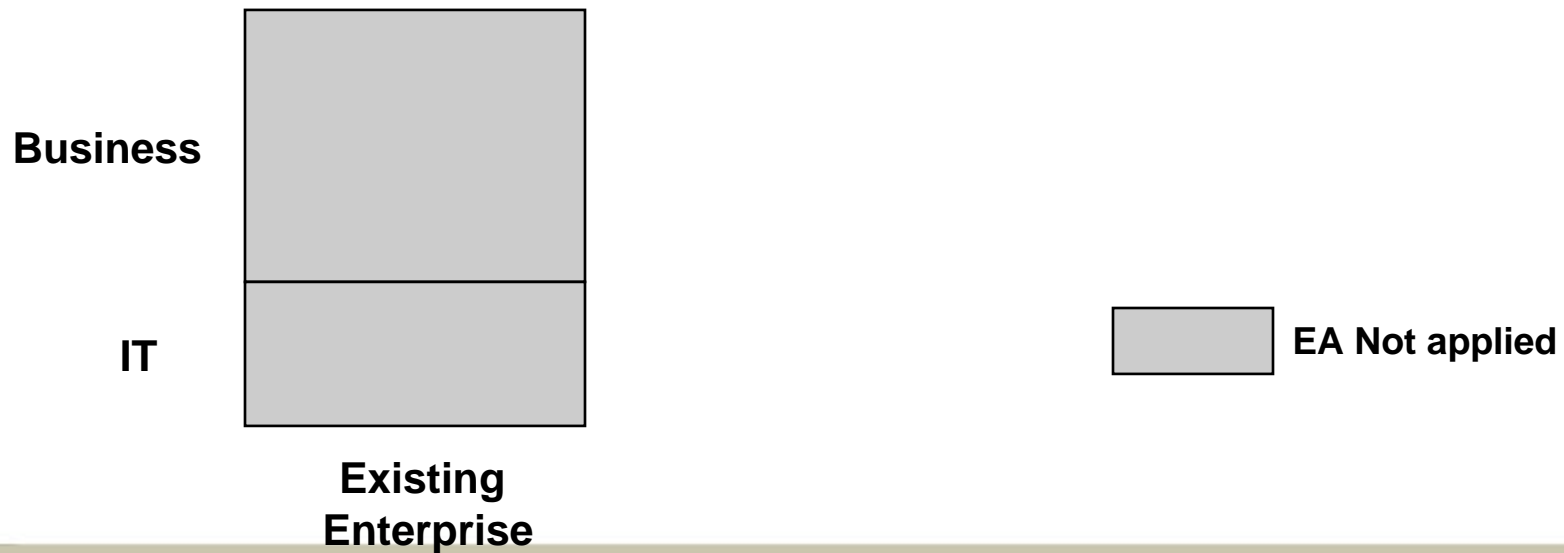
Watch for the first chapter in the next Journal of EA

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In the Beginning

Imagine an Enterprise that had not heard of EA.

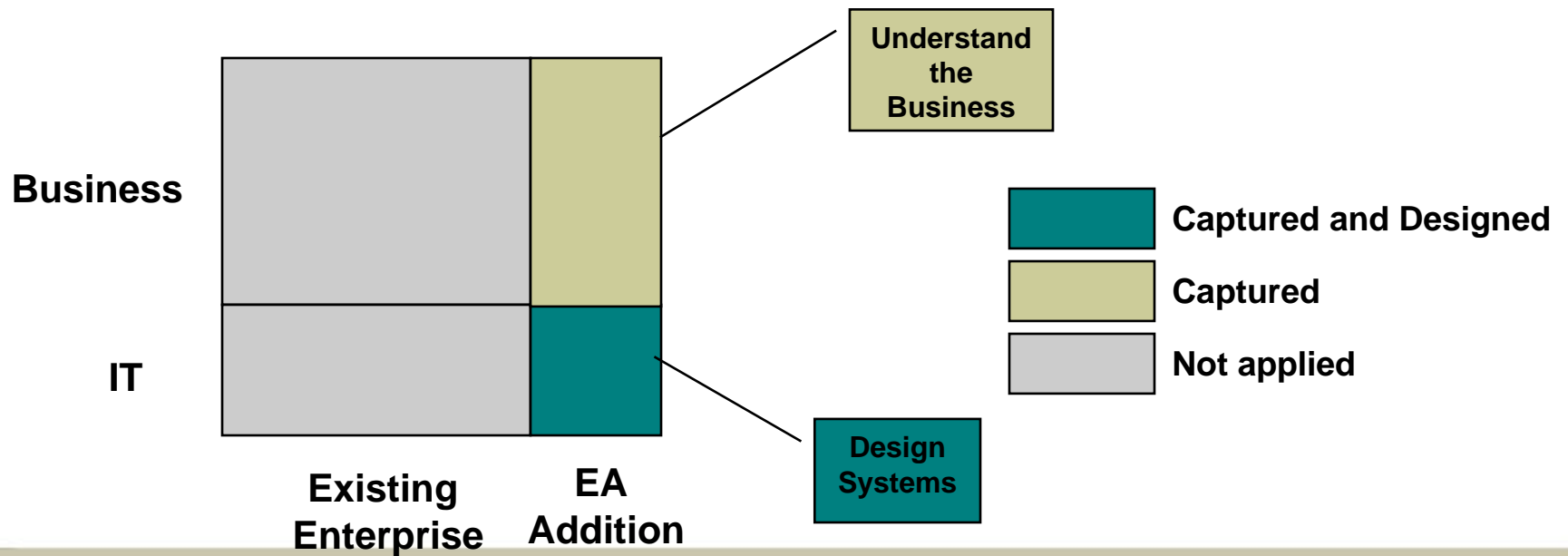
- It is operational
- It produces and uses information (there are artefacts)
- But no one is responsible for enterprise wide coherence using scientific method.
- It can be viewed as having business through to IT operations.



