eBook

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Program Management and Architecture

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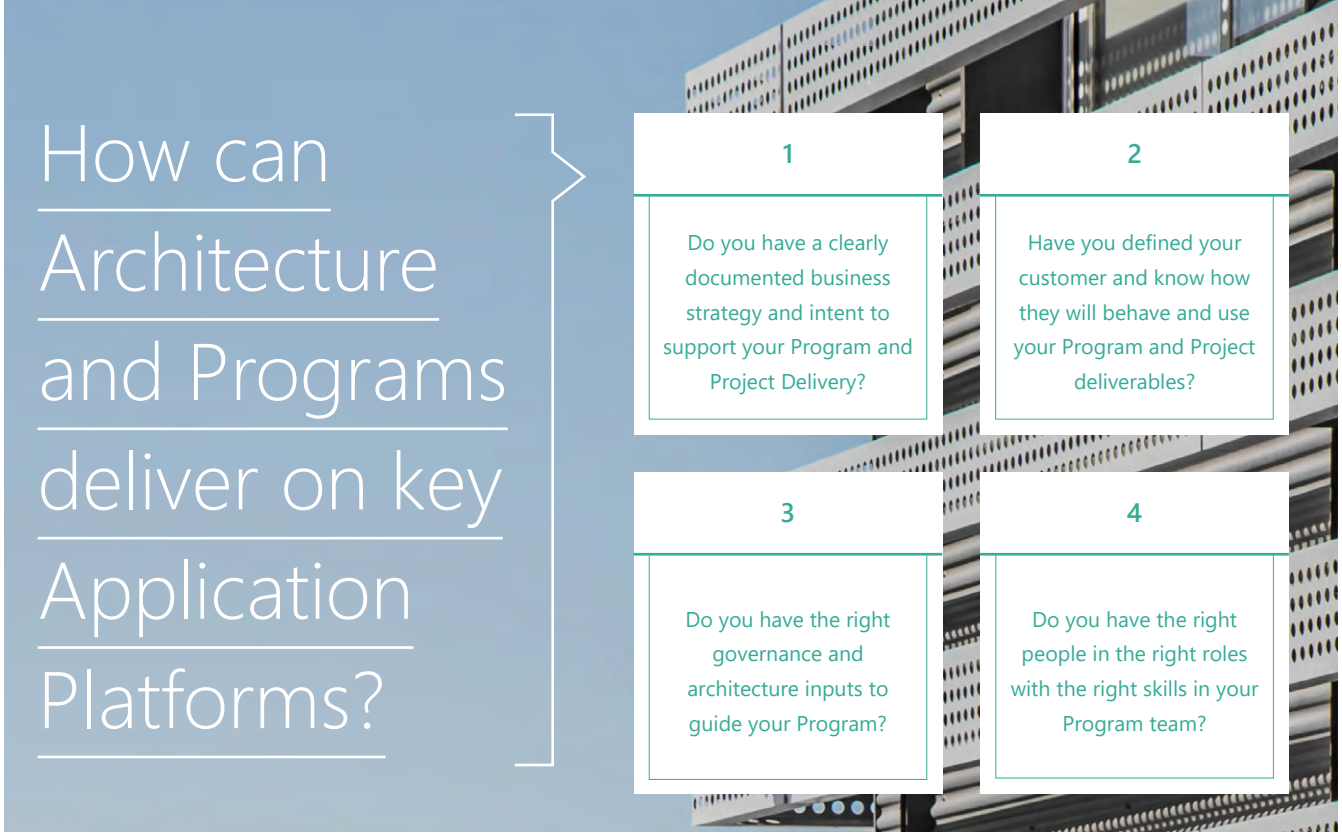
How can Architecture and Programs deliver on key Application Platforms?



1	2
Do you have a clearly documented business strategy and intent to support your Program and Project Delivery?	Have you defined your customer and know how they will behave and use your Program and Project deliverables?
3	**4**
Do you have the right governance and architecture inputs to guide your Program?	Do you have the right people in the right roles with the right skills in your Program team?

The Program Manager and Program Architect have a delicate balance to achieve between addressing the above questions, delivering Program priorities and meeting Enterprise demands across various stakeholders (business and technology).

The roles and delivery process is made more complex if key Architecture inputs such as Target State models are not in place or if there is not a strong governance structure to drive the consensus needed to support effective Program delivery.

Program delivery momentum and alignment is driven through a mature set of Enterprise level artefacts in an organization and if that level of visibility and endorsement is not present then the lack of clarity and understanding is permeated through the decision making of the key technology and business teams.

Ideally an endorsed Architecture framework that identifies the key Enterprise Platforms required in a target state and the context in which they will operate provides the necessary guidance for Program and Project planning and delivery.

Significant value can be generated by the Enterprise and Program Architect to map out the Program impact and contribution to Application Platforms from each of the Project releases. Without this clarity, these issues are a significant drag on your agility and ability to respond to a changing customer profile and market opportunities.

