



Enterprise
Architecture
Governance

Design and implementation of new technology governance process and tool in a large, complex, global organization

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Agenda

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Architecture Governance Definition

Architecture Governance is the practice and orientation by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level.

- Implementing a **system of controls** over the creation and monitoring of all architectural components and activities, to ensure the **effective introduction, implementation, and evolution** of architectures within the organization.
- Implementing a system to ensure **compliance** with internal and external **standards** and **regulatory obligations**.
- Establishing **processes** that support **effective management** of the above processes within agreed parameters.
- Developing **practices** that ensure **accountability** to a clearly identified stakeholder community - both inside and outside the organization.

Architecture Governance typically **does not operate in isolation**, but within a **hierarchy of governance structures**, which, particularly in the larger enterprise, can include all of the following, as distinct **domains** with their own disciplines and processes:

- **Corporate Governance**
- **Technology Governance**
- **Information Technology (IT) Governance**
- **Architecture Governance**

Each of these domains of Governance may exist at **multiple geographic levels - global, regional, and local** - within the overall enterprise.

[The Open Group, 2003](#)

Background / Context

Financial Services
industry: Insurance &
Wealth Management

40,000+ employees
globally in Canada, USA,
Europe, Asia

Revenue \$40 Billion

Assets Under
Management \$1.25
Trillion

EA Governance
impacting about 35
enterprise architecture
& IT domains across the
organization

Impacting approx. 50+
enterprise architect
roles globally including
senior IT leadership

My Role: Program /
Delivery Lead

Challenges with Previous “As Is” Process



100+ Key initiatives annually going through Executive Technology Approval Board for review and approvals



Significant time commitment from senior (VP level) IT and Business leadership



No standard processes across key EA & IT domains and global regions



Manual collection and documentation of project / initiative technology and solution architecture for review and approval

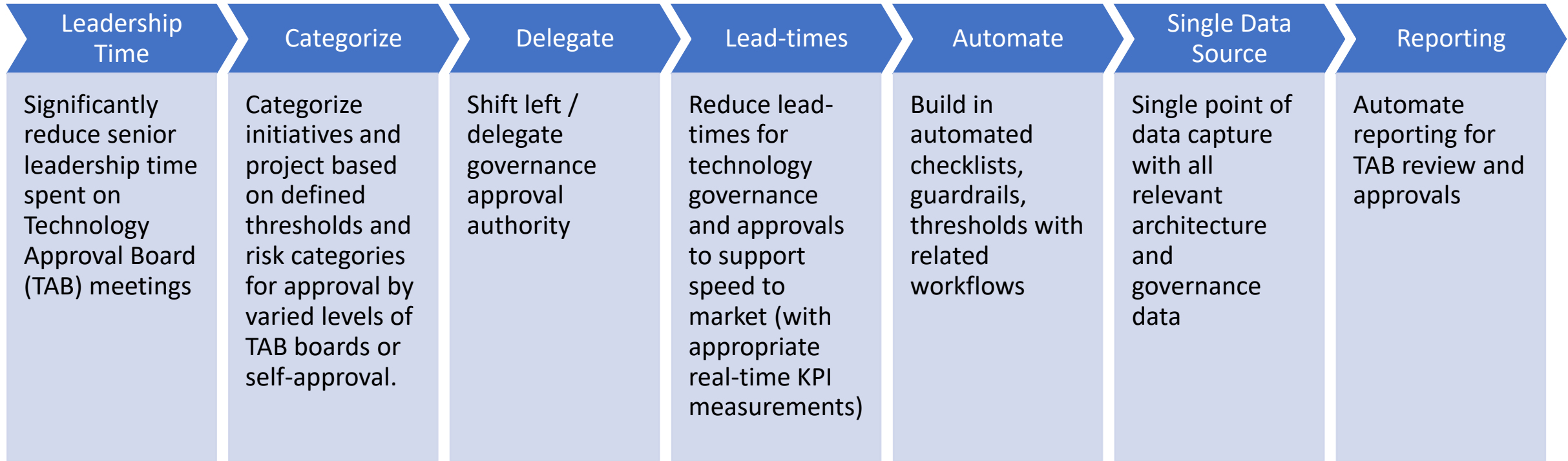


Long turnaround times for assessments and approvals



Gaps in comprehensive assessments and all required reviews/approvals – sometimes resulting in rework

Objectives



EA, IT and Business Domains

Application Architecture -
*app strategy, target
architecture and standards
focus*

Infrastructure Architecture -
*infra strategy, target
architecture and standards
focus*

Engineering & Operations –
*execution and
implementation, where the
rubber hits the road*

**Application Operations
Support (AOS) –** *providing
ongoing maintenance, health
/ performance monitoring,
and on-going support for
deployed applications*

Business Domains – *e.g.
Finance, Procurement, Legal,
Privacy, Regulatory
Compliance, etc.*

New “Target” Process

High-level Process Flow:

- Initiate project
- Initiative assessment and solution design
- Comprehensive review and certification for all relevant EA, IT and business domains
- Control review
- Technology Approval Board (TAB) – decision (approval, conditional approval, reject, etc.)

3-levels of Technology Approval Board (TABs)

- **Enterprise TAB** - high visibility, mission critical and risky initiatives (high level of scrutiny)
- **Regional TAB** - regionally focused projects, that are below set financial and risk thresholds
- **Portfolio TAB** – portfolio level projects with limited architectural impact and low risk
- **FAST Path** - projects with limited scope, with very low impact and risk that meet all set thresholds and guardrails (**No TAB, self approval**)

Key Roles and Responsibilities

Solution Architects – Initiative assessment and solution design

Portfolio Architects – Support assessment and solution design

EA, IT and Business Domain Certifiers – impact assessment review, feedback and certification

EA Controller – completeness check to ensure ready for TAB, ensure project goes to the correct TAB meeting

Technology Approval Board (TAB) Chair – facilitate review and governance decision and record formal approval/conditional/rejection, etc.

TAB Attendees – due diligence and provide approval concurrence for responsible domains

New Automation Tool

- ServiceNow platform based new automation tool
- All assessment, solution architecture, certification review, feedback, Technology Approval Board (TAB) approvals data is captured and stored centrally
- Incorporates architecture, IT and business roles and structures
- Automated workflows to facilitate comprehensive assessments, reviews, certifications and approvals
- Final Report (with all relevant details) for review and approval at TAB meetings generated automatically by the tool
- Administration functionality to maintain / update changing Roles and Responsibilities
- Guardrails with automated workflow and routing suggestions
- KPI and process metrics Dashboard for performance tracking and confirming benefits realization.

Considerations for Smoother Adaption

- Ideally stabilize EA organization structure and leadership alignment early on in the initiative
- Nail-down key elements of 'target' process and validate with stakeholders before commencing major tool development
- Ensure high-level of Stakeholder engagement level during Pilot testing
- '**Big-Bang**' process and tool rollout **globally versus** initial limited **Regional** rollout to production
- Process transition challenges (with midstream initiatives and projects in TAB) and related data migration impacts
- **Continuous** senior executive visibility, support and endorsement
- Detailed training, webinars, videos and support documentation
- Communication, communication, and more communication



Questions?