First - Foundation

Use of EA to ensure Alignment of Business & Systems

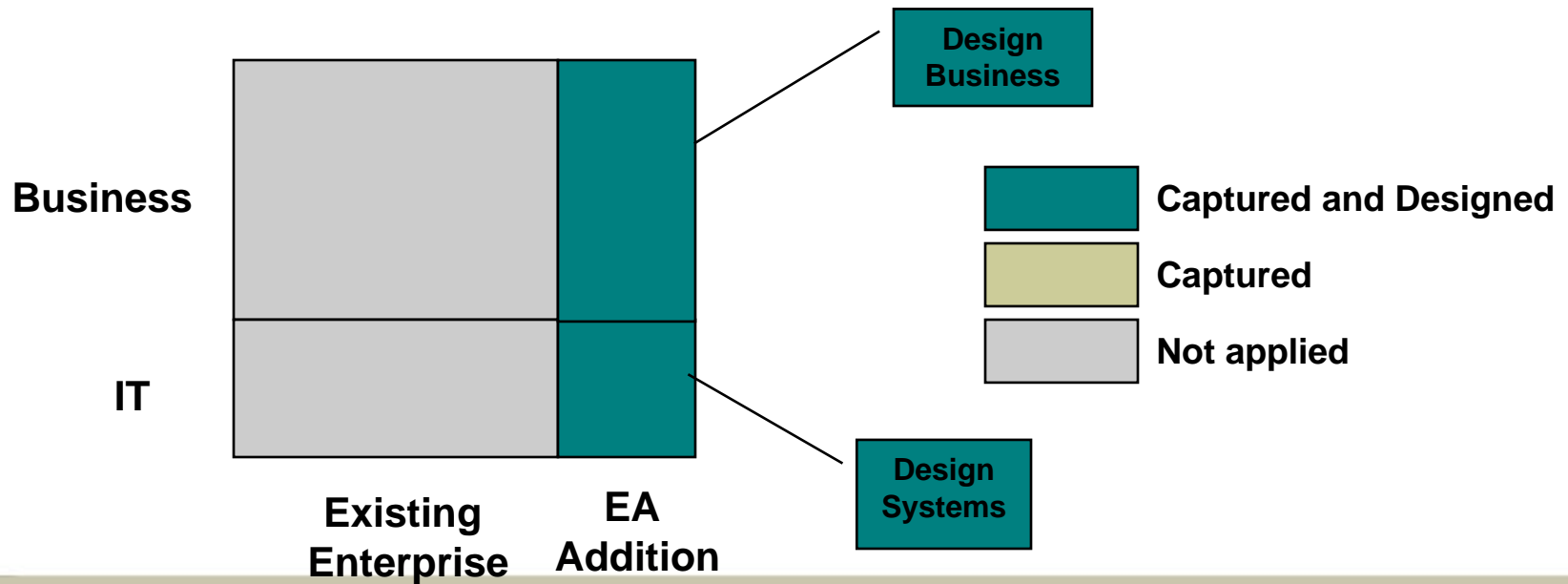
- Capture Understanding of Business
- Target: Systems Architecture and Design
- Valuable and the most practiced form of EA
- Largely lead by CIO Community



Second - Extended

Non-IT use of EA

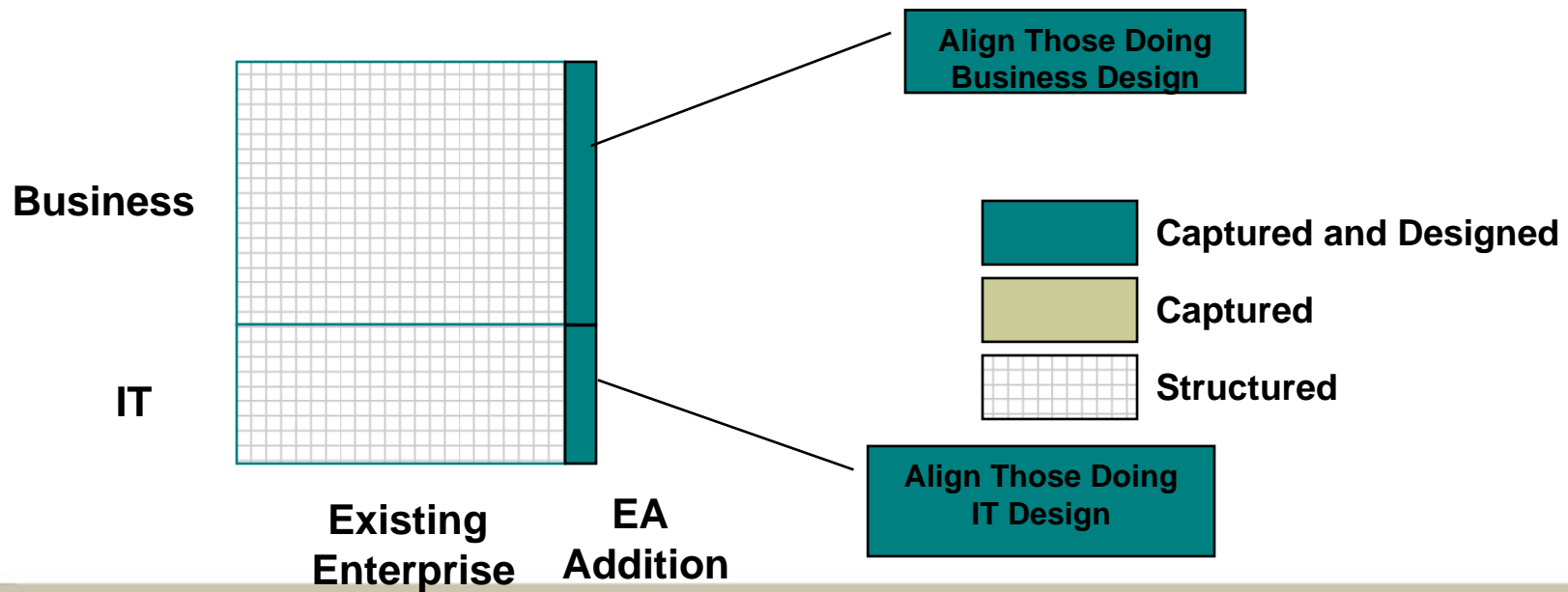
- Support Coherence Generally (e.g. Policy Alignment)
- Enables 'Enterprise Engineering'
- Less practiced form but arguably more valuable than foundation.
- Not necessarily lead by CIO Community