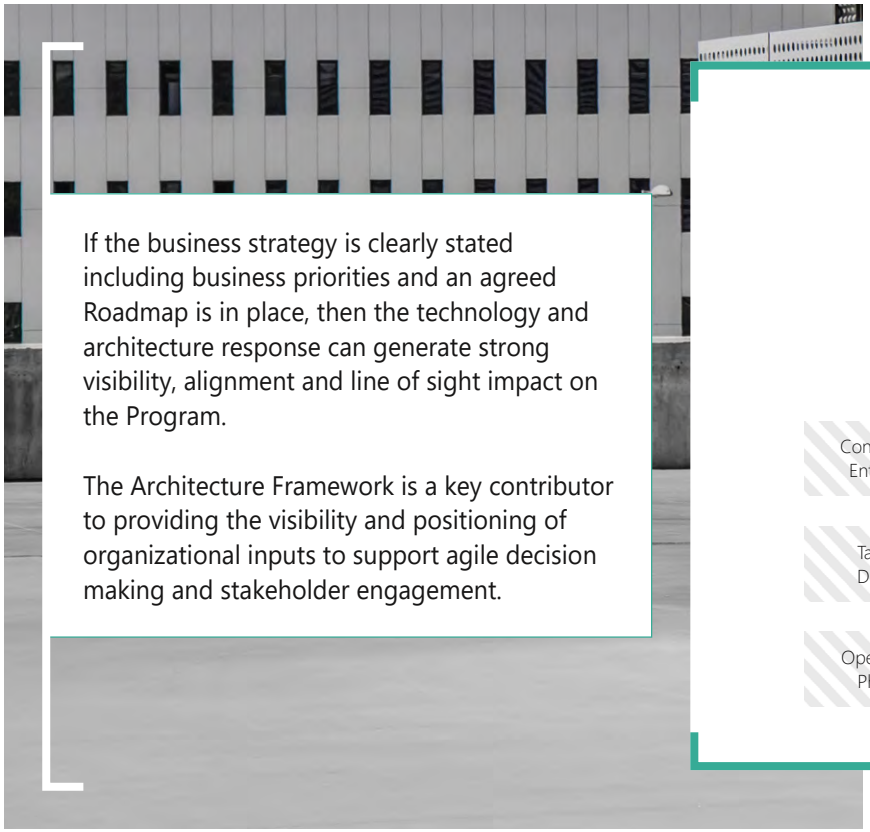
This of course, requires a top down perspective but often Program scoping is a bottom up process based on current state business demands and capabilities being squeezed to support a Program / Project delivery timetable.

In this eBook, I will explore the Architecture value that can be provided at the Program level to deliver on your Application Platforms and the Architecture opportunities and challenges that can exist in delivering Program and Project outcomes in your environment.

Line of Sight

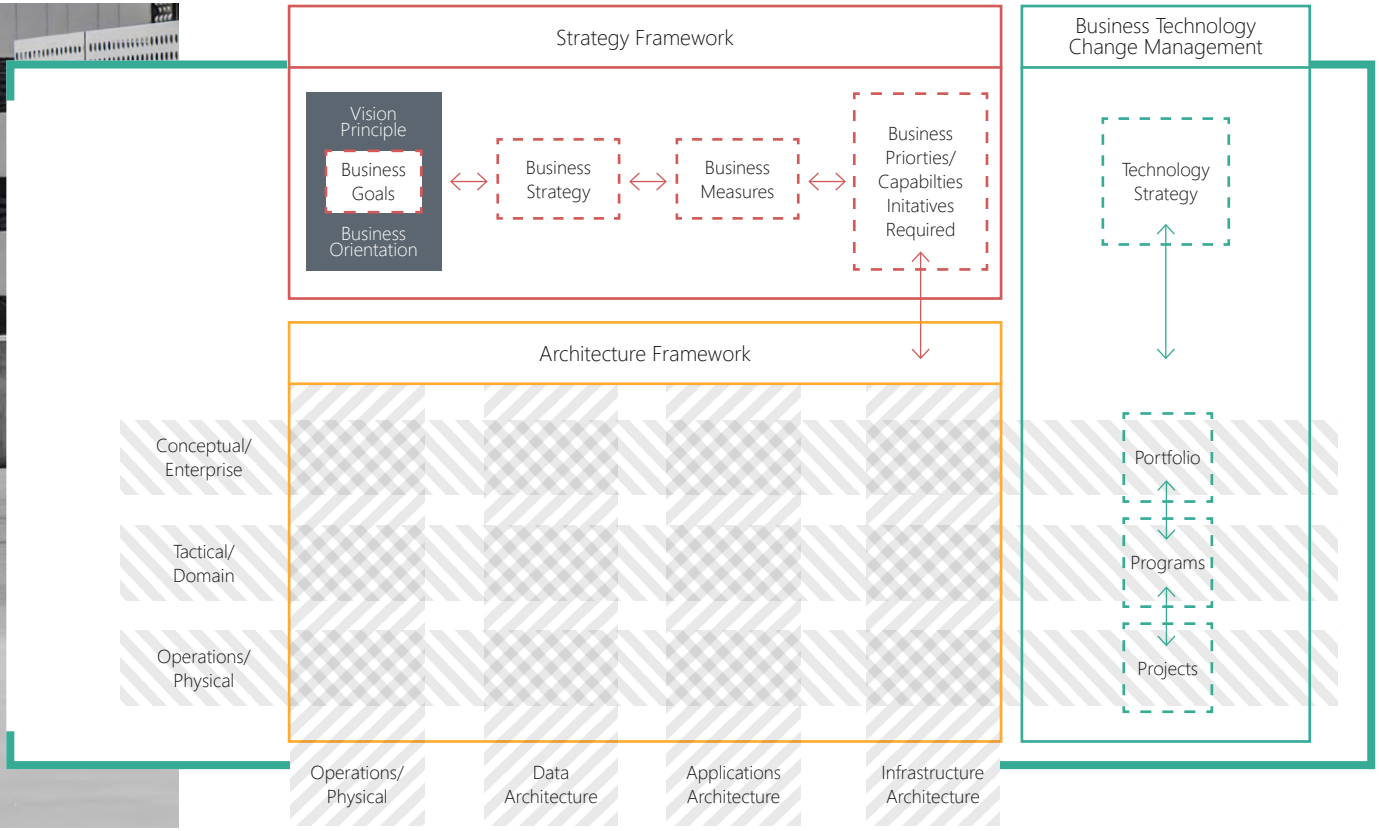
The combination of a clear Business and Technology Strategy, disciplined Change Management methodology and defined and endorsed Architecture Framework enable "Line of Sight" models and business delivery value to be created.

