Governance

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Date: 22 Nov 2011
• Problem (PAIN)
• Visibility and Stakeholders
• Governance – the layer cake!
  – Tactical use of failure
  – Agile? (Prototype, Incubate, Release)
• Growth and Maturity
• Processes and Artefacts
• CIO’s getting engaged with operational decisions.
• Snr. Managers making inconsistent “on the spot” decisions that multiplied operational complexity.
• Projects going red (reputational damage)
  – expensive rework and delays.
• Complexity degrading availability
• Morale went to “hell in a hand basket” for everyone.
• IT Services are to BLAME!
Our challenge is... 

... to ensure all governance processes are dealt at appropriate level.
• What is our scope?
• What is our capability?
  – Do we have a framework or model?
  – Do we have the people and resources?
• What can we sell and sell now?
  – What can we sustain and build on?
  – What do we need to delegate?
• Who’s who in the Zoo?
• Who are the decision makers and blockers.
  – Vested interests
  – Organisational structures
• Roles and Responsibilities
• What information do they need to make effective decisions and how can you get this to them in a way that helps?
• Credibility and Trust
Strategy
- Responsible for principles and priorities (business alignment)

Standards
- Responsible for translating principles and priorities into policies, standards and roadmaps

Design
- Responsible for creating solution artefacts that meet business requirements and align with architectural standards and policies

Build
- Resource & risk management to execute the agreed design

Operate
- Operational documentation and practices along with handover/acceptance checklists and requirements.
• Tactical failure is your friend
  • Demonstrate complexity to the client.
  • Encourage engagement with the client (key!)
    • Failure / error timing is important – early is good.
  • Getting slapped down by the customer is good!
• Smart person’s disease & Morale
  • Perfect is the enemy of done (or started!)
  • Repeated systemic failures destroy morale
  • Tail chasing and Recipe arguments
• Governance – alignment (prevent rework)
• Engineer to Zero
  • Zero to Operate and Zero to Engineer
• Tipping point – cost of rework
• Prototype → Incubate → Operate model
  • Developed within the service line/owner.
  • Reverse gating to ensure requirements are still met.
Growth and Maturity
Standards Lite (RFD’s, RFE’s and NoD’s)
- Getting simple, lightweight decisions out to consumers. (Charter)

Domain Ownership
- Responsible parties are identified for each “domain” (EA framework).

Policies
- Defining the rules that the domains are to follow.

Standards
- Translate the rules into something specific and integrated.

Roadmaps
- Show high level plans for the future to enable a unified picture.
Solution Artefact Maturity

Peer Review
- Getting simple peer review from local team members.

Templates
- Base artefacts are created for each solution gate (Sol’n framework).

Requirements Traceability
- Verify that the requirements have been met in the solution.

Stakeholder Review
- Verify that the customer, users and other stakeholders approve.

Governance
- Make the solution review process a gate and start reporting.
Processes
Architecture review is a gating process to ensure the quality of technical direction through the review of architecture artefacts.

The quality of an artefact is verified via:

- Confirmed stakeholder reviews (prior)
- Alignment with principles (ARB)
- Alignment with strategy (ARB)
ES Architecture Review Board: Artefact Review Process

**Stakeholders**
2. Peer Review → Approved?

**Strategy Governance**
- Yes
- No

**Library**
- Solution Artefact(s)
- Peer Approval(s)
- Request for Decision / Exception
- Notice of Decision
- Yes
- No
- Reset Go to 1.
- Withdrawn (Stop)

**Architect**
1. Create / Update Artefact → Request Exception?
- Yes
- No
- 3. Submit
- Exception?
- Yes
- No
- 4b. Present
- Yes
- No

**Architecture Review Board**
- Agenda
- 4a. ARB Review → Approved?
- Yes
- No
- Withdrawn?
Solution review is a gating process to ensure the quality of solutions through the review of solution artefacts.

The quality of an artefact is verified via:

• Confirmed stakeholder reviews (prior)
• Alignment with standards (SRB)
• Alignment with roadmaps (SRB)
ITS Project Initiation Process and SRB Gates

Portfolio Governance and Funding Release
Gate 1 – funds released **by CIO** for Business Case stage only
Gate 2 – funds released **by CIO** for forecast full project cost

Optional Approvals
ITS SMT may impose additional project-specific approval requirements, including:
A) Tender Documentation
B) Final Contract
C) Service Portfolio
D) Other

v.1.4, John Cain, 24 Jun 2010
Solution Review Board Process

Diagram

1. Create / Update Artefact
   - Request Exception?
     - Yes
       - 3. Submit
         - Agenda
       - 4. SRB Review
         - Approved?
           - Yes
             - 5. ARB Review
               - Approval
               - Yes
             - No
               - Withdrawn
               - Reset Go to 1.
           - No
             - Withdrawn
             - Stop
     - No
       - 2. Peer Review
         - Approved?
           - Yes
             - 5. ARB Review
               - Approval
               - Yes
             - No
               - Withdrawn
               - Stop
           - No
             - Withdrawn
             - Stop
   - No