Third - Embedded

The use of EA by non-IT and IT in normal processes.

- In the lay speak definition, we said it was already there so an Enterprise's Architecture should NOT be developed on a project. It should be leveraged.
- Find these key descriptive processes, apply EA structure to those artefacts and enable alignment.





Notes on Foundation

- **Provides Excellent Value**
- **Some implementations are simply IT Architecture at the Enterprise Level**
- **In some cases this is all you need for a particular investment.**



Notes on Extended

- **Traditional Business Architecture:**
 - Capturing business requirements to build systems
 - Results in solutions aligned to business
- **New Business Architecture:**
 - Design the business to achieve desired business outcomes
 - Results in business aligned to purpose

**Think business “Purpose”
not just business “Process”**



Notes on Embedded

Implications

- EA becomes the task of the CxO Leaders
- Alignment Support is the Chief Architect's Responsibility
- Built Out effort gets reduced because we get to reuse Built In artefacts.

Example:

When starting transformation of a policy center because of new political direction we would:

Previously – Begin the process of properly capturing the “As Is”.

Now – We simply get the “As Is” from the artefacts updated through regular process (e.g. Annual Plans, Budgets...).

Motto: Find It, Structure It, and Align It



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GC EA Activities

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EA Update

Embedding Alignment:

- Internal Services Profile into Budget Process (PAA)
- Elements of EA (BTEP) moving to Project Management Policy
- Chief Architect's Guide

Architecture for business design:

- GSRM (GC Strategic Reference Model) going Pan-Canadian
- Testing GSRM as UMM Extension (Towards UN Adoption)
- New Webinar Explaining Business Architecture (Free)
- Revised web sites and Collaborative Library

Project based development:

- Grants & Contributions Redesign Support
- ISRA (Internal Services Renewal Alignment)

PAA - Program Activity Architecture

BTEP - Business Transformation Enablement Program

EMF - Enhanced Management Framework

UMM - UN/CEFACT Modelling Methodology

GSRM - Governments of Canada Strategic Reference Model

EA Update

Collaborative Architecture Library

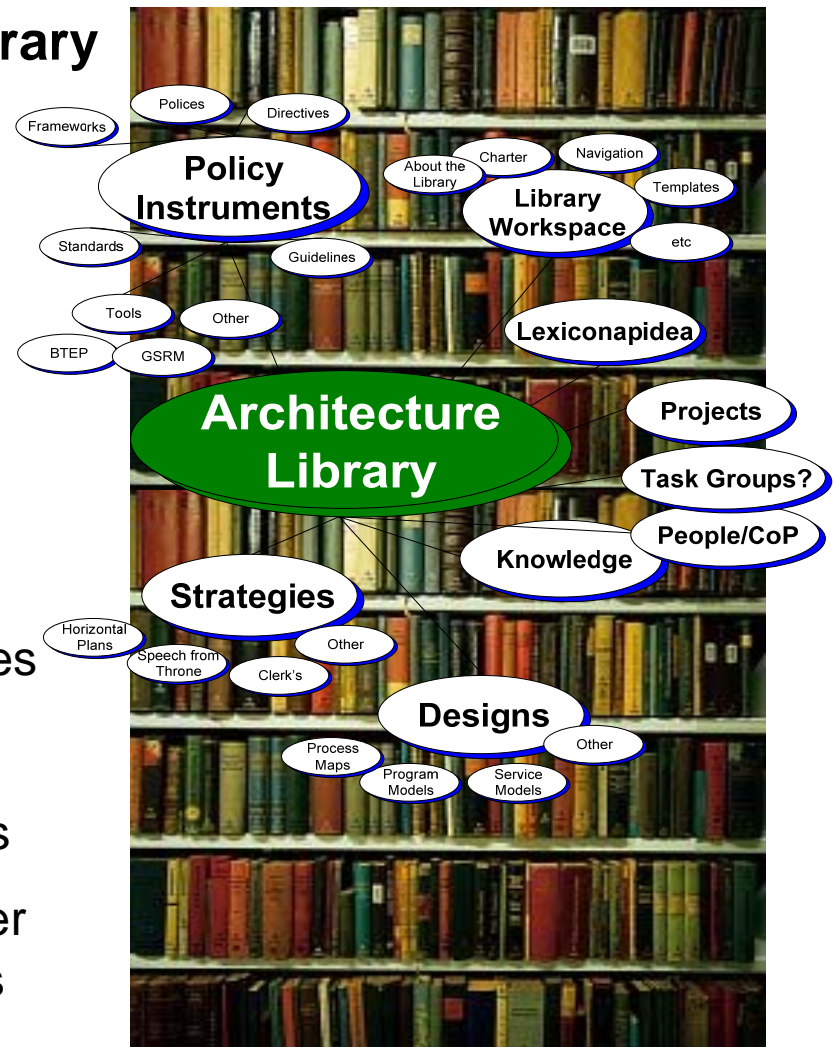
By and for the Public Service:

