



The Value of EA

Chief Architects Forum (CAF) Meeting

July 10, 2007

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Enterprise Architecture

A management tool for improving an organization's performance by optimizing how it uses its resources.

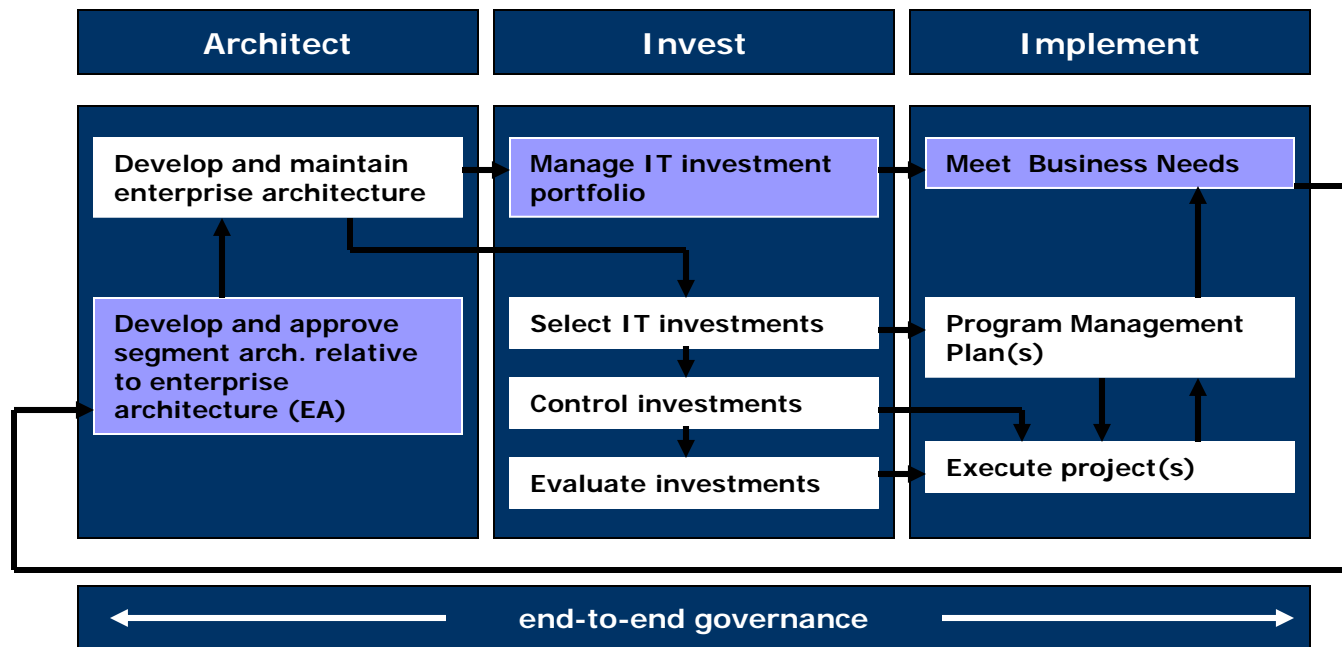


Strategic Outcomes from EA

- Operational excellence
- More customer intimacy
- Better services to citizens (customers)
- More strategic agility

