



# *Best Practices*

## for Enterprise Architecture



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# *Agenda*

- Challenges of Enterprise Architecture
- Best Practices
  - Document “As-Built” architecture
  - Define future architecture, standards, & processes
  - Communicate, facilitate & manage
  - Monitor conformance to standards

# Architecture

Start with the end in mind  
– Steven Covey



**The building challenges the way a business school should look just as Weatherhead challenges the way management education should be taught.**



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## The Problem with Enterprise Systems

- Some 673 different and uncoordinated financial systems made it impossible to track \$2.3 trillion in financial transactions. – *Donald Rumsfeld, DoD*
- Between various departments there are more than sixty different definitions for the term "net sales." – *Enterprise Architect, Retail Organization*
- Each development team had its own DBA, and its own definition of a "store". – *Enterprise Architect, Retail Organization*



Does meet standard



Does not meet standard

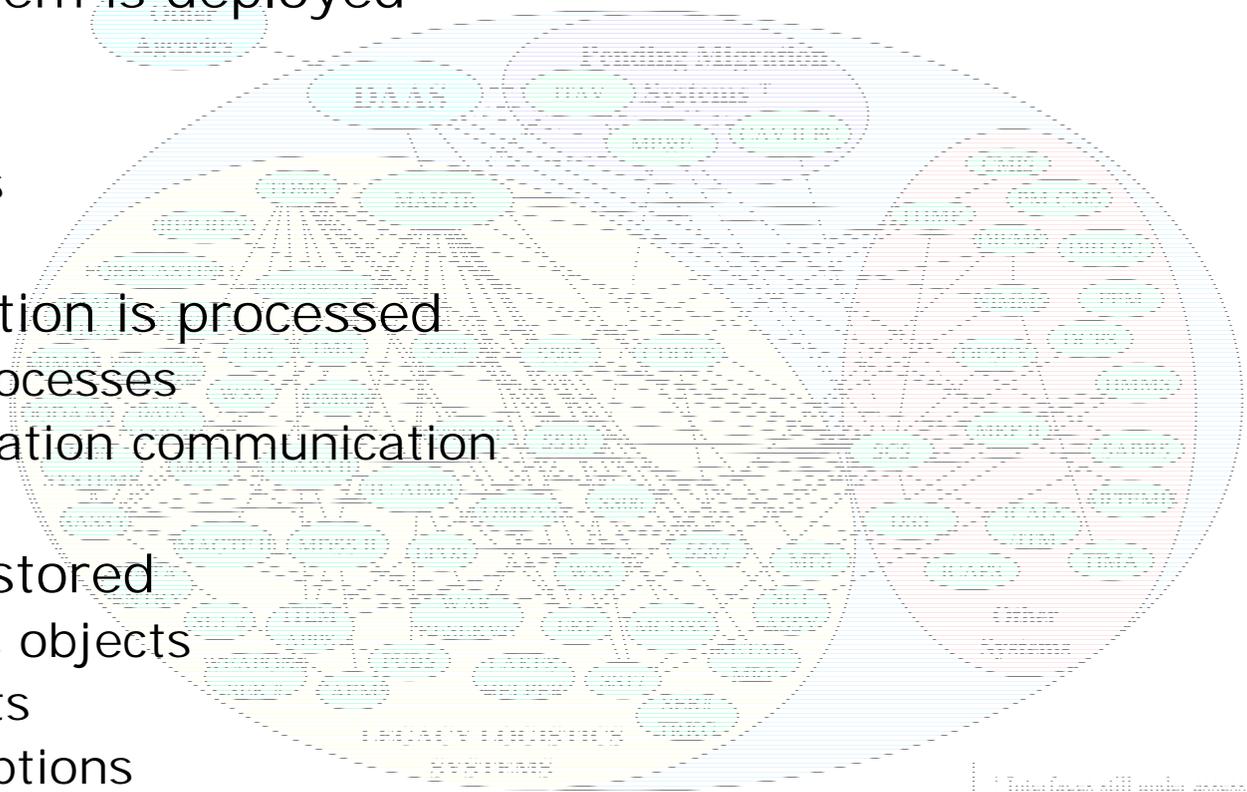
## *Best Practices for Enterprise Architecture*