The model below highlights how these key inputs work together to support Program Delivery and Application Platform development.



If the business strategy is clearly stated including business priorities and an agreed Roadmap is in place, then the technology and architecture response can generate strong visibility, alignment and line of sight impact on the Program.

The Architecture Framework is a key contributor to providing the visibility and positioning of organizational inputs to support agile decision making and stakeholder engagement.



What Application Platforms and Why?

Application Platform development is a critical enabler for the business and technology strategy and creates efficiencies in time, cost and resourcing and is ideally suited to Program level scoping and budgets.

The range of Platforms that can be created within your environment has a lot to do with organization scale, business and technology appetite, business sponsorship, maturity and ability to deliver.

The synergies are increased and the business risk is reduced with an architected approach to Application Platform development. Below is a sample of the key Platforms that could be the focus of your Program scoping and delivery;

Document Management Platform	Data Warehouse Platform	Customer Relationship Management Platform
Critical that your organization has a Document Management Platform to ensure that all unstructured data and documents are managed to reduce your business risk	Critical for storing and centrally managing your structured data assets and treating your data as an organizational asset to be protected and managed	Critical for managing your customer relationships and providing a single customer view

Enterprise Resource Planning Platform	Customer Channel Platforms	Integration Management Platforms
Critical for consolidating your shared service functions and ensuring you actively manage your processes end to end and your people, finance and operational risk	Critical to ensure the customer experience is seamless with your organization with similar functionality and design principles applied to supporting the various customer devices and access points	Critical to manage this Platform capability to ensure the organization has the flexibility to adapt to a broad range of data movement and integration requirements

An impact assessment of your Program scope should identify what contribution you will make to the Platform capability or what "technical debt" you will create that will need to be addressed in future Projects.

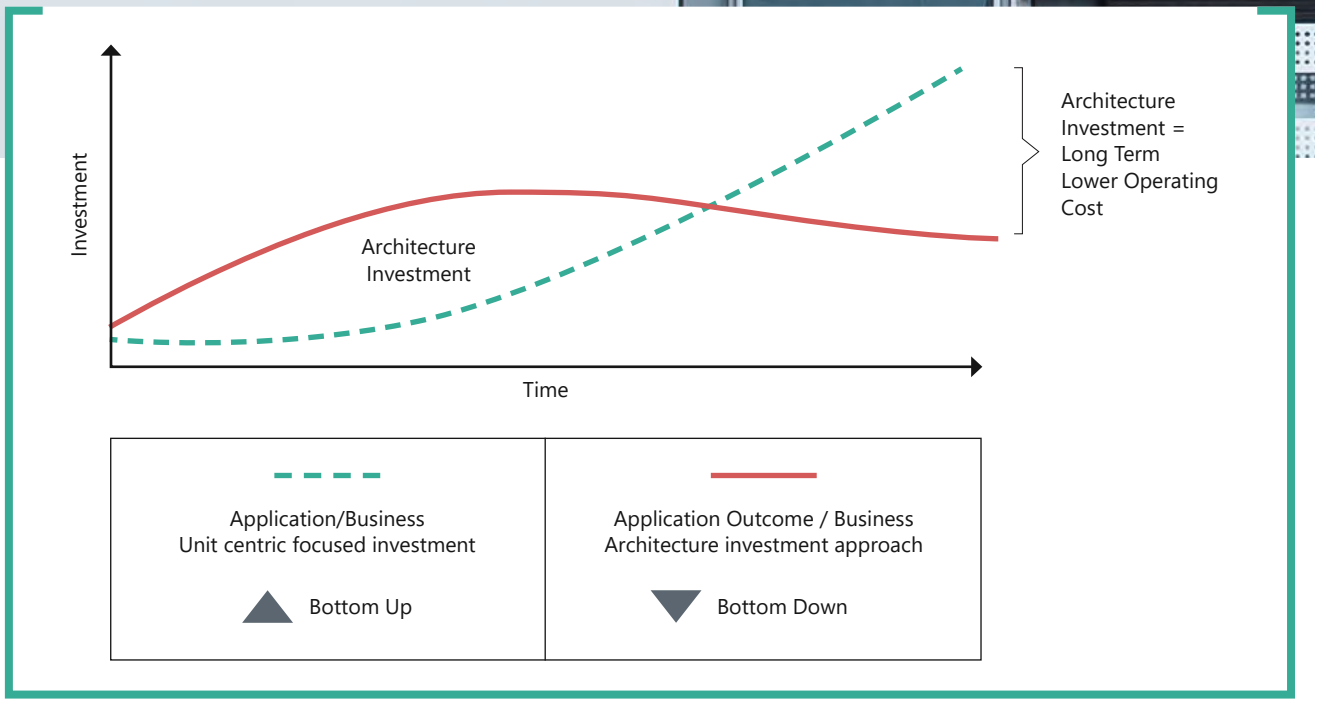
The strength in Platform development that is driven by your endorsed Application strategy creates alignment and focus for Program Delivery teams.

Many environments have yet to create a clear Application vision for the organization which creates significant uncertainty and complexity at the Program and Project level.

The Architecture Decision?

An Architectural investment approach balanced with delivery priorities and business requirements is critical to ensure synergies are realised and change is delivered for the least possible cost in the shortest possible time.