- Web 2.0 wiki based
- Official and unofficial content
- Complete and work in progress
(clearly identified)

Goals:

- Learn from our successes and failures
- Build on the great work of others
- Search and publish tools and models
- Ultimately improve the way we deliver service to each other and Canadians

Internal Launch Underway





EA Update

CARA – Chief Architect Recognition Award

Annual Award

- Special Recognition for leaders in advancing EA from two perspectives:
 - **Core Practitioner Leader**
Advancements in the ‘Science’ of EA. Reference Model Advancements, Alignment Tool Developments, etc.
 - **Applied EA Leader**
A member of the Community at large that is NOT a core practitioner but has adopted or implemented EA in a way that advances our Coherence objective.



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Project Spotlight

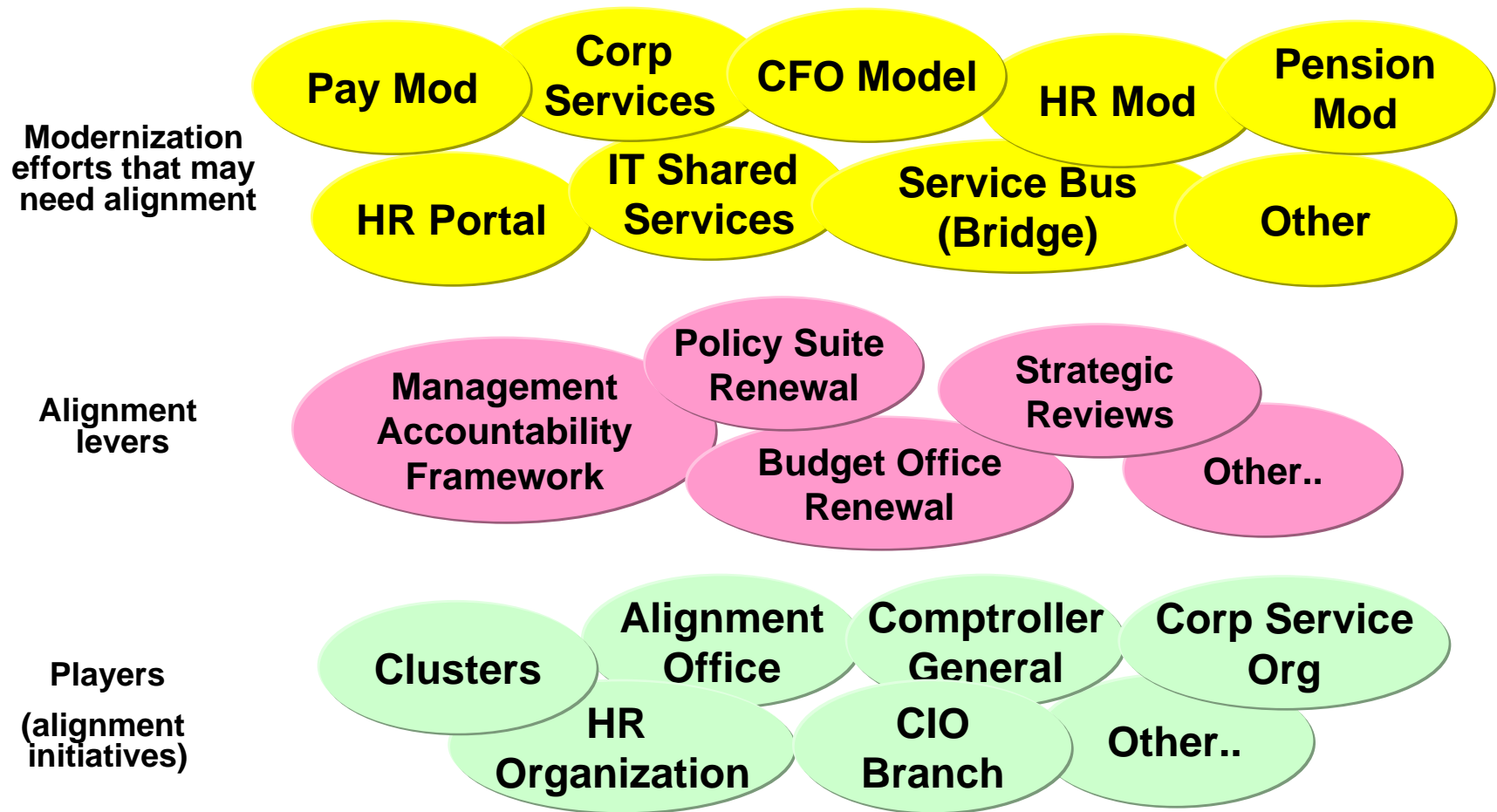
Aligning Internal Services

ISRA – Internal Services Renewal Alignment

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ISRA Context

Many initiatives, many players, many opportunities...



ISRA - Alignment means...



**Ruthless
Standardization**

**Less
Redundancy**

**Standardized
Data**

**Seamless
Services**

**Shared
Networks**

**Leveraged
Investments**

**Common
Processes**

Enterprise Architecture can help with this ...