- Document “As-Built” architecture
- Define future architecture & standards
- Communicate, facilitate & manage
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# As-Built Architecture

*“These systems have been in place for thirty years and no one is sure how they work in any level of detail.”*

- How the system is deployed
  - Networks
  - Servers
  - Applications
  - Data Stores
- How information is processed
  - Business processes
  - Inter-application communication
  - Data flows
- How data is stored
  - Data access objects
  - Data formats
  - Data descriptions



\* Interface still under assessment

# Why Document the As-Built Architecture?

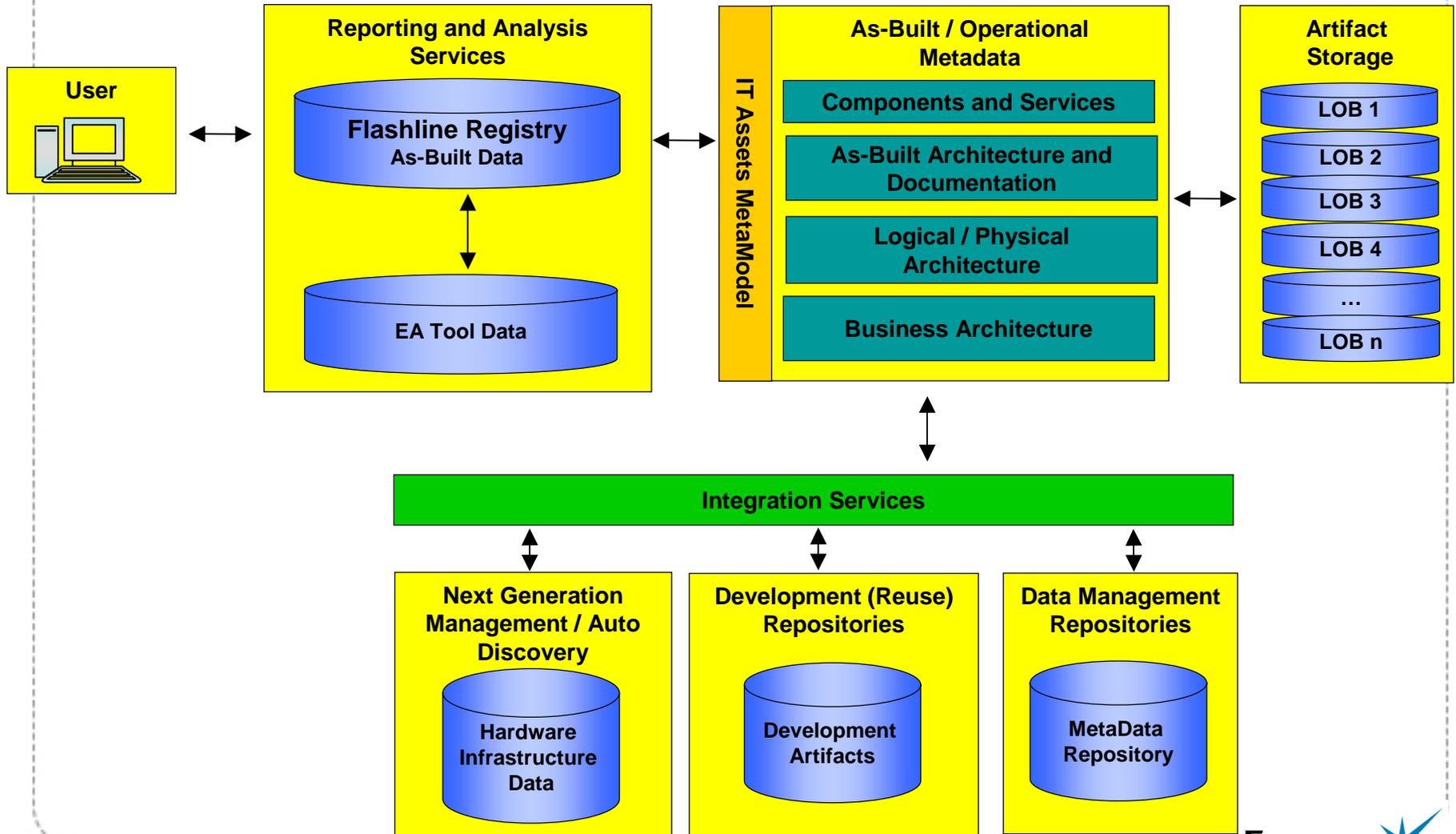
<i>Reason</i>	<i>Result</i>
<b>Capture knowledge</b>	<ul style="list-style-type: none"><li>▪ Enable reuse</li><li>▪ Webification</li><li>▪ Enable ongoing support</li><li>▪ Prepare for Outsourcing</li></ul>
<b>Identify redundancy</b>	<ul style="list-style-type: none"><li>▪ Consolidate functionality &amp; data</li><li>▪ Transform legacy systems</li><li>▪ Increase customer response time/satisfaction</li><li>▪ Reduce total lifecycle costs</li></ul>

