

Strategic Planning for Systems *embracing change*

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Presenters



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Introduction

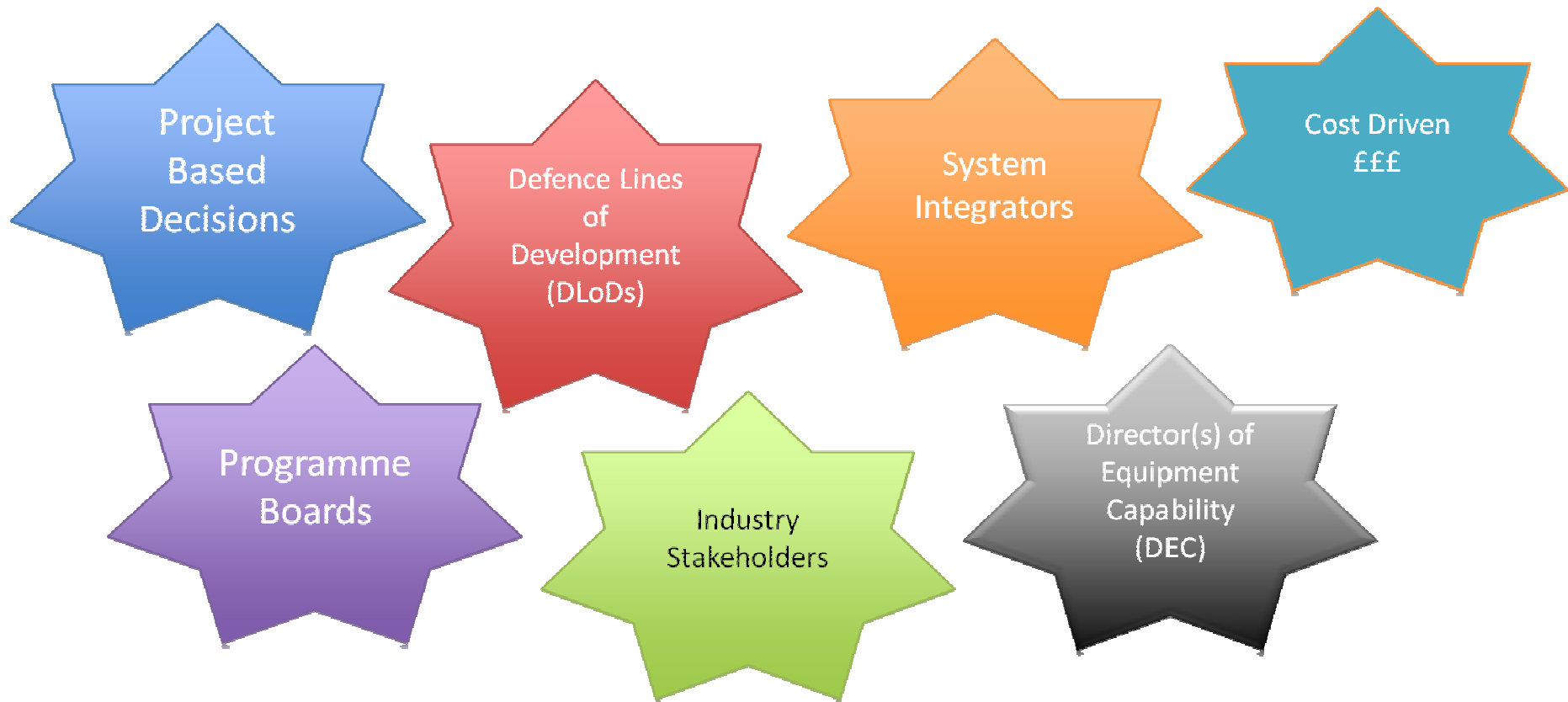


- Overview of Strategic Planning for IT and Systems
- Today's view of defence planning
- Challenges of Systems Planning
- Strategic Planning for Systems
- How the SPP works
- Process for managing change
- Evolving to a Strategic Planning Framework
- Asset management and Strategic Planning

Overview of Strategic Planning



- How do defence organisations handle the demands of new initiatives and change?



Initiative Definition



- Initiative definition seeks to answer the following questions
 - What capabilities will be enabled?
 - What customer wants and needs will be addressed?
 - What business drivers will be addressed?
 - What process will be improved?
 - What applications/systems will be changed or eliminated?
 - Who will be affected?
 - What information is required?
 - What enterprise objectives will be met?
 - How long will it take?
 - What will it cost?
 - What value will it deliver?
- In addition initiative definition determines how the initiative will be managed and delivered to the business
 - Who are the key stakeholders?
 - What management structure is needed to ensure this initiative has the right decision-makers?
 - What are the unique solutions that will deliver the capabilities, and what is their timing?