ISRA Overview

Enabling alignment of Internal Service initiatives

1. Inventory of initiatives

2. Tools to assess alignment

- Alignment Models

3. Iterative assessments

- Find gaps and overlaps
- Recommend options for correction where possible

4. Alignment in operations

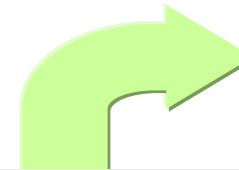
- Strategy for embedded alignment tools and processes
- Built in continuous improvement

ISRA Scope and Impact

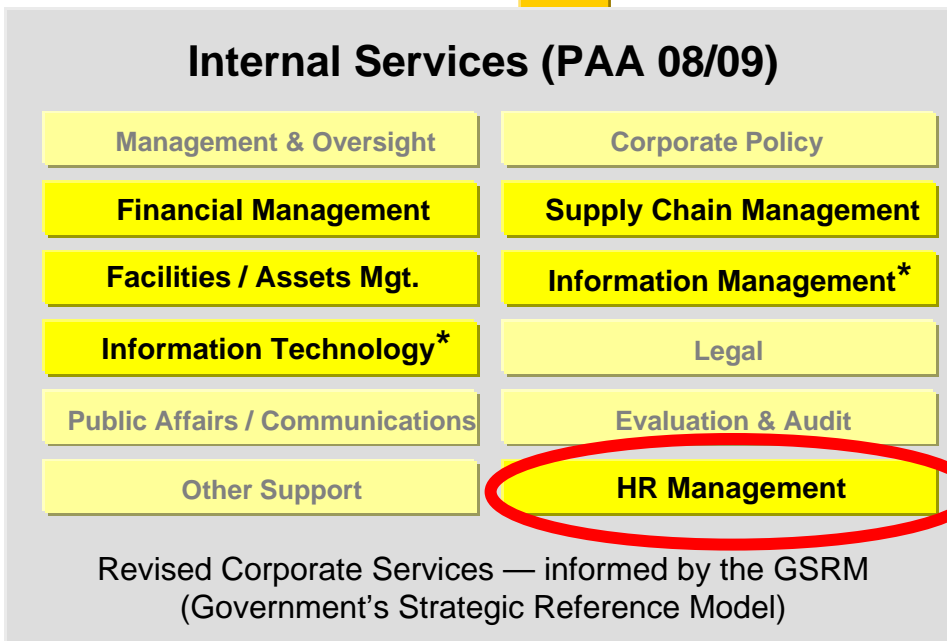
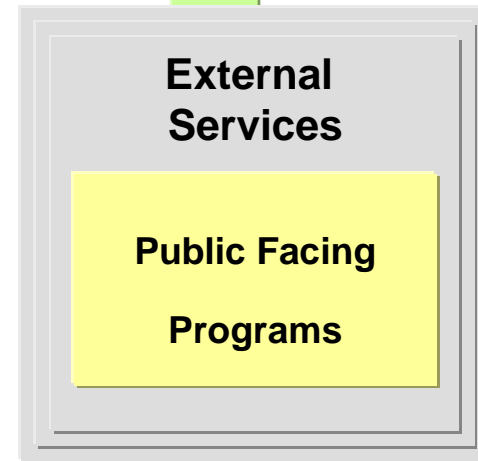
Aligning internal services improves service to the public



Public



Public Servants

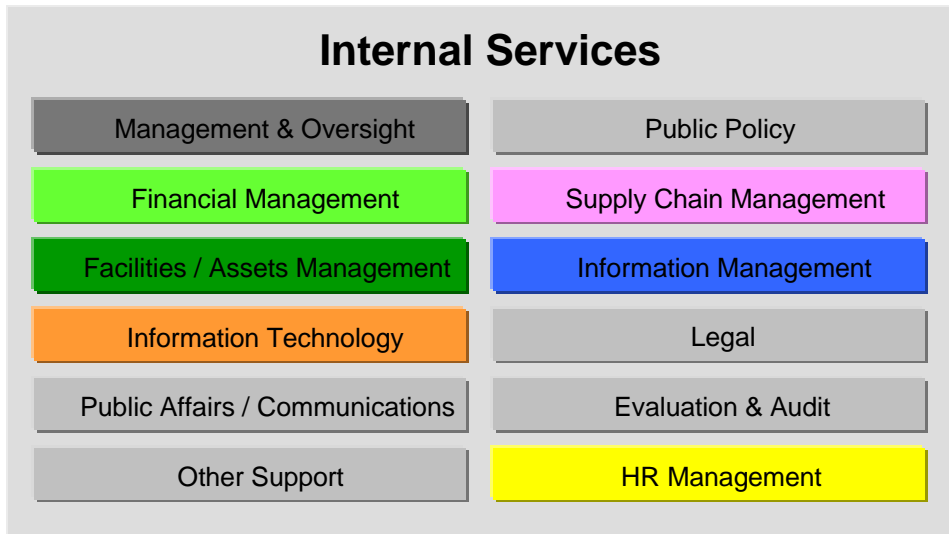


Initial focus

* IM and IT in the context of other back office services

ISRA - Inventory

Major Transformation Initiatives Across the GC – All Internal Services Business View



Observation:
The majority of current transformation initiatives focus on Information, Technology, Financial, and HR services.

