RMIT’s EA Journey

Organisational Change: Enterprise Architecture and transformational projects

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Outline

• Explore RMIT’s EA journey through time (over 2010 and 2011)
  – How has EA been applied? (in particular modelling)
  – What has worked well?
  – What hasn’t worked so well

• RMIT going through transformation
  – Strategic Plan 2015
  – ICT Plan 2015 (supported and underpinned by EA)
  – New operating model
Before EA: Early 2010

• Architecture
  – Small Architecture team
  – Architecture focussed on infrastructure technical implementation
  – Architecture acting as proxies of infrastructure teams (siloed teams)
  – Few standards and defined processes (No ITIL)
  – Heavy operational workload

• Projects were treated tactically not strategically
  – Project scope not programme scope
  – Replication of capability
  – Limited reuse
  – Proliferation of technologies
# Timeline of EA journey

<table>
<thead>
<tr>
<th>Period</th>
<th>Events</th>
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<tr>
<td><strong>Mid 2010</strong></td>
<td><strong>EA stirrings</strong></td>
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<td>• RMIT Strategic Plan (global, urban and connected)</td>
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<td>• ICT begins to plan</td>
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<td>• PEAF framework selected – consideration and training</td>
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<td><strong>Late 2010</strong></td>
<td><strong>EA adoption</strong></td>
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<td>• Vietnam – Australia application to function mapping</td>
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<td>• Choosing a meta model</td>
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<td>• Tool selection and Abacus</td>
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<td><strong>Early 2011</strong></td>
<td><strong>New management</strong></td>
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<td>• New IT Director encourages EA and establishes ITIL</td>
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<td>• Populating the model (applications-functions-organisation)</td>
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<td>• Governance processes and maxims</td>
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<td><strong>Mid 2011</strong></td>
<td><strong>Expansion</strong></td>
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<td>• Team enlargement and culture</td>
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<td>• PEAF meta model and CMDB</td>
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<td>• Reduction of operational tasks</td>
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<td><strong>Late 2011</strong></td>
<td><strong>Reorganisation</strong></td>
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<td>• New operating model and structure</td>
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<td>• TOGAF Reference Models</td>
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<td>• Increased ICT governance</td>
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Vietnam Application to Function mapping
Define the EA meta model
Abacus and Modelling

• Directions to develop models
  – IT engagement

• Selection of Abacus modelling tool
  – Budget available
  – Gartner Quadrant
  – Metamodel support (PEAF)
  – Import of Visio and Excel

• Relationship to CMDB
  – Strategic vs tactical
  – Keeping updated
  – Keeping complete
Expansion and new models

- Team expansion (approx 12 architects)
- Many specialist planning consultants (large contractor workforce)
- New expertise and viewpoints vs more difficult to align
- TOGAF and PEAF alignment
- TOGAF TRM adaptation
- Technology Architecture focus (bottom up)
Example: Data Centre Migration and Application Architecture

- Driven by need to free expensive space in city
- Move/upgrade business applications in one of City datacentres to Noble Park datacentre (approximately 300 in number)
- Need for authoritative system: CMDB development (RAS) but not Abacus
- Issues
  - Strategic (Abacus) vs operational (RAS CMDB) alignment
  - CMDB focus on technology
  - How to manage the information being collected and used to make decision?
  - How to keep it semantically consistent? (what model?)
  - How to keep it complete and related?
  - How to keep it up to date?
New directions and organisational Change

• New proposed operating model and operating structure
  – Split of architecture function
  – Challenge to manage governance
  – Still confusion about what architecture is all about

• Application Architecture
  – Need to understand which business processes are supported by which applications (still ICT centric)

• Roadmaps and Future State
  – 3 year horizon
  – Engagement of ICT personnel

• Heat maps
  – Identification of areas of urgent large spend
Example: WTA and Channel Architecture

• Global replacement of CMS and Delivery Engine
• Impacts wide range of channels (web, mobile, social media, collaboration)
• No RMIT business strategy or architecture
• Deep architecture involvement
• Able to leverage technology model to define technology components
Example: PeopleSoft and Integration

- Upgrade from PS 7.6 to PS 9.1
- Introduction of major integration component (Integration Broker)
- Unable to comprehensively take advantage of integration aspects for all PS interfaces to fix:
  - Direct database integration (“barnacles”)
  - Replication of functionality
- Have not identified the logical data model
- Have not identified the integration architecture
Summary

• Current state
  – Rapid change at RMIT
  – Architecture still finding its feet
  – Architecture team still “forming”

• Challenges
  – Stabilise the architecture practice
  – Cultural acceptance (especially around governance)
  – Validation and acceptance of modelling by business and IT.

• Acknowledgements
  – Keith Frampton, Jon Bell, April Weiss and many others.
Questions
Appendix – Further material
RMIT Strategy

• RMIT’s vision is to be:

  • **global** in attitude, action and presence, offering our students a global passport to learning and work;

  • **urban** in orientation and creativity, shaping sustainable cities and drawing inspiration from the challenges and opportunities they provide; and

  • **connected** through active partnerships with professions, industries and organisations to support the quality, reach and impact of our education and research.
ICT Plan underpinned by EA

2015 Strategic & Supporting Plan/s

Enterprise Architecture Target State

ITS Strategy

3-Year Business Plan

ICT Implementation Plan

Business Plan Projects

Drive

Support

Initiative 2011 2012 2013

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

Initiative 1

Activity 1

Activity 2

Activity 3

Activity 4

Initiative 2

Activity 1

Activity 2

Activity 3

Activity 4

Initiative 3

Activity 1

Activity 2

Activity 3

Activity 4

2015 ICT Plan

Information and Communications Technology (ICT) Plan to 2015

2015 ICT Implementation Plan

Information and Communications Technology (ICT) Implementation Plan 2015-16

ITS Work Plan(s)
ICT Plan to 2015

ICT Enabling The Transformation

- Global Access
- Unconstrained Research
- Integrated
- Mobility
- Collaboration
- Technology Enhanced Learning & Teaching
- Effective & Efficient University Operations
- Anywhere, Anytime Student Computing
- Connected
- High Performance Infrastructure
- Sharing

Anywhere, Anytime
Student Computing

High Performance
Infrastructure

Connected

Global

Urban
Define the EA meta model

Source: Official PEAF documentation