Architecture Governance is one of the key inputs to ensure the smooth transition of your strategic intent into design and delivery decisions. Other governance inputs include Portfolio, Program and Project Governance as well as Change and Release Management.

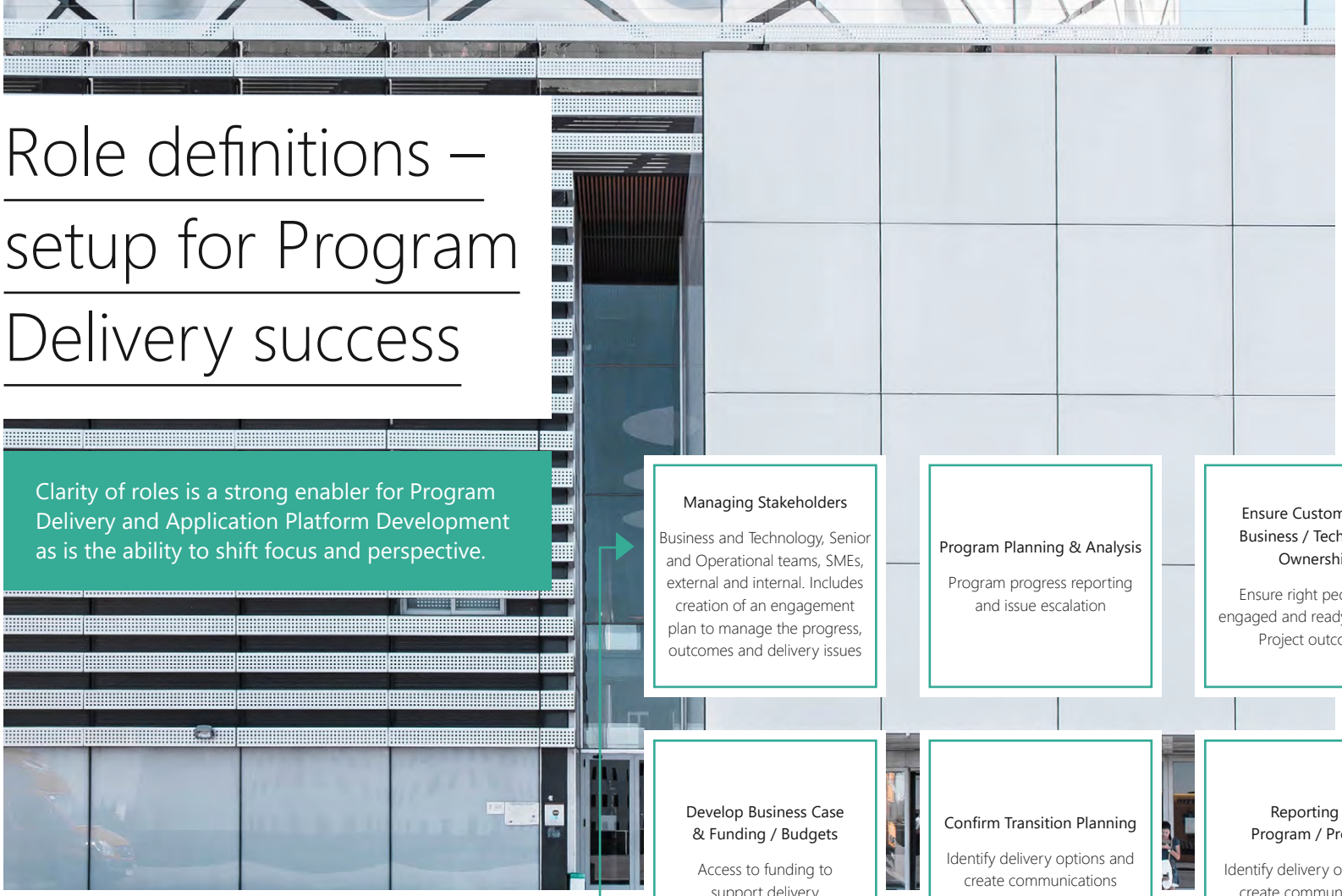


The impact of non-alignment is significant as shown by the following diagram where costs continue to increase over time and a top down enterprise wide endorsement of approach reduces the risk of adding operational cost and complexity to the business over time.

A number of opportunities exist to align the Enterprise principles and demands with the Program outcomes and effective Enterprise and Program Architecture Governance provides the glue and oil for successful Program delivery.

With the strengthening and continuous improvement of technology capability from vendors, the range of key decisions facing Architecture groups not only reflects vendor and Platform choices but also whether to embed Business Capability, establish a Services or subscription based model or run with manual processes for initial phases.

Role definitions – setup for Program Delivery success



Clarity of roles is a strong enabler for Program Delivery and Application Platform Development as is the ability to shift focus and perspective.

Managing Stakeholders

Business and Technology, Senior and Operational teams, SMEs, external and internal. Includes creation of an engagement plan to manage the progress, outcomes and delivery issues

Program Planning & Analysis

Program progress reporting and issue escalation

Ensure Customer and Business / Technology Ownership

Ensure right people are engaged and ready to accept Project outcomes

Manage Dependencies & Risks

Critical alignment to ensure effective delivery

Develop Business Case & Funding / Budgets

Access to funding to support delivery

Confirm Transition Planning

Identify delivery options and create communications

Reporting on Program / Projects

Identify delivery options and create communications

Enforce Delivery Processes

Governance and Program / Project delivery processes

Program Manager

The Program Manager has a critical role to manage the various inputs required for successful Program and Project delivery and include:

Manage People

The most critical Program function to resource, co-ordinate disparate resources to generate Program / Project outcomes;

Manage Change Management

People, training and governance required to embed the outcomes in the business.