\$3 Billion*

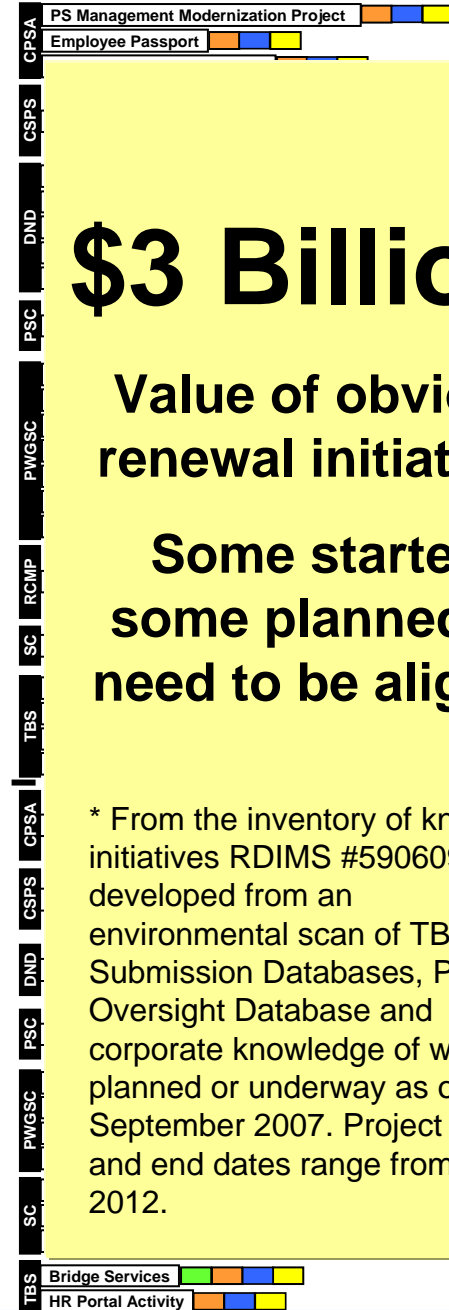
Value of obvious renewal initiatives

Some started, some planned all need to be aligned

* From the inventory of known initiatives RDIMS #590609, developed from an environmental scan of TB Submission Databases, Project Oversight Database and corporate knowledge of work planned or underway as of September 2007. Project start and end dates range from 2003-2012.

Initiatives

Enablers





ISRA Foundation for alignment

Need to describe projects consistently

- Must attribute projects according to standard model for describing Business Lines (or sub-business lines) Solution, Outcomes, Outputs, program, service, process, etc.
- Subdivide according to standard based on PAA, GSRM and Service Profiles.

Need to align more than projects

- Alignment analysis must extend beyond projects. Align with the existing business. For example: Look at new web portals along side existing portals wherever they are.



ISRA - Multiple alignment viewpoints

Strategic Alignment

Support for GC and Departmental Strategic Outcomes and assurance that Strategic Outcomes of another business area are not undermined.

Logistical Alignment

Schedule and budget relationships, dependencies and integration between projects.

Design Alignment

Identify and assess overlaps, gaps and dependencies in service delivery.

Methodological Alignment

Assess adherence to approved methodologies.

Compliance Alignment

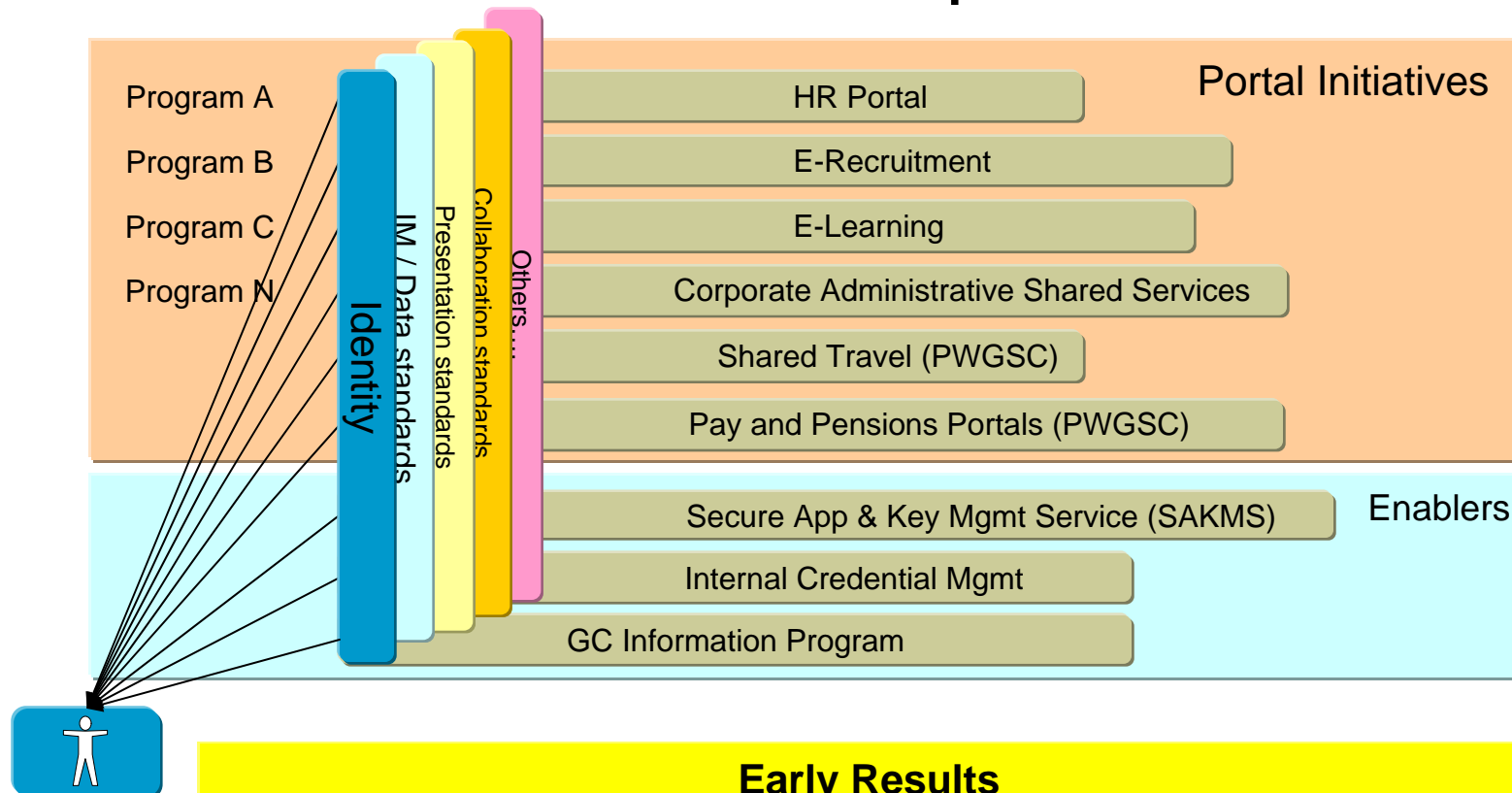
Strategy and design adhere to: policy instruments.