Initiative definition is where the work of defining the scope, the business impact, the value, and the expected cost and schedule of business transformations occurs

Evaluation of Initiatives



- Usually based on cost and resource availability
- Access to real data of impact and true value is often hidden
- Multiple stakeholders with differing requirements are not always involved due to time, availability etc.
- Information is often not known (or disjointed) and made explicit to an initiative business case

Approach



- Need a 'systematic' approach that allows ALL stakeholders become leaders in change initiatives
- An approach that helps an organization unite its capabilities and architecture views into a central platform
- Leverage existing tools, web and mobile devices to share information and decisions across the enterprise

Strategic Planning Platform



- Next evolution in systems planning and management
- Designed to systematically manage change across the enterprise
- Draws upon new technology trends to make actionable
- Decentralized approach to analyzing and prioritizing change
- Elevates decision making to a strategic level and engages all stakeholders

Today's view of defence planning

- Constantly evolving existing and planning new capabilities
- New requirements from an ever increasing set of sources
 - Internal Requirements
 - Legal and Statutory requirements
 - Fiscal requirements
 - System Integrators
- Understanding the priority of a requirement is a challenge

How does an organization embrace change?

- Manage a capability and systems portfolio
- They look at blueprints and roadmaps as outputs from Enterprise Architectures (EA)
- They evaluate how a new initiative fits into the broader picture
- Programme Boards (PB) look at initiatives and costs
- The EA functions and the PB functions are often siloed

Issues



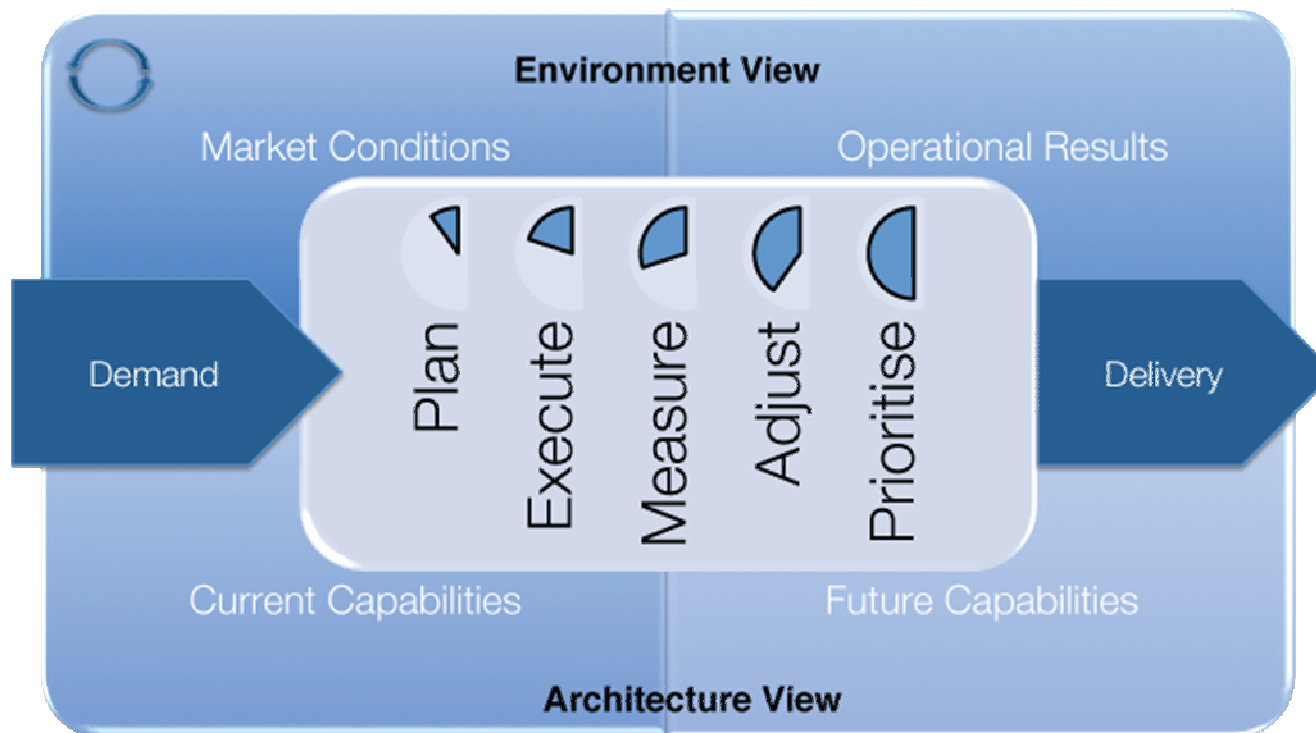
- In reality, Programme Boards are asked to make decisions without the full facts
- Systems, technology and process-related decisions are made within the flux of change
- Systems projects involvement in capability investments is often done at the end of the strategic planning process
- Systems projects are placed squarely in the hot seat of implementation

Challenges of Systems Planning

- How can we manage the prioritisation of systems, architectural and project-driven initiatives?
- How do we balance EA's role with portfolio management?
- How well are different lifecycles being managed?
- How do we manage numerous and often conflicting regulations across the delivery process?
- How do we address different lifecycles and tribes in the MOD ?