Program Architect

As well as supporting the Program Manager in the above activities, the Program Architect is primarily responsible for Architecture community engagement and decision guidance at the Enterprise, Program and Project level. A number of outcomes are managed by the Program Architect including;

Program Architecture Alignment

Support and enable the Architecture function to glue, oil and guide Program and Project delivery

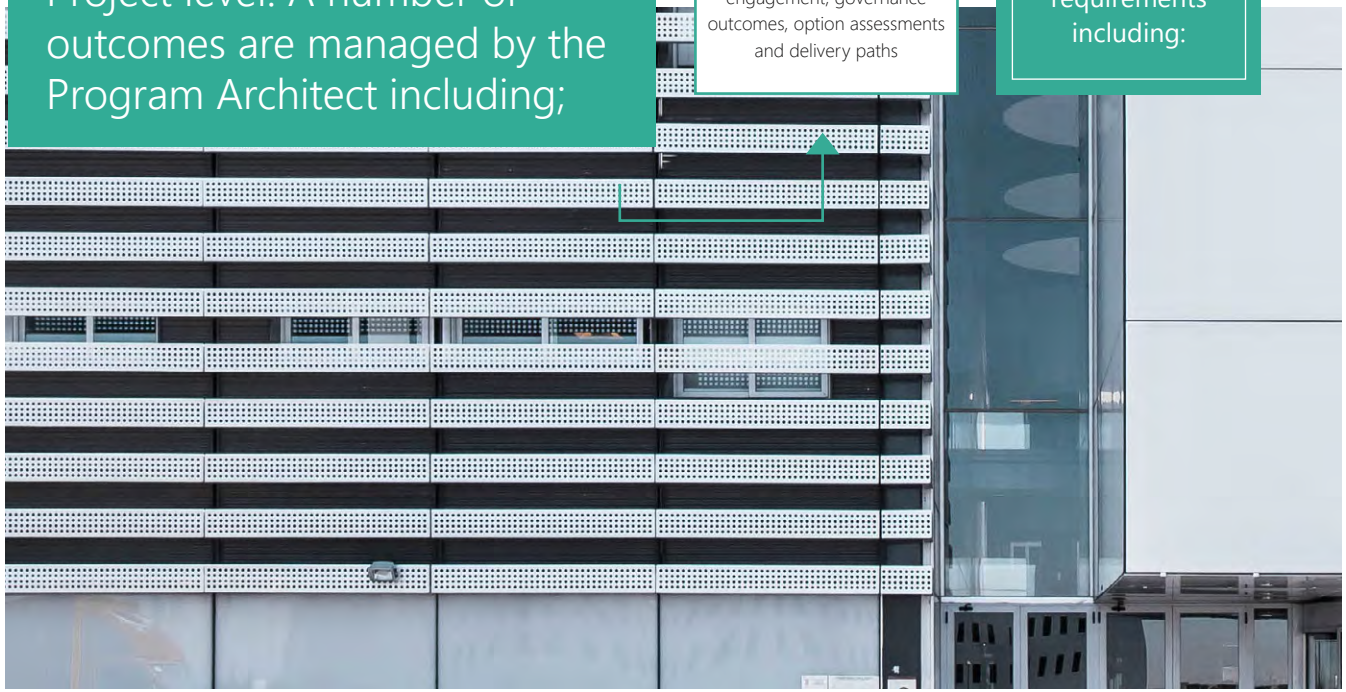
Capability Uplift

Ensure that Program and Project outcomes deliver the intended business capability uplift for the organization

Program / Project delivery support

Support Program and Project Managers with stakeholder engagement, governance outcomes, option assessments and delivery paths

This has a number of specific task requirements including:



- Maintaining delivery alignment and visibility with other delivery Programs
- Maintaining Business Capability and Architecture Principles alignment with the Enterprise Architecture team
- Supporting alignment between delivery Projects including dependency, risk and impact analysis
- Identify solution design options and opportunities for re-use and leverage of technology capability
- Liaise with business and technology resources to ensure coverage and completeness of the final solution and acceptable trade-offs, if any

There is significant complexity in bringing these inputs together and managing all stakeholder expectations and demands and often the Program Architect role can be difficult to reconcile as it constantly moves between Program and Project Delivery priorities and Architecture outcomes.

Solution Architect

The Solution Architect role is a critical enabler for defining the specific Project scope Architecture models and engaging the Business Analysts and SMEs to ensure business requirements are structured, prioritised and able to be interpreted by the Technology Development and Delivery teams.

This role is the final mile before actual technology design and build activities take place and a critical Project support role to ensure the solution developed is "Fit for Purpose" and developed within the guidelines of a business case and Program and Project timelines.

The Solution Architect role undertakes much of the detailed Solution analysis and works with the Program Architect on technology and business solution options and approach.

I may be biased, however I know the majority of successful Program and Project deliveries I have been involved with have all had an effective Architecture support team bridging the gap between the Technology and Business teams.

