



# THE EVOLUTION OF EA FUNCTION

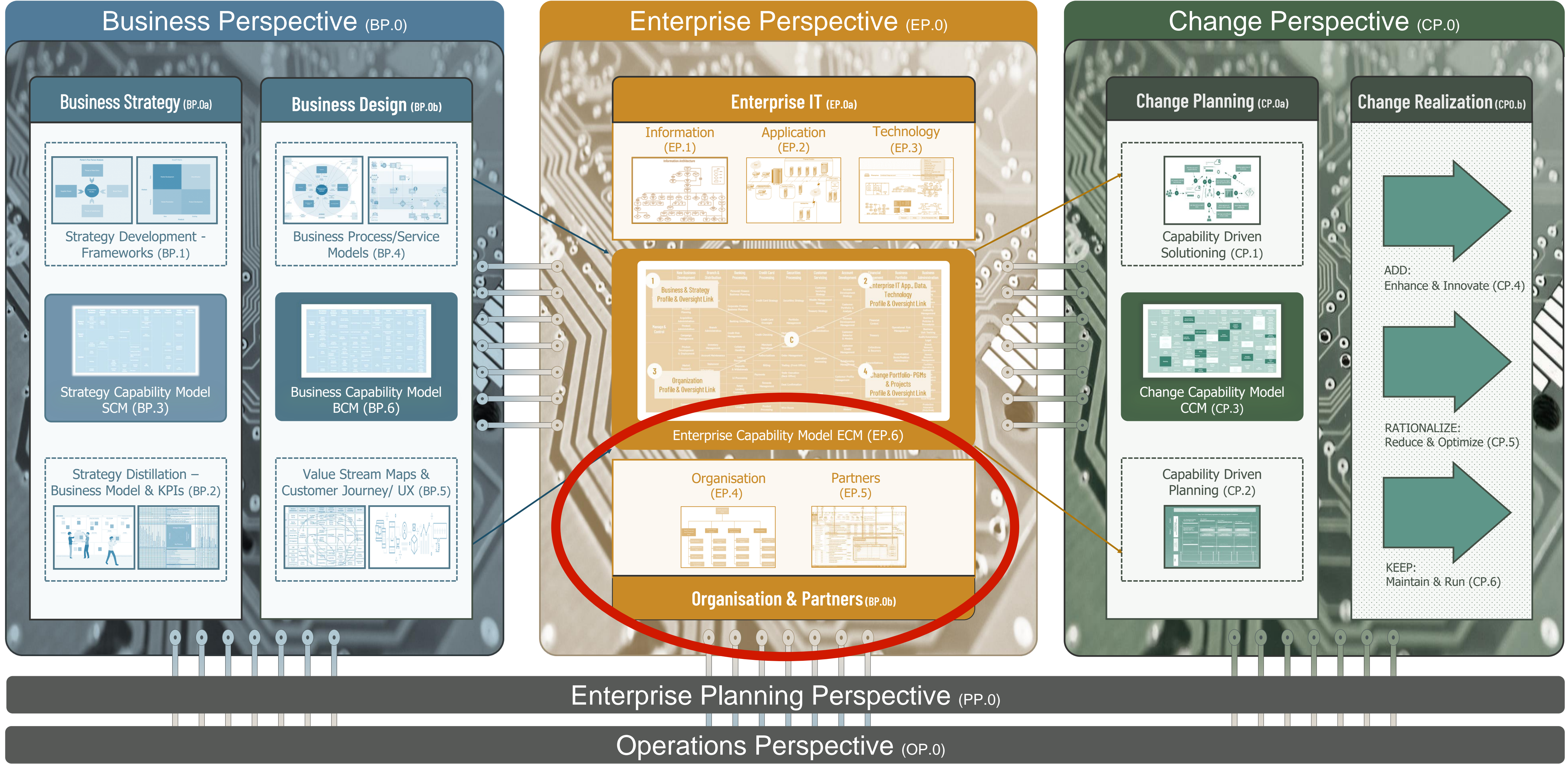
## EA ORGANIZATION & RESOURCING

ENTERPRISE DIGITAL TRANSFORMATION  
WITH EPERSPECTIVES

*ARSALAN N. RAD*  
*DISTINGUISHED ENTERPRISE &*  