Strategic Planning for Systems

- An integrated view that includes project views in all planning phases



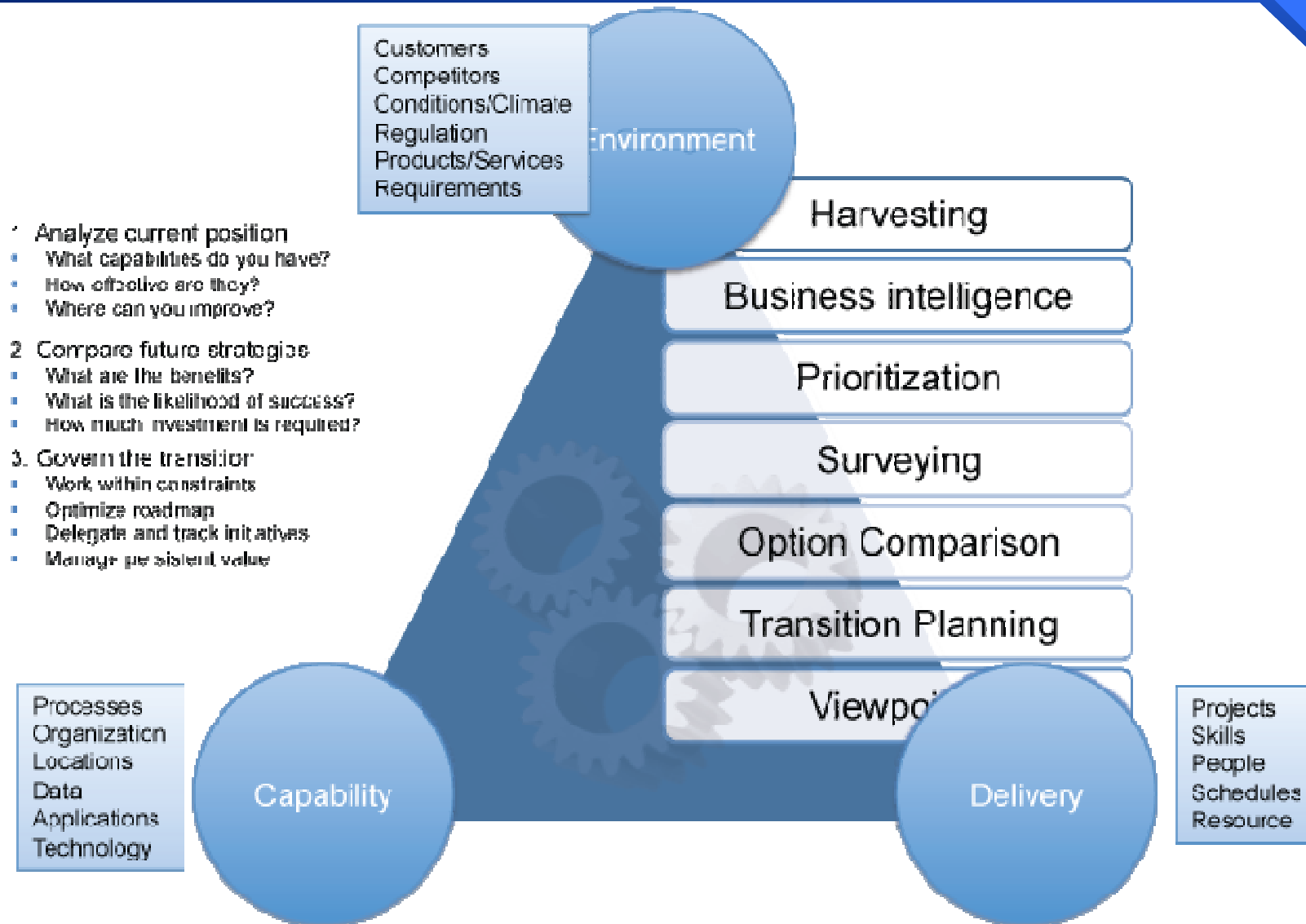
Balancing competing internal demands

- EA, Programme Management and Systems delivery often work in stove pipes
- Enterprise Architects often favour IBM Rational System Architect or Salamander MOOD
- Programme Management use Excel or IBM Rational Focal Point
- Systems development is often focused around tools such as IBM Rational Rhapsody
- Each tool offers strong benefits but none offer the bigger picture required for strategic decision making

Balancing competing internal demands

- The tools provide vocabulary for different audiences
- Generic tools like Business Intelligence provide vocabulary for specific information types and results
- What's needed is a framework to handle and prioritize the demands of the organization whilst embracing
 - Enterprise Architecture
 - Programme Management
 - Systems delivery

Strategic Planning Platform



Strategic Planning Platform



- A SPP is both a framework and methodology
- Encompasses existing technology
- Gives the organization the ability to ask questions and get answers
- Information does not exist in a single repository (this is inconceivable)
- Linking of information is fundamental to the success of the SPP
- The SPP is ideal for use in a SaaS environment

Jazz: The Simple Premise



Observation

The Internet and the web works quite well despite many types of information and a loose, distributed structure

- Standards define references (URLs), protocols, and how to represent standard information types such as pictures and movies
- Extensible via plug-ins such as PDF viewers

What if tool vendors defined standard ways to reference objects, standard protocols for accessing those objects, and standard ways to represent those objects in an extensible manner?