Architecture Inputs for Program Delivery

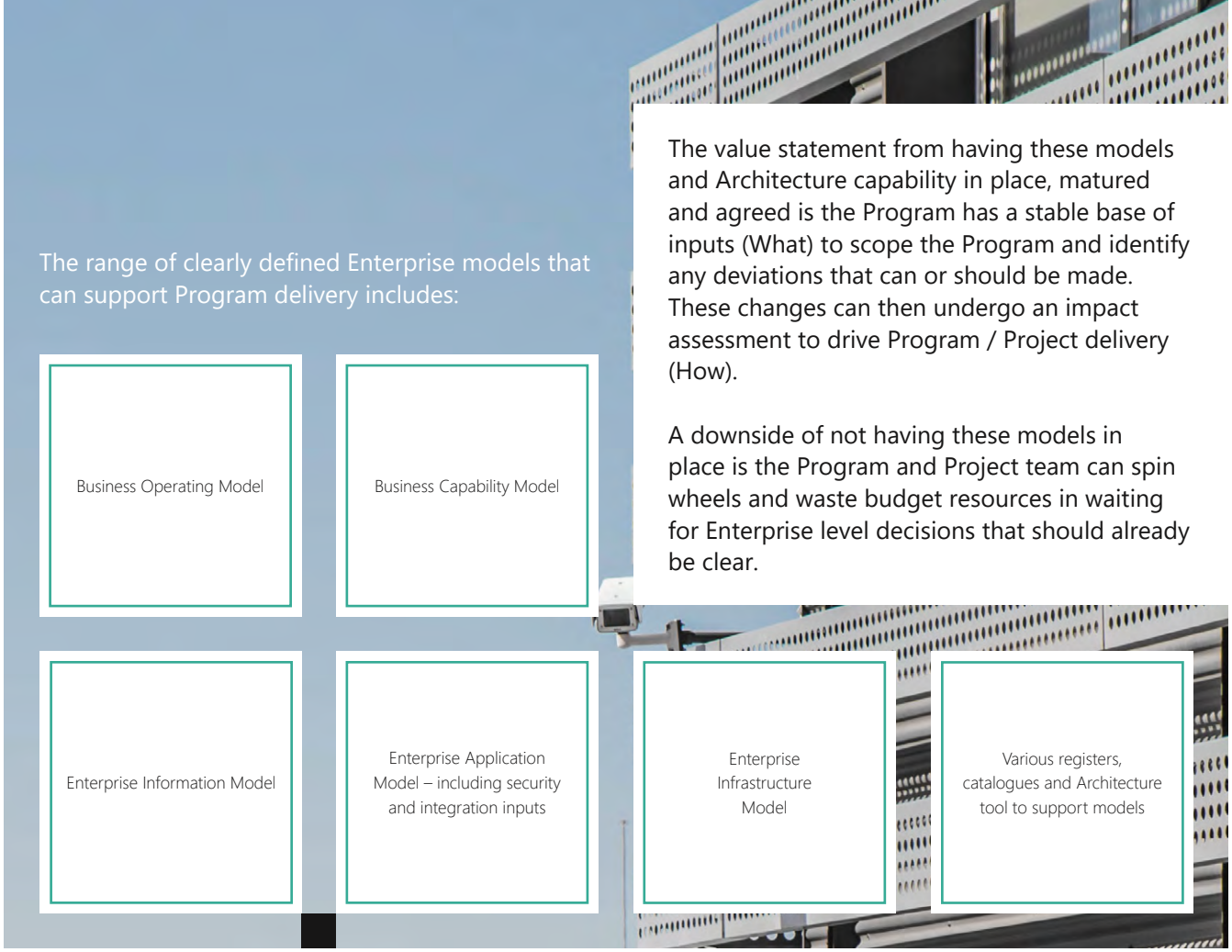
An Architecture Taxonomy supporting Program and Project Delivery requirements and addressing the 5 W's enables a series of questions to be created and answered and drives development of the Program Architecture that is "Fit for Purpose".

Here is a sample of the key models that can support your Program alignment with Enterprise Architecture and Technology Development teams.

Five W's	Level	Organization
What and Why	Conceptual/Strategic /Enterprise level	Business - Strategic Intent & Vision Business Capability Model Business Operating Model Enterprise Data Model Application Portfolio Model Infrastructure Portfolio Model
	Logical/Tatical Views	Value Chains ERD models Portfolio / Program Planning
	Physical/Operational	Program and Project Specific
When and Who	Program Delivery Response	Program - map to capabilities, Functions, Data, Systems, Infrastructure
How	Project Delivery Streams	Program and Project realeases including Use Cases and Business Scenarios

It is critical for Program Delivery success that the Enterprise Architecture view and range of models and building blocks are in place to provide the necessary guidance for Program Delivery.

Without these the Programs are left to their own devices to interpret Enterprise intent and principles which can be time consuming for stakeholder and governance forum engagement.



The range of clearly defined Enterprise models that can support Program delivery includes:

- Business Operating Model
- Business Capability Model
- Enterprise Information Model
- Enterprise Application Model – including security and integration inputs
- Enterprise Infrastructure Model
- Various registers, catalogues and Architecture tool to support models

The value statement from having these models and Architecture capability in place, matured and agreed is the Program has a stable base of inputs (What) to scope the Program and identify any deviations that can or should be made. These changes can then undergo an impact assessment to drive Program / Project delivery (How).

A downside of not having these models in place is the Program and Project team can spin wheels and waste budget resources in waiting for Enterprise level decisions that should already be clear.

Governance also plays a strong part in aligning the various inputs together and reaching consensus not only on the chosen Platforms but the delivery paths to get there.