*The mission now: Use information technology not only to build smarter weaponry, but also to modernize and streamline front- and back-office operations to speed the response times of the Army, Navy, Air Force, and Marines to new types of enemy threats.*

- DoD Battles IT Bureaucracy, *CIO Insight*, August 19, 2002

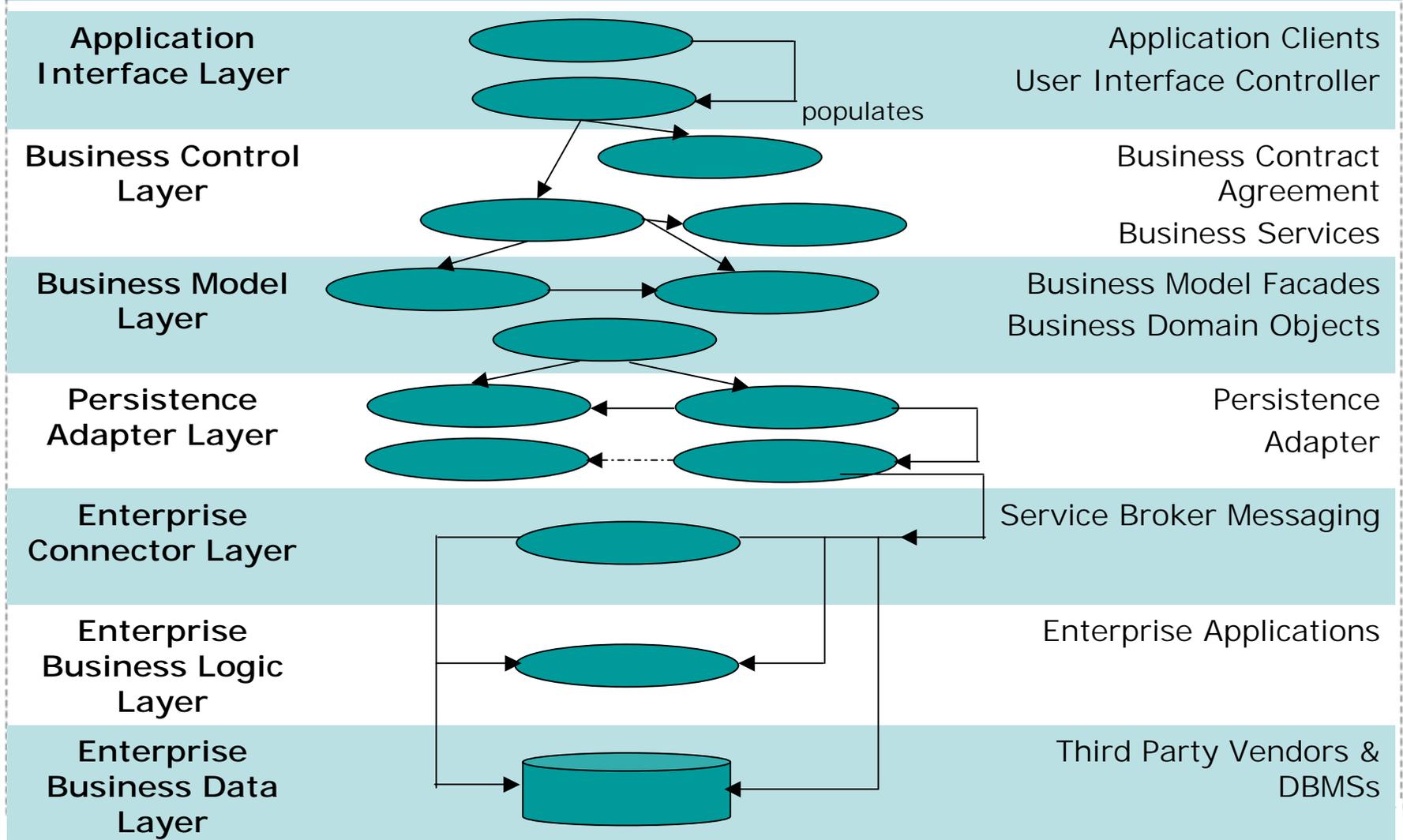
# Document As-Built Architecture

## Large Manufacturing Organization



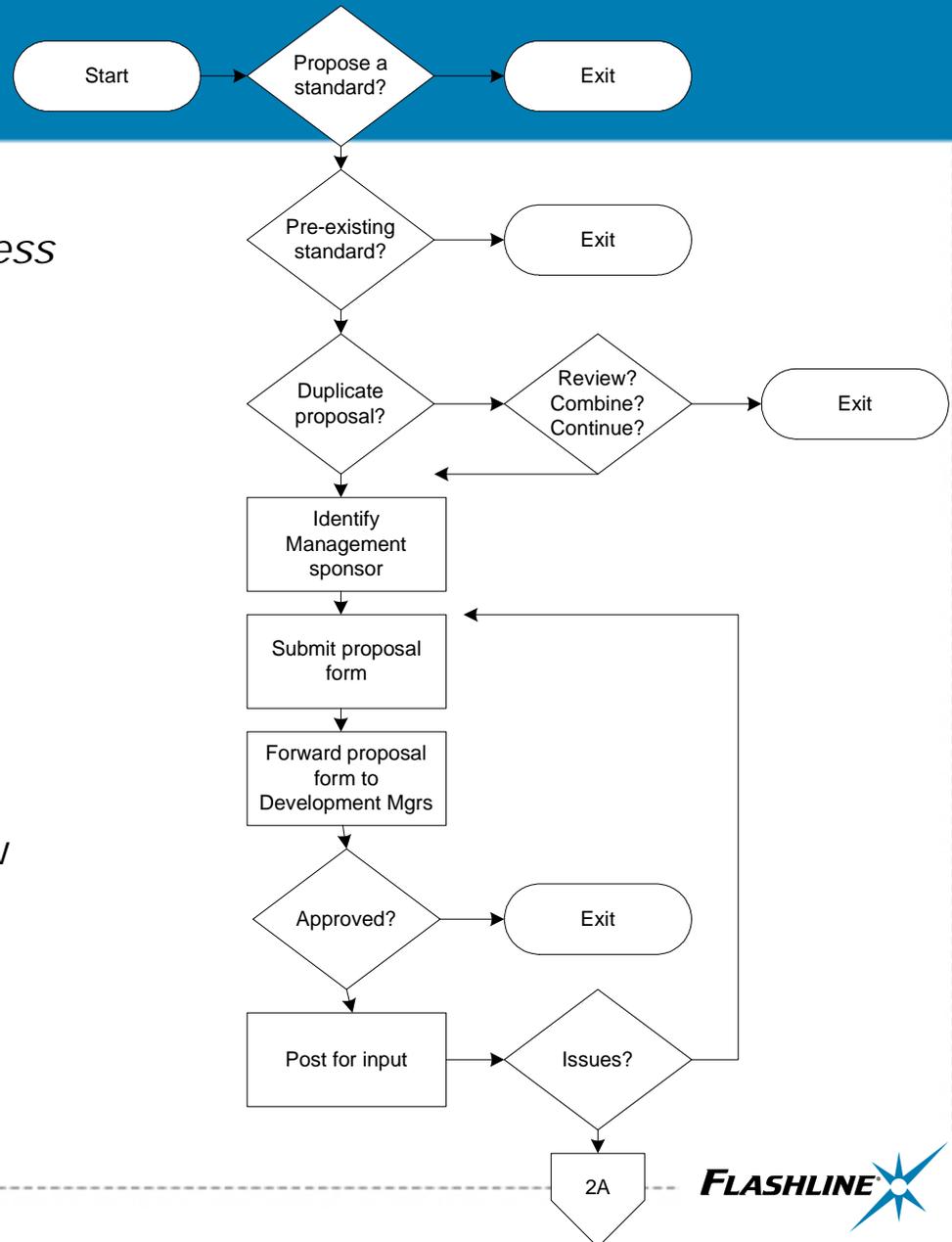
# Define Future Architecture

## Fortune 500 Financial Services



# Defining Standards

Fortune 500 Financial Services



## Standards Proposal Review Process

- All employees have an opportunity to propose and champion a new standard
- Sponsorship is obtained
- Proposal form describes the standard, but implementation may be incomplete