*BUSINESS ARCHITECT*  
*(THE OPEN GROUP)*



# EPERSPECTIVES: DIGITAL ENTERPRISE – BASELINED, SIMPLIFIED, AND UNIFIED





# EA - Assets and Locations

## Assets and Locations Element

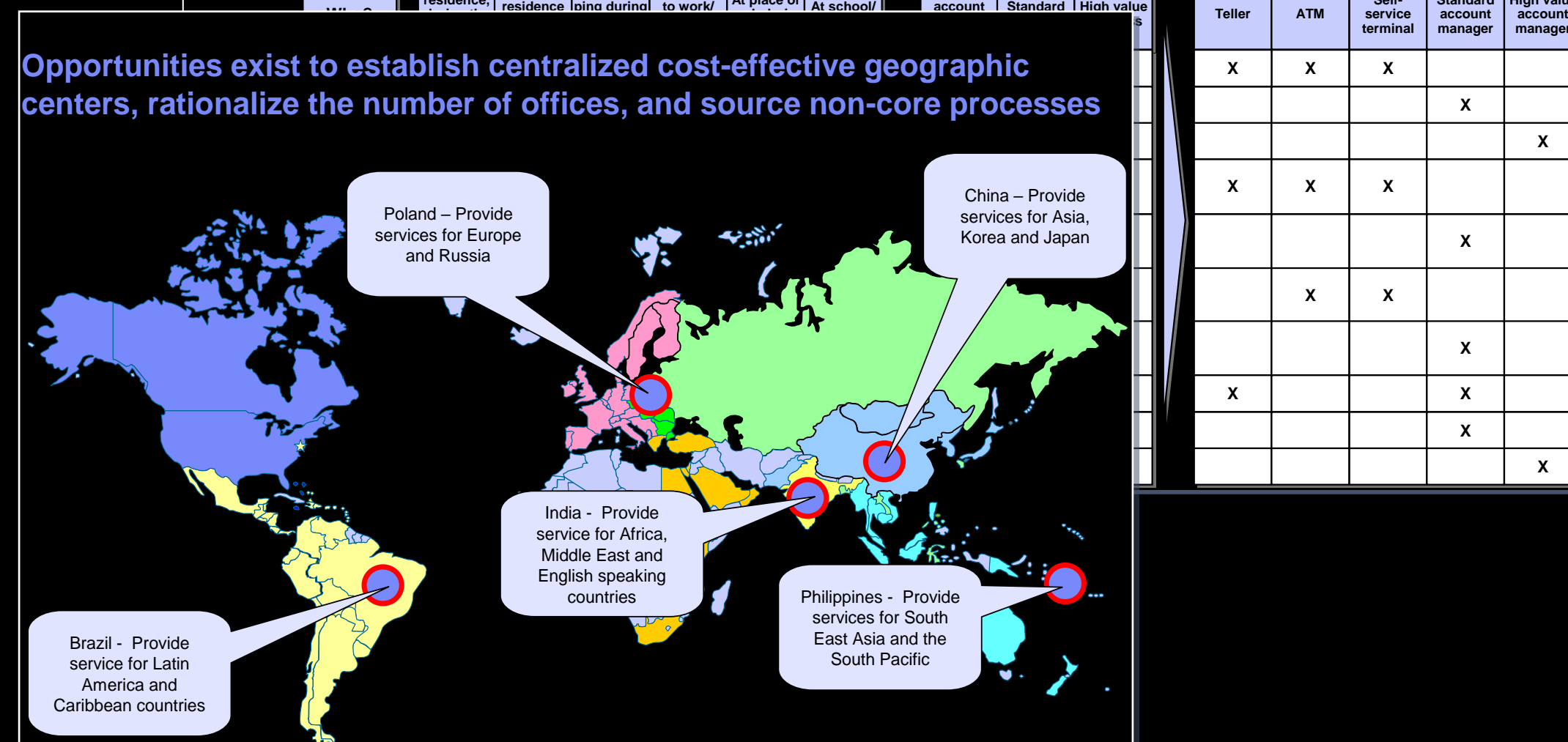