Open Services for Lifecycle Collaboration

An initiative aimed at simplifying collaboration across the software delivery lifecycle

An open invitation to collaborate on a common integration architecture for software delivery



Barriers to sharing resources and assets across the software lifecycle

- ▶ Multiple vendors, open source projects, and in-house tools
- ▶ Private vocabularies, formats and stores

Open Services for Lifecycle Collaboration

- ▶ An architecture for sharing lifecycle resources
 - Described on Jazz.net through illustrative resource definitions, service implementations, and use cases
- ▶ Inspired by Internet architecture
 - Loosely coupled integration with “just enough” standardization
 - Common resource formats and services
- ▶ Innovation from the Jazz technology platform

Jazz: Three Steps to Jazz Internet Architecture

1. Simple URLs to reference *resources*

- Whether a requirement, architecture building block, test case, or something else

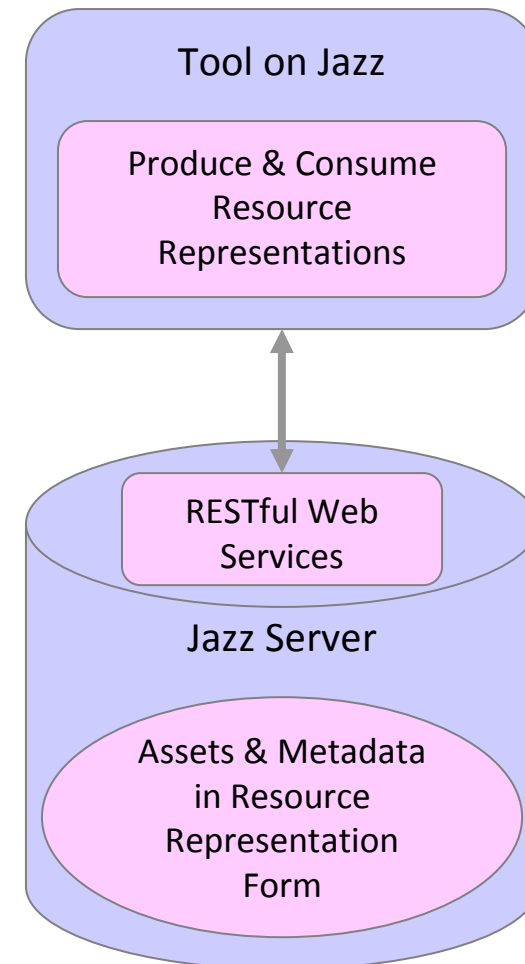
2. Shared resource formats

- Now that I can reference anything, what is it that I'm referencing?
- *Resource representations* are agreed-upon ways to represent specific resource types in XML

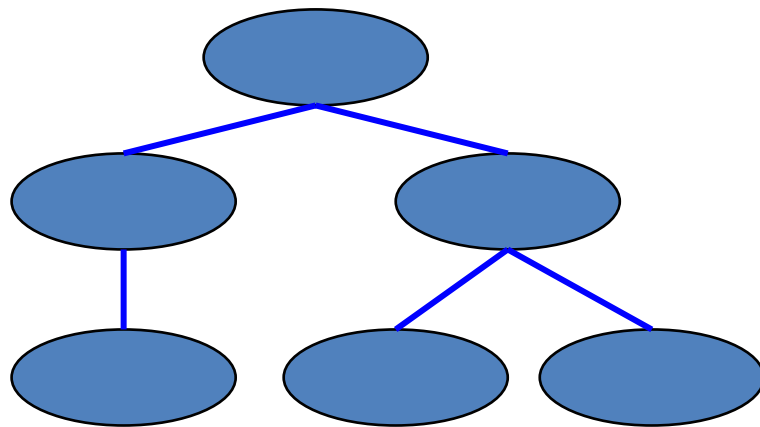
3. Shared resource services

- Standard ways to access and query resources with provisions for security such as access controls, all based on RESTful Web Services

Representational state transfer (REST) is a style of [software architecture](#) for distributed [hypermedia](#) systems such as the [World Wide Web](#). (Wikipedia)



Models and Data: Traditional versus Jazz



Model or Tool Data

Traditional

- Links within model frequently tool-specific
- Format on disk just a serialized form of in-memory format
- References into models managed by other tools determined by those other tools