- Development managers review and endorse proposals
- Publicize proposal

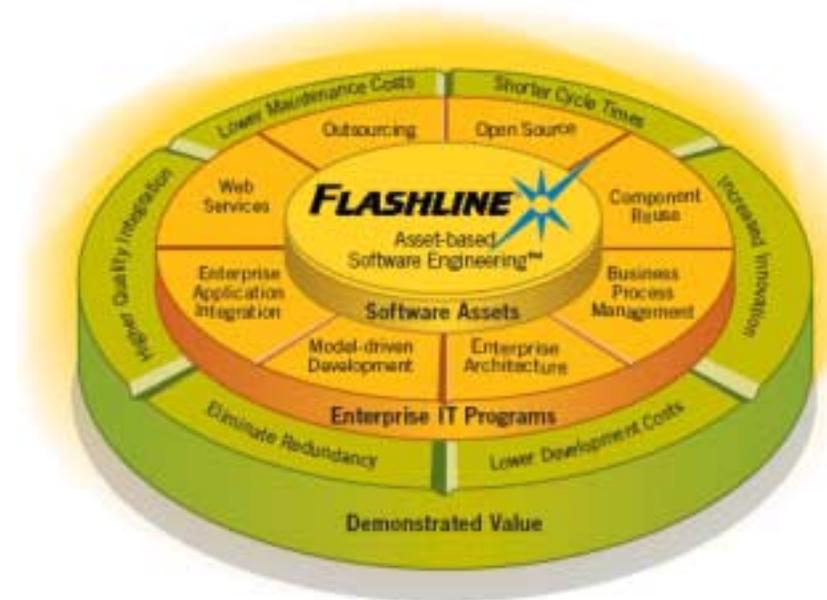
## *Communicating Benefits*

*Fortune 500 Retailer*

- Visibility of information to effectively manage the business
- Faster time-to-market for products and projects
- Improved predictability for budgets and schedules
- Enhanced business agility to meet changing market needs
- Better system interoperability and improved security
- Less diversity of IT skills needed to maintain systems
- Reduced risk in decision-making

## Communicate & Facilitate

- Map “As-Is” to “To-Be”
- Distribute Architectural Standards
- Facilitate management practices
- Serve as the channel for asset distribution
- Track & report asset usage
- Serve as the channel for collaboration & feedback
- Become the “trusted source”



# *Asset Management Practices*

## **Availability**

- ensuring that the architectural models, standards, and components are available to those individuals that need to reference & use them

## **Reliability**

- ensuring that the assets accurately reflect the organizational systems & are thoroughly tested

## **Traceability**

- tracking the projects that reference and use architectural assets

## **Change management**

- ensuring that changes to the architectural assets are communicated and that the versions are tracked.

## **Service & support**

- ensuring that there is a point of contact identified to answer questions from individuals implementing pieces of the architecture



## *Summary*

- Document “As-Built” architecture
- Define future architecture & standards
- Communicate, facilitate & manage
- Monitor conformance to standards

*Questions?*