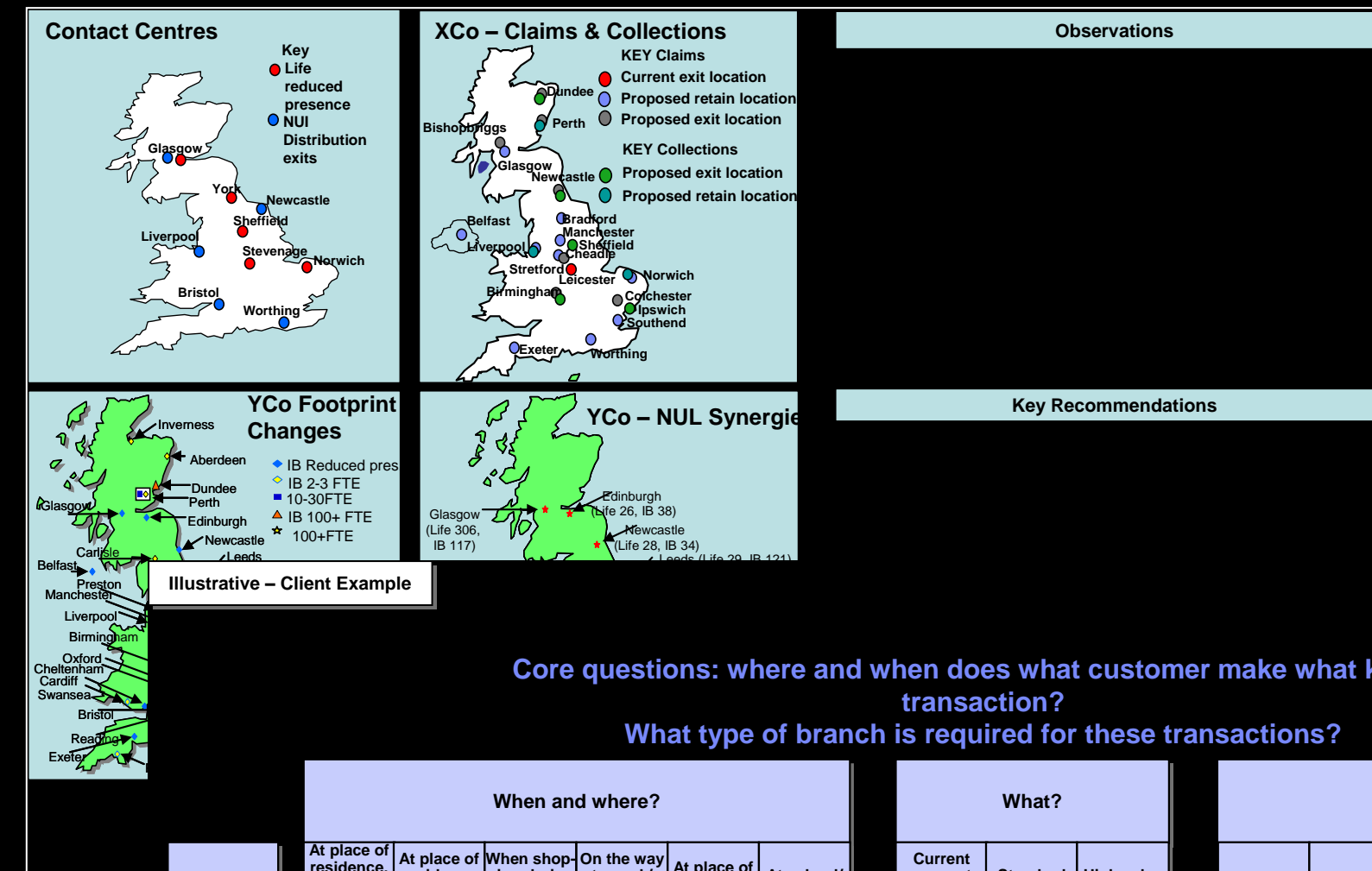
- Defines which activities are executed where, the scope of the perpetual long-term Enterprise resourcing & Planning versus Change & Transformation focussed resourcing & Planning