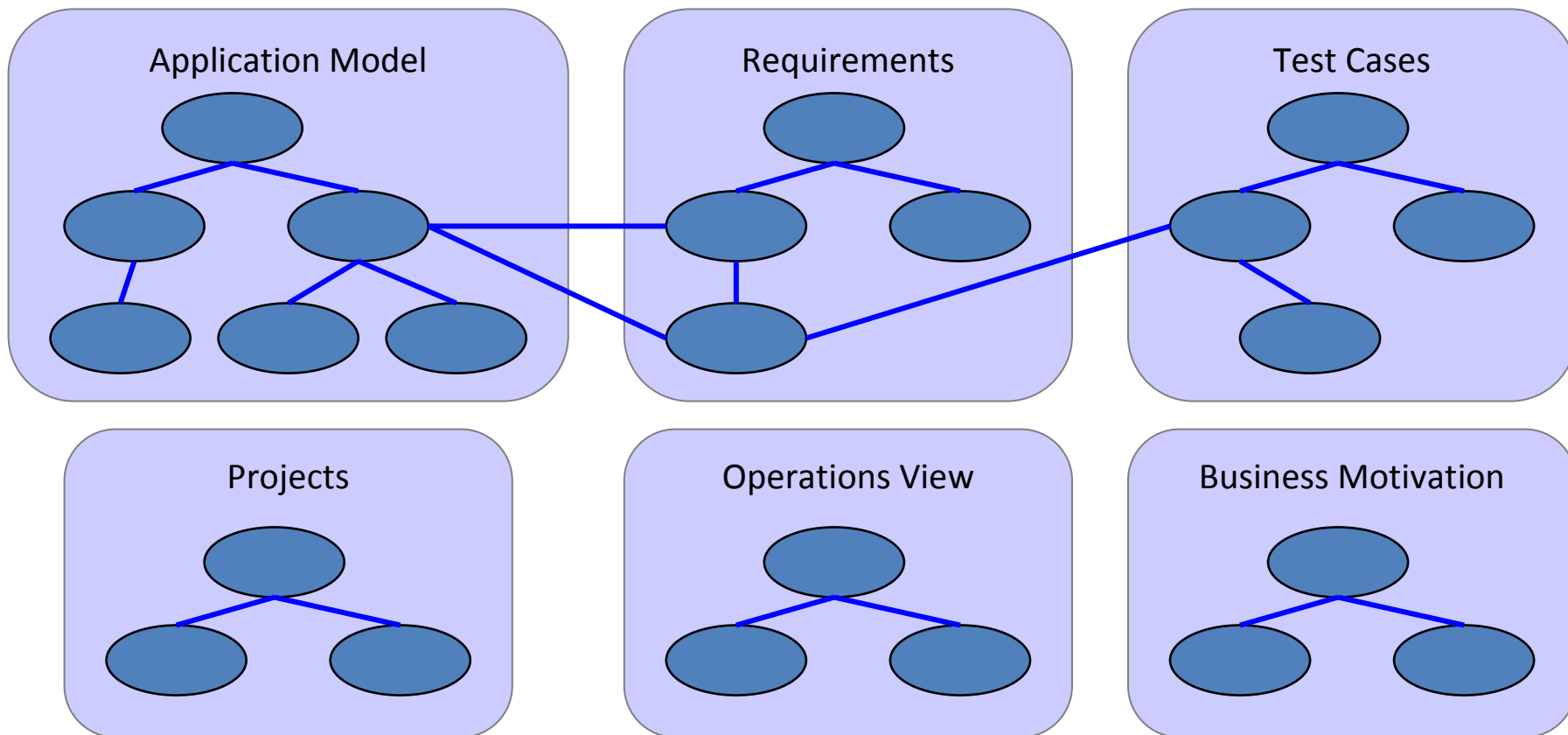
Jazz

- Links within model are URLs
- Format on disk is carefully chosen and well-understood XML resource representation
- References into models managed by other tools are also URLs
 - Uniform referencing simplifies collaboration

References in Jazz



All references are URLs, both intra- and inter-model. Traditional import and export of data for tool point-to-point integrations no longer necessary, greatly simplifying traceability and impact analysis and copied/duplicate data.



Application/Technology Deployment

Harvesting

Prioritization

Impact Analysis

Deployment



Market Analysis



Portfolio Management



Project/Team Management



Crowd Sourcing



Enterprise Architecture



Solution Architecture/BPM

Business Intelligence



Social



Project Management Office



Executive / Senior Mgr



Enterprise Architect(s)



Project Team



Solution Architect(s)

Collaboration Layer

Evolving to a Strategic Planning Platform

- **Harvest**
- **Intelligence**
- **Prioritise**
- **Survey**
- **Option Comparison**
- **Transition Planning**
- **Viewpoints**