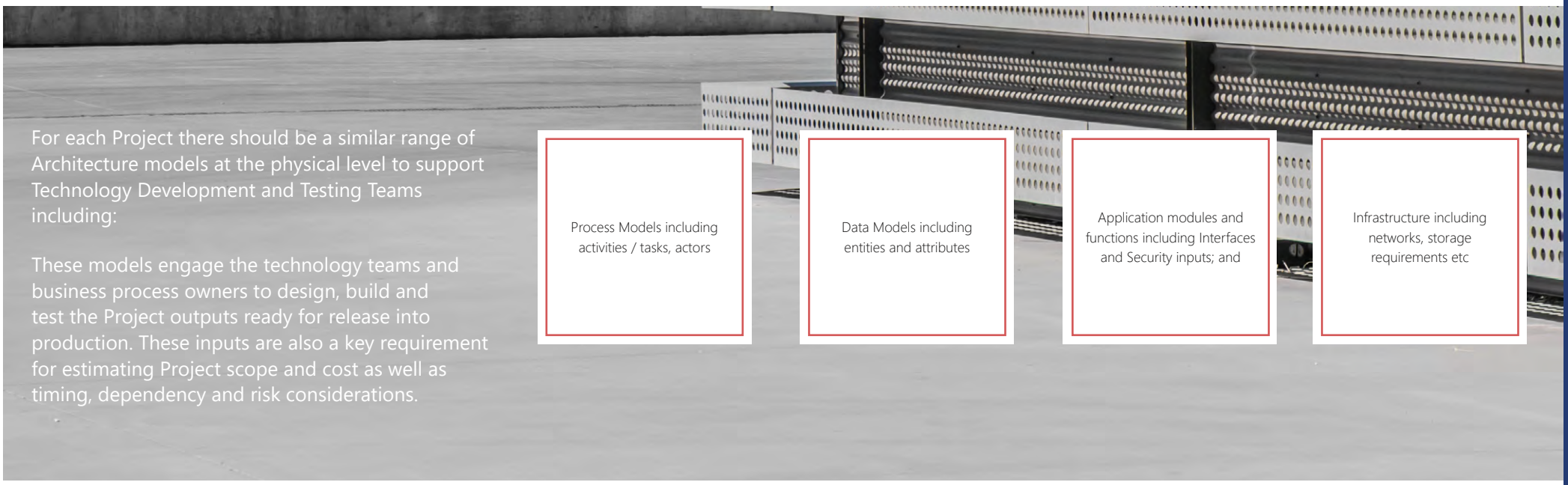
Understanding this complexity and recognising these demands is an important delivery success criterion. A strong relationship with the Program Managers, Enterprise Architects, other Program Architects and the Project teams will also support success.

I am a strong believer in establishing architecture visibility and alignment for the Program which can be a leading (technology options and choices) or lagging (Architect the known Program and Projects) role depending on the maturity of your Program scope and environment.

A number of Program Architecture inputs can be established at the logical level to support alignment to the Enterprise Architecture including:

1	2	3	4
Business Capability and Options Assessment Impact	Functional / Operating Model – Value Chains	Data Subject Area and Entity models	Application Architecture specific to the Program

5	6	7	8	9
Infrastructure Architecture specific to the Infrastructure requirements and Program scope	Program Roadmap	Stakeholder Map	Governance representation and support	Building Blocks and Patterns