## Questions

- Is Solutioning (Solution Architecture) aligned with the EA and thereby with business strategy and customer value proposition?
- What is the scope for further optimising the EA function as well as the change & transformation planning?
- What is the scope for creating a more globally unified EA and integrated enterprise change planning?
- How to ensure tasks and responsibilities are assigned to best resources, locations, organizations, ...
- What are the opportunities for rationalising staffing, resourcing, hence change planning?

PROVIDE RESEARCH, ANALYTICAL, AND ADVISORY SERVICES TO SUPPORT DECISION MAKING AROUND RELOCATING, ACQUIRING, EXPANDING OR CONSOLIDATING AND CLOSING BUSINESS OPERATIONS TO OPTIMISE CHANGE AND TRANSFORMATION PLANNING

- COMPETITIVE POSITION ANALYSIS
- COST QUALITY MAP
- COUNTRY MONITORS



# EA- Skills & Planning

A framework that covers the key elements around human resources should be used to analyze the IT profession maturation level, and its ongoing improvement within Client

IT practitioners are expected to have business-focused qualifications to supplement their technological skills

**Operating Strategy & Model –**

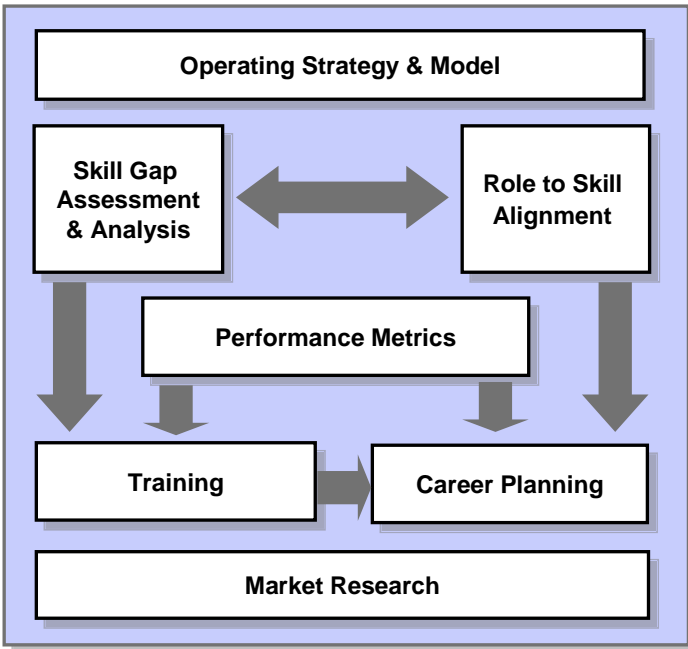
A strategy to implement the vision identified in a company's business strategy. The Operating Model identifies the key enablers: Process, Metrics, Tools, Technology, Skills and Organization that are required to realize a company's vision

**Skill Gap Assessment & Analysis –**

Develop and administer skill assessment survey, identify current skills within organization and assess gaps in skills needed for particular roles

**Role to Skill Alignment –**

Analyze skill assessment results and re-align employees to appropriate role (or hire from outside) as appropriate



**Performance Metrics –**  
Establish and communicate appropriate performance metrics

**Training –** Identify areas for training based upon Gap Analysis and skill assessments

**Career Planning –** Establish appropriate performance metrics based on the baseline assessment to identify career progression plan

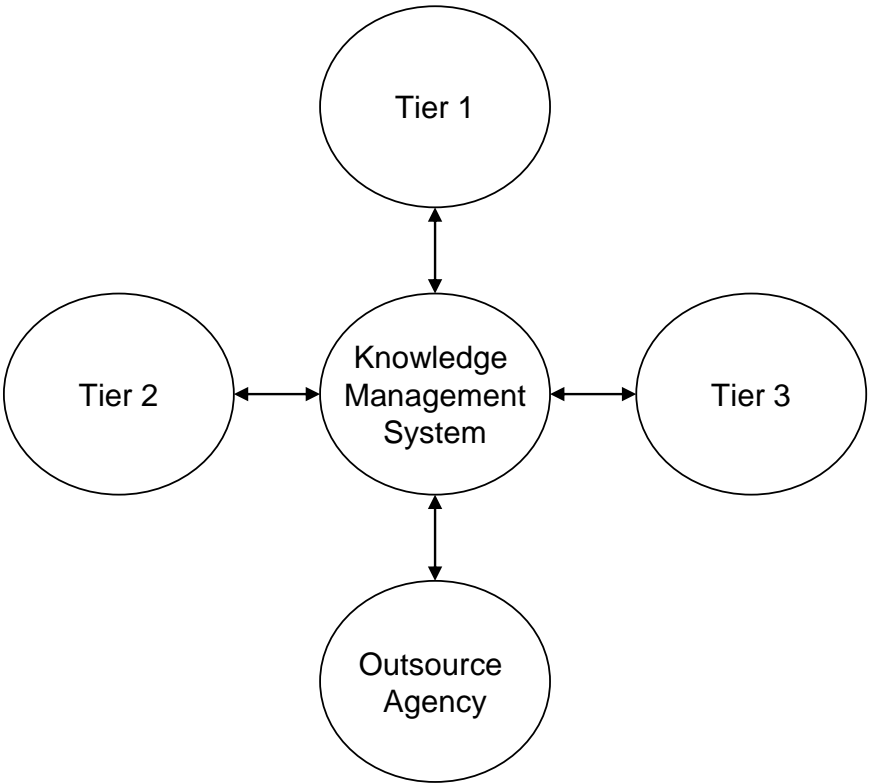
**Market Research –**  
Identify and monitor competitive skills and salary in the marketplace in an ongoing basis to ensure West pay and benefits are comparable to market

Professional qualifications in IT need to focus more on how IT can serve the business and less on simply the technical and architectural considerations

Source: IBM Analysis