Capacity Alignment

Capacity of the organization to successfully complete and use the initiative.

ISRA Findings

Many projects developing/need similar components but with different names and descriptions.

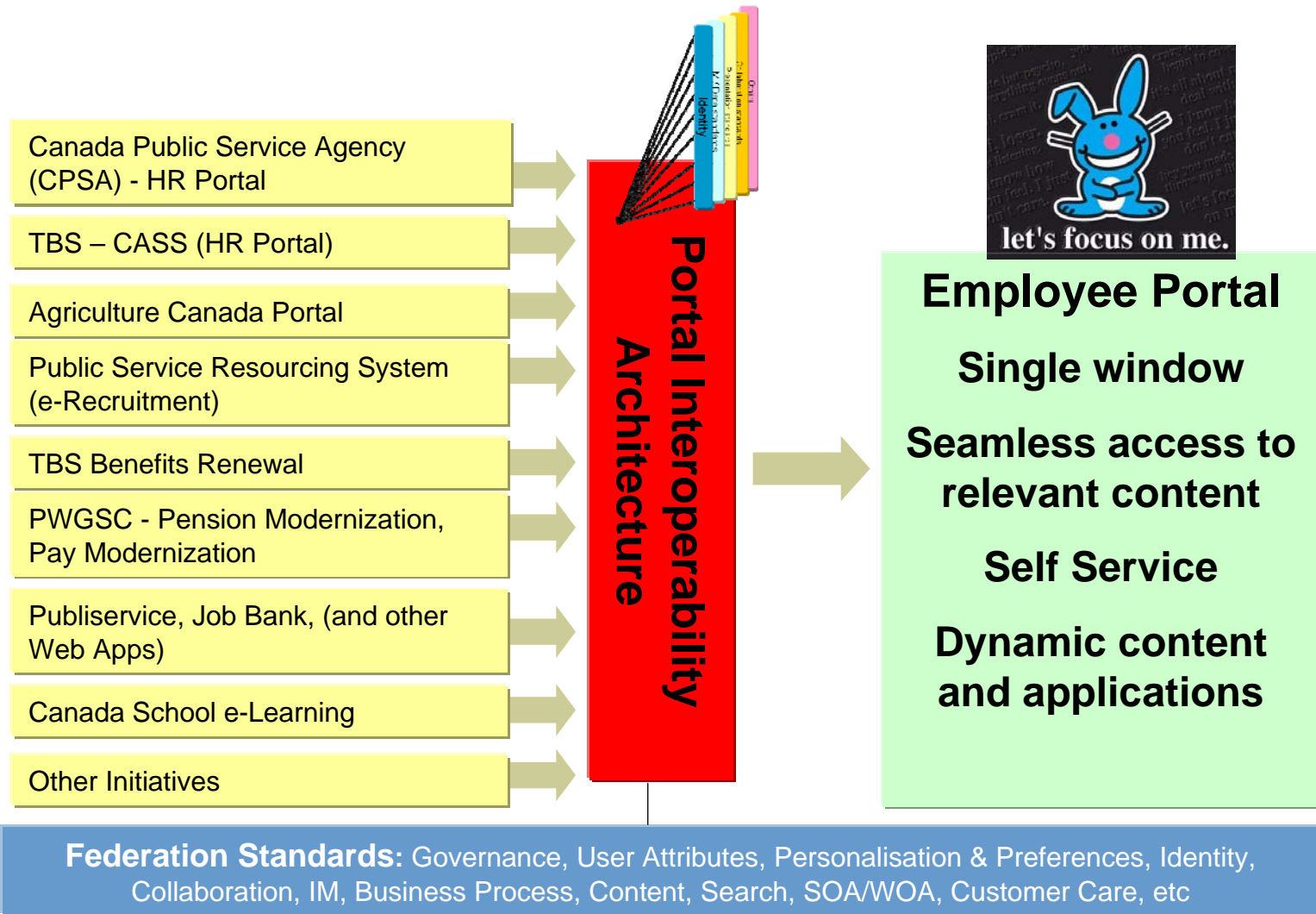


Early Results

While testing some of the alignment tools we identified urgent issues for the senior management committee. They have started to address these already.

