Chapter XIX
Enterprise Architecture by a Small Unit in a Federated Organization

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ABSTRACT

This chapter provides specific guidance for enterprise architects who are part of a small team in a federated organization. Architects in that situation may be compelled to drastically limit the scope of their program. This chapter offers architects several actions they can take to perform current architecture, target architecture, and architecture governance as part of a wider-scoped program. Emphasis is placed on using an architecture repository tool, focusing on open standards, planning for shared business services, supporting a governance process, and building trust relationships within and between the organization's departments.

INTRODUCTION

This chapter assumes the reader is part of a small enterprise architecture (EA) team, or possibly solely responsible for performing enterprise architecture in a federated organization. A federated organization (as described later) presents challenges for performing enterprise architecture for any size team and a small team may feel the need to drastically limit the scope of their architecture efforts. This chapter will suggest actions for a small architecture team that can help them perform a wider-scoped architecture program that includes capturing the current view of your

organization, planning for a business-aligned target environment, and supporting an enterprise architecture governance process.

Those three main tasks—developing current architecture (or as-is environment), planning for target architecture (or to-be environment), and promoting architecture governance—are the three legs of a substantive program that even a small team can perform. For these three legs of an architecture program, I will provide an overview of resources to leverage, deliverables to produce, and actions that the small team can perform to ease their difficult task. The goal of this chapter is to provide the small enterprise architecture team with a few key tools and resources to help them be as effective and relevant as possible under difficult circumstances.

BACKGROUND

Small Architecture Team

A "small" enterprise architecture team is defined as an architecture team that lacks any resources, facilities, manpower, funding, and sponsorship such that the team can not possibly fully implement an architecture program as defined by one of the EA frameworks (Table 1).

Architecture Frameworks

The standard resource for a fully scoped architecture program is the enterprise architecture framework. There are numerous EA frameworks with several of the most common listed in Table 1.

These frameworks provide key definitions and objectives for the elements of an architecture program. They are in effect how-to manuals. Each architecture framework has its strengths and when followed will provide templates for effectively performing the three legs of an EA program. A small architecture team should survey these frameworks to determine their potential for use. Due to the complexities of a federated organization and their own limited resources, the small architecture team can't guarantee success by diligently following a standard framework, and can't guarantee that they can diligently follow the framework in the first place.

The Federated Organization

A federated organization is an organization consisting of autonomous or semi-autonomous departments (or units, agencies, and so on). Note that the terms federated or federal, and organization or enterprise can be used interchangeably. The independence of the departments in a federated organization presents special challenges for enterprise architects. Even if the departments share an executive authority, mandates are unlikely. These departments will have their own agenda and priorities, and they may be more self-concerned than concerned about the organization as a whole. Collaboration and compromise are required to get anything done across departmental boundaries. Departments in a federated organization may have political and funding autonomy as well as organizational autonomy. They may have different funding sources, political structures, security requirements, customer bases, and customer ser-

Table 1. EA frameworks

Zachman	http://www.zifa.com
The open group architecture framework	http://www.opengroup.org/togaf/
The federal enterprise architecture reference models	http://www.whitehouse.gov/omb/egov/a-1-fea.html
National Association of State Chief Information Officers (NASCIO) enterprise architecture tool-kit	http://www.nascio.org