SPP – How it works



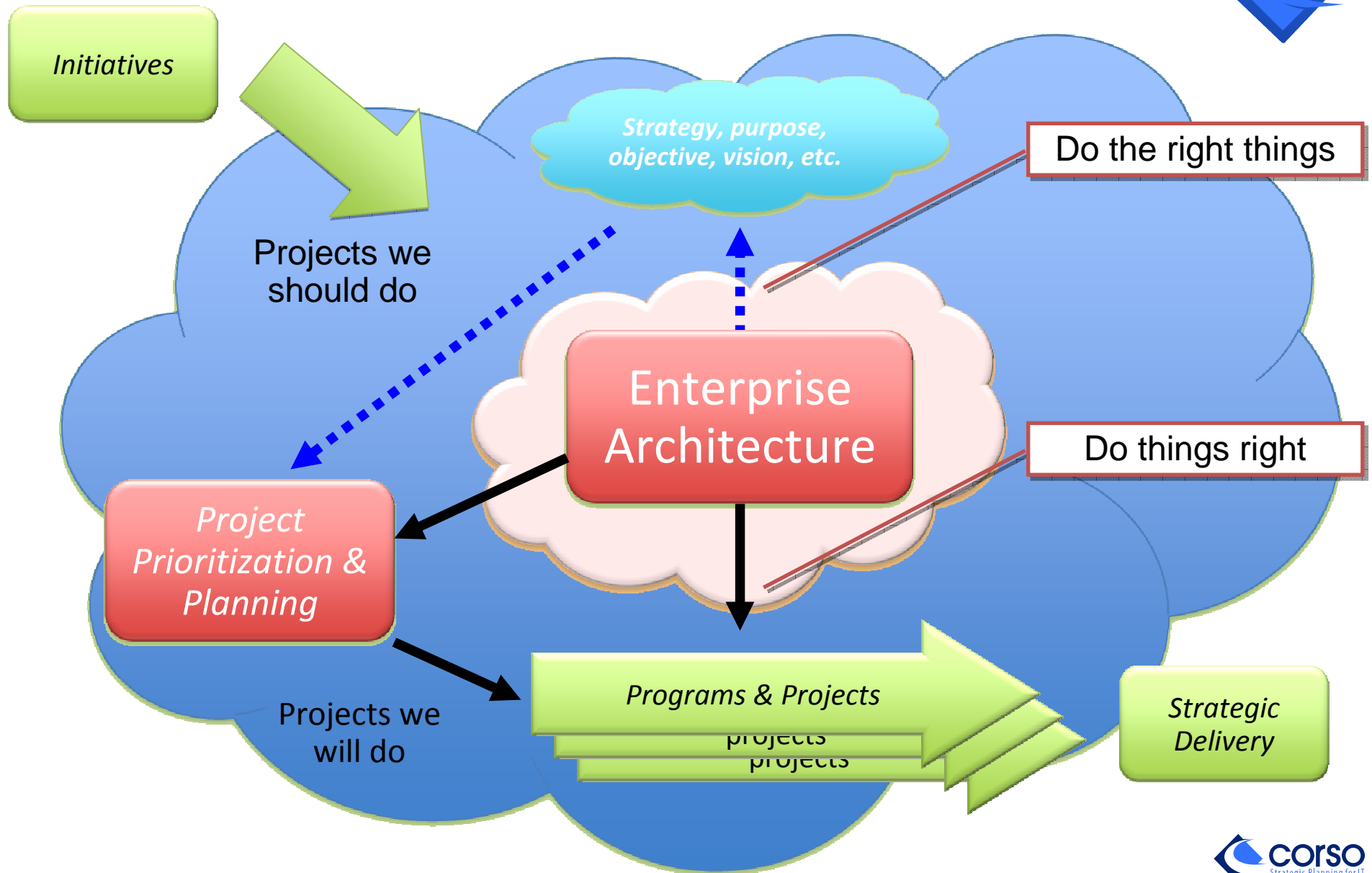
- Starts with an organization knowing what it has – often called an ‘inventory’ built through ‘harvesting’
- Correlation of all three areas which requires a descriptive meta-model
- A standard graphical view of the architecture with a representation like MODAF
- Business intelligence to provide questions and answers