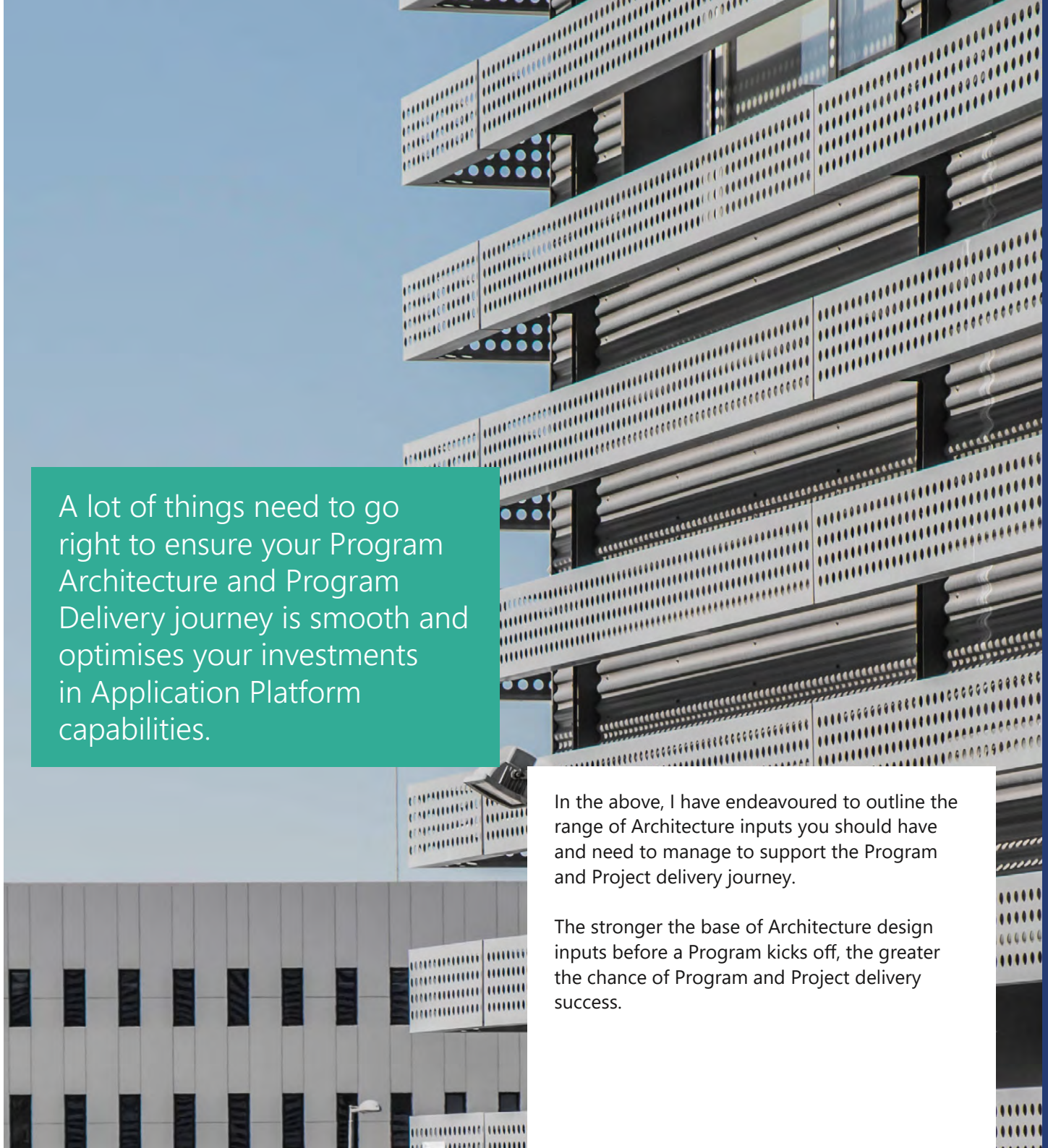


For each Project there should be a similar range of Architecture models at the physical level to support Technology Development and Testing Teams including:

These models engage the technology teams and business process owners to design, build and test the Project outputs ready for release into production. These inputs are also a key requirement for estimating Project scope and cost as well as timing, dependency and risk considerations.

Process Models including activities / tasks, actors	Data Models including entities and attributes	Application modules and functions including Interfaces and Security inputs; and	Infrastructure including networks, storage requirements etc

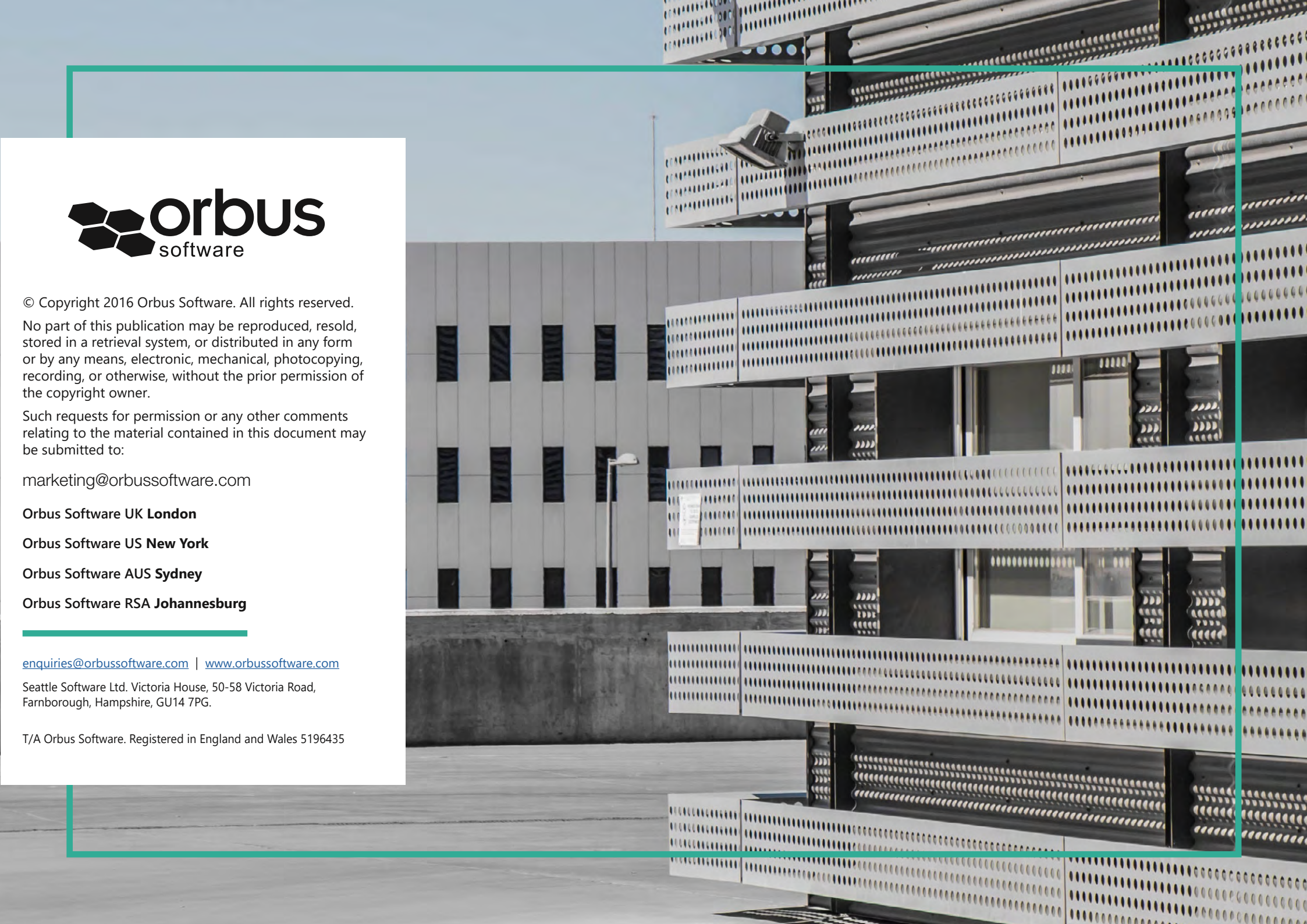
Last word on Architecture and Program Management



A lot of things need to go right to ensure your Program Architecture and Program Delivery journey is smooth and optimises your investments in Application Platform capabilities.

In the above, I have endeavoured to outline the range of Architecture inputs you should have and need to manage to support the Program and Project delivery journey.

The stronger the base of Architecture design inputs before a Program kicks off, the greater the chance of Program and Project delivery success.



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