ISRA Finding

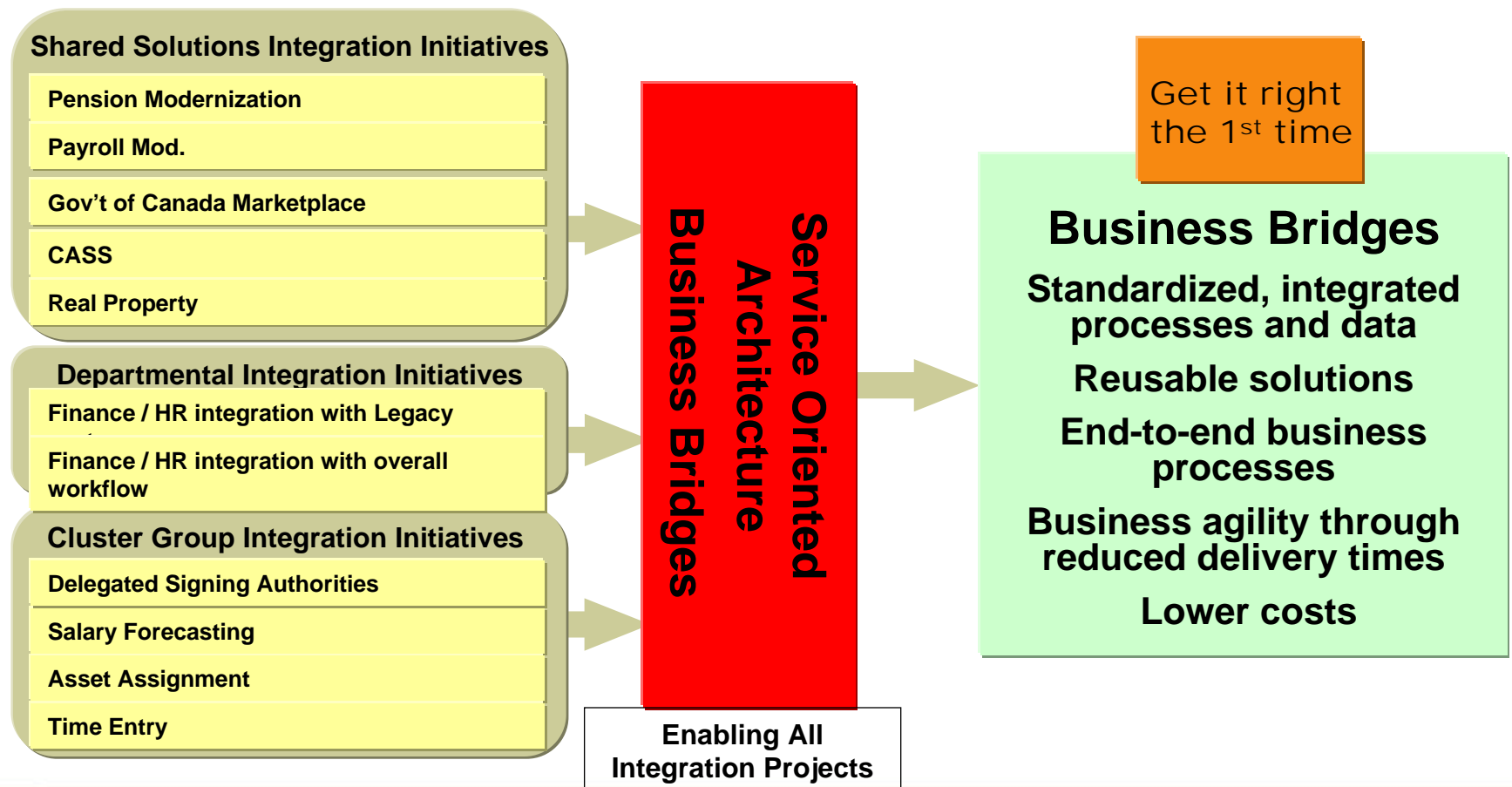
Need for Portal Interoperability Architecture



ISRA Findings

GC Must Integrate it's Integration Solutions

Create & promote a service oriented architecture in order to enable business integration.





ISRA Finding

Need a clear act as one model



Public Servants



Public

Shared Service Options Stack

All departments govern

Department chooses to deliver or acquire services at appropriate levels

Every layer uses the one below

EVERYONE, follows the same core standards.

Full Business Services

Client Facing, i.e. Service Canada



Business Process Services

Common (white label) service i.e. Payroll, Travel, etc....



Solutions

Shared, central or local hosted using shared Enterprise Assets. Some customization i.e. PeopleSoft



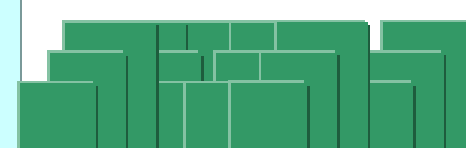
Shared Enterprise Assets

i.e. Enterprise licence, some choice,



Core Interoperability Standards

Everyone uses common standards where required. From technical to business, community chosen, no exceptions



Shared service options

Departments and Agencies



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Summary and Next Steps

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Summary

Your Enterprise Architecture already exists

- Just need to make it coherent

Alignment requires consistent descriptions

- Common rules and models
- Embedded rules not new processes

The GC CIO is doing IT and non-IT alignment

- A new trick for an old dog.

All CxO's need to create and follow standards

- Collaborate on Rules for Describing

Next Steps

- **Get yourself a Chief Architect**
- **Actively Practice the ‘Three Ways of EA’**
- **Tell your most Senior Executive (CEO, Deputy Minister)**
 - **EA is NOT just about IT, it can help your entire business.**
 - **If you want to know if something fits or is the right thing to do ... you need a chief architect**
- **Practice ruthless standardization strategically**
- **Together, people can create:**

Coherent Enterprise



by design



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