Process for Managing Change

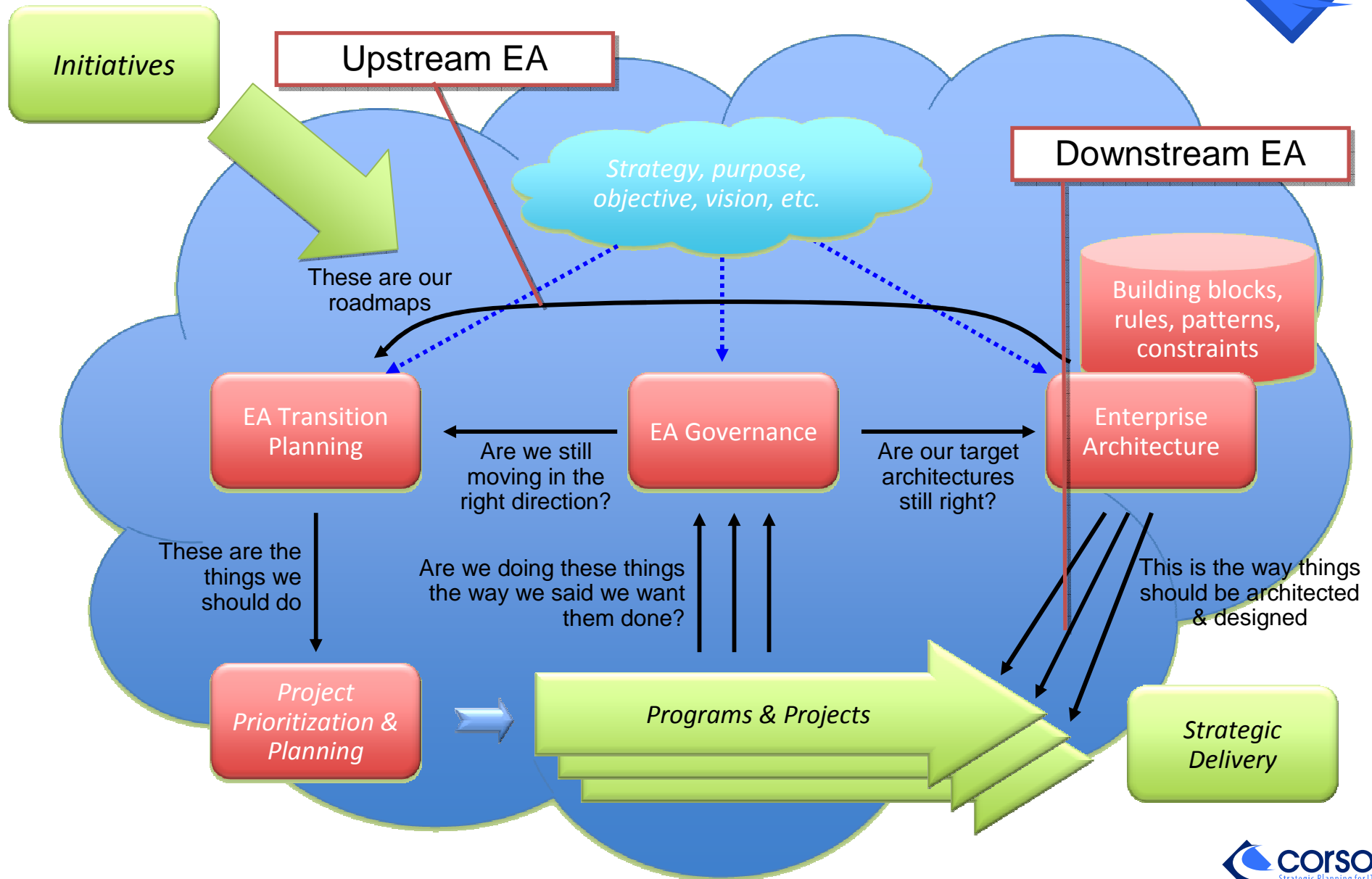


- The three perspectives offer different stakeholder views
- The platform provides a process for evaluating and adopting initiatives
 - **Analyze current position**
 - **Compare future strategies**
 - **Govern the transition**

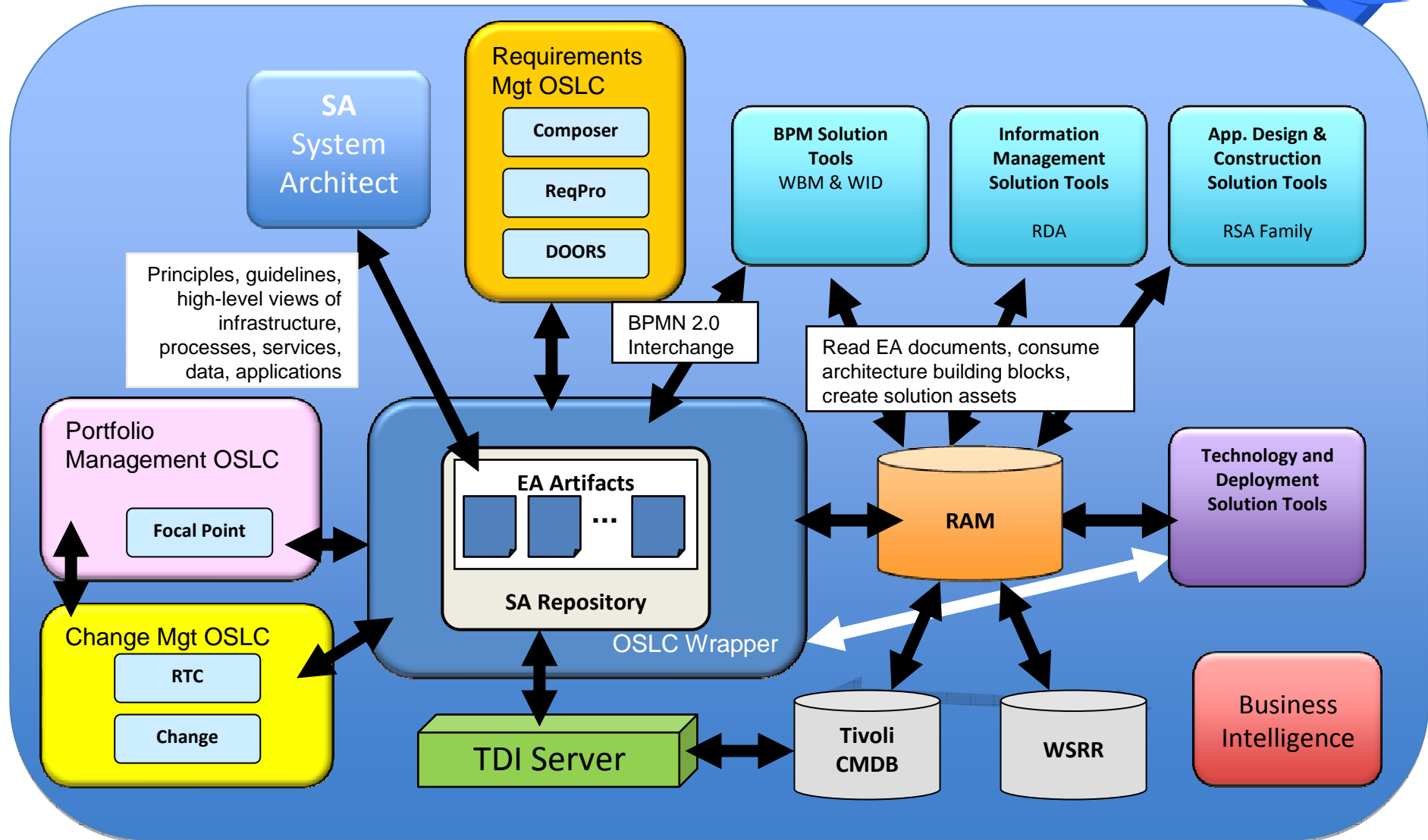
The Strategic Planning Lifecycle



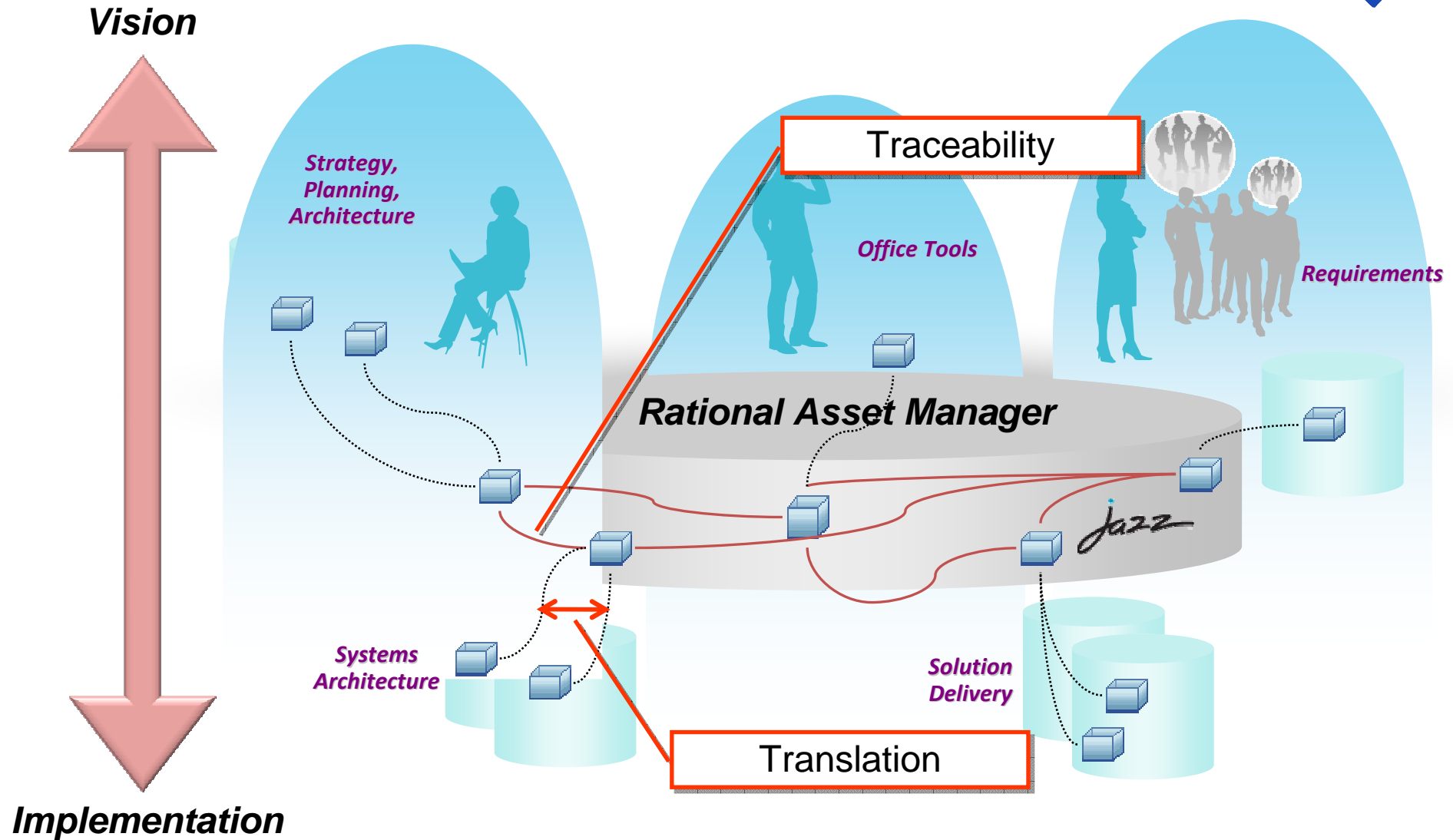
The Strategic Planning Lifecycle



Strategic Planning Platform



Managing assets to get more value out of your MODAF solutions



Summary



- EA Lifecycle produces work products (Assets)
- Work products are at differing levels of detail
- Produced in different tools in MOD and Suppliers
- Assets need to be understood and catalogued for re-use and for traceability
- Assets need to be easily found, governed and subscribed to
- Role based access control and security are key considerations

Conclusion



- Effectively Manage new initiatives and change
- Deliver a systematic approach to manage change
- Align systems with capabilities
- Engage all stakeholders
- Co-ordinate different lifecycles and tribes
 - E.g. defines the 'what' and 'why' of solutions rather than the 'how' and 'who' of ALM
- Utilise new technology trends
 - Mobile
 - Jazz
 - Business Intelligence
 - Federated data sources
- Inclusive of IBM technology but allows integration with other technologies

Strategic Planning Platform