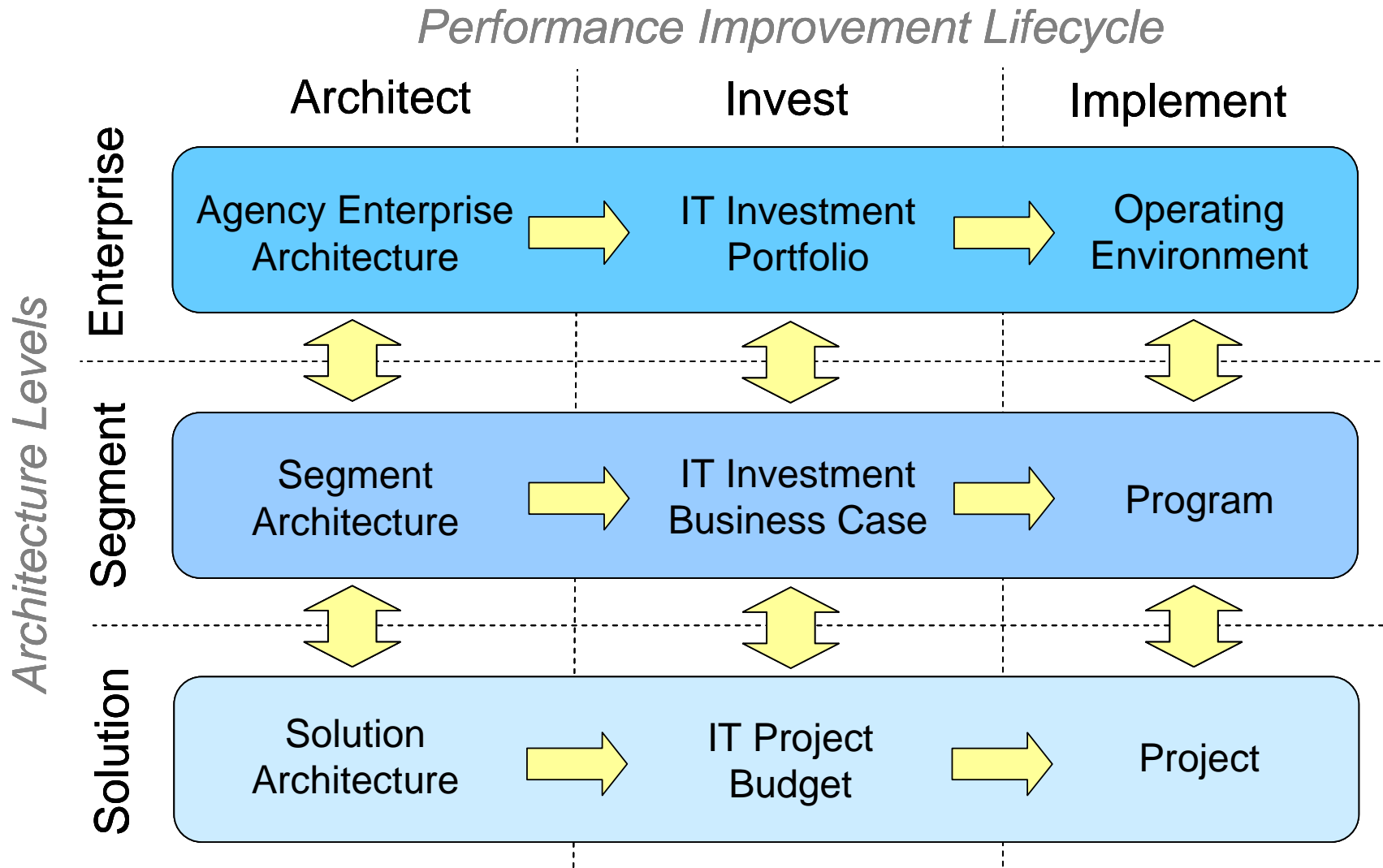


Performance Improvement Lifecycle





EA Value Framework





EA Value Measurement Overview

- One of the primary challenges of EA value measurement is to demonstrate a cause-and-effect relationship between actions within the EA program and improvements to agency performance.
 - In some cases, there may be many contributing factors resulting in a specific performance improvement, of which the EA program is only one.
 - Additionally, cause and effect may not always be proximate in time.
 - The EA program may identify opportunities to make IT investments influencing agency performance in future fiscal years



Objectives

- Demonstrate the value of the agency EA program
- Highlight the influence of EA on strategic and operational decisions
- Identify opportunities to improve EA products and services
- Justify the allocation of agency resources to the development and use of architectural products
- Fulfill opportunities to improve EA products and services and enhance customer service



Topic Areas

- **EA program value concepts**
 - Introduces EA value measurement as an element of the Performance Improvement Lifecycle
 - Describes candidate EA value measures to demonstrate the impact of EA products and services on IT investment management and program management.
- **Measuring EA program value**
 - Describes a step-by-step process to define EA value measurement areas, identify measurement sources, and monitor and track value measures during each phase of the Performance Improvement Lifecycle.
- **Using EA program value measures**
 - Outlines how EA value measures can be analyzed and applied to improve EA products and services to enhance business decisions



Types of EA Value Indicators

- **Subjective and Objective Value Measures**
 - Subjective value measures capture the opinions of EA stakeholders.
 - Objective value measures represent quantifiable EA value outcomes
- **Common/Shared and Agency-Specific Measures**
 - Common/shared measures are applicable to any agency and can be used consistently across Federal agencies
 - Agency-specific measures apply in the context of specific agency's goals, programs, lines of business, or other agency-specific initiatives.



Roles & Responsibilities

- **Chief Architect / EA Program Staff**
 - Responsible for establishing the EA value measurement process
 - Engage EA stakeholders on value of EA and solicit feedback
- **EA Stakeholders**
 - Provide feedback to improve EA products and services



Steps for Measuring EA Program Value

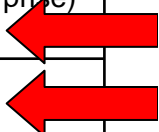
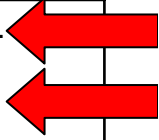
- Step 1: Define Value Measurement Areas
 - Identify Stakeholder Communities
 - Identify EA Program Value Goals (Outcomes)
 - Common Value Indicators
- Step 2: Identify Measurement Data Sources
- Step 3: Execute Value Measurement
 - Establish Baseline
 - Establish Target Measures
 - Measure Actual Value Results



Common Value Indicators

Example

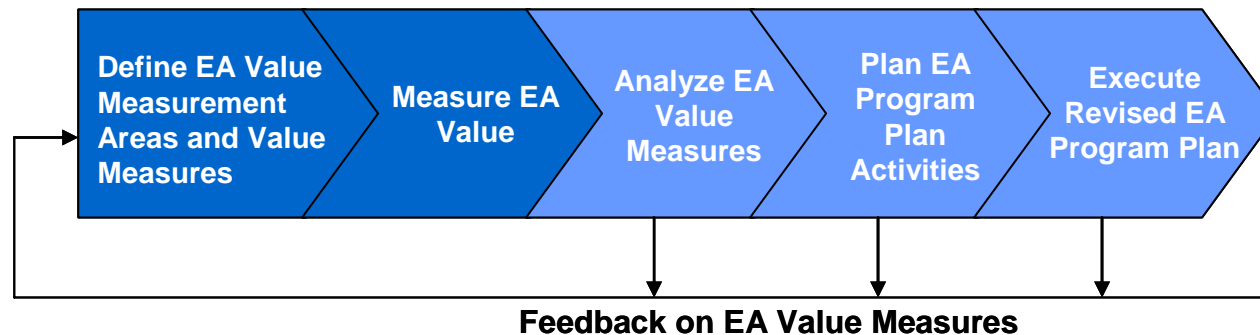
Measurement Area	Stakeholders	Type	Common Indicators
Agency Enterprise Architecture	<ul style="list-style-type: none"> Senior Leadership CIO 	Objective	<ul style="list-style-type: none"> Total EA Assessment Score (including completion) % of baseline and target architectures modeled within EA repository
		Subjective	<ul style="list-style-type: none"> % of surveyed respondents indicating EA work products are useful to support decisions for strategic, IT and performance planning
IT Investment Portfolio	<ul style="list-style-type: none"> IT Portfolio Managers Budget Planners 	Objective	<ul style="list-style-type: none"> % of IT investments compliant with agency transition strategy
		Subjective	<ul style="list-style-type: none"> % of surveyed respondents indicating EA work products are useful to support decisions for IT portfolio selection, control and evaluation
Operating Environment	<ul style="list-style-type: none"> CIO Architects IT Managers 	Objective	<ul style="list-style-type: none"> Total cost savings/avoidance as a percentage of the total IT budget. Number of cross-agency service level agreements Number of common/shared business processes, data entities, and service components. % of IT systems compliant with agency technical standards profile
		Subjective	<ul style="list-style-type: none"> % of surveyed respondents indicating EA work products are useful to support decisions for managing agency IT environment
Segment Architecture	<ul style="list-style-type: none"> Line of Business Owners Senior Leadership CIO 	Objective	<ul style="list-style-type: none"> Number of enterprise segments with an assigned IPT Number of approved segments reconciled with agency EA Utilization of cross-agency architecture and E-Gov initiatives
		Subjective	<ul style="list-style-type: none"> % of surveyed respondents indicating EA work products are useful to support decisions for lines of business and cross-agency collaboration
IT Investment Business Case	<ul style="list-style-type: none"> Budget Capital Planning CIO 	Objective	<ul style="list-style-type: none"> Allocation of investments by segment type (core, business or enterprise) Consolidation resulting in fewer Exhibit 300 submissions
		Subjective	<ul style="list-style-type: none"> % of surveyed respondents indicating the architecture supports investment decisions





Using EA Program Value Measures

- Continuous improvement



- Answering EA value questions
 - Are stakeholders satisfied with the content and level of detail of the EA?
 - Does collaboration between EA staff and business owners increase satisfaction?
 - Does the EA have a measurable impact on the IT investment portfolio?
 - Does the EA lead to measurable improvements of agency performance?
 - Is there a clear relationship between EA and business services?
 - Does the agency EA result in measurable cost savings/avoidance?



Making an Impact...

- Do not try to implement an end-to-end governance framework all at once
 - *Focus on high value opportunities!*
- Keep cost of interactions low
 - *Add value!*
- Measure success, continuously seek opportunities to improve
 - *Monitor value outcomes!*



For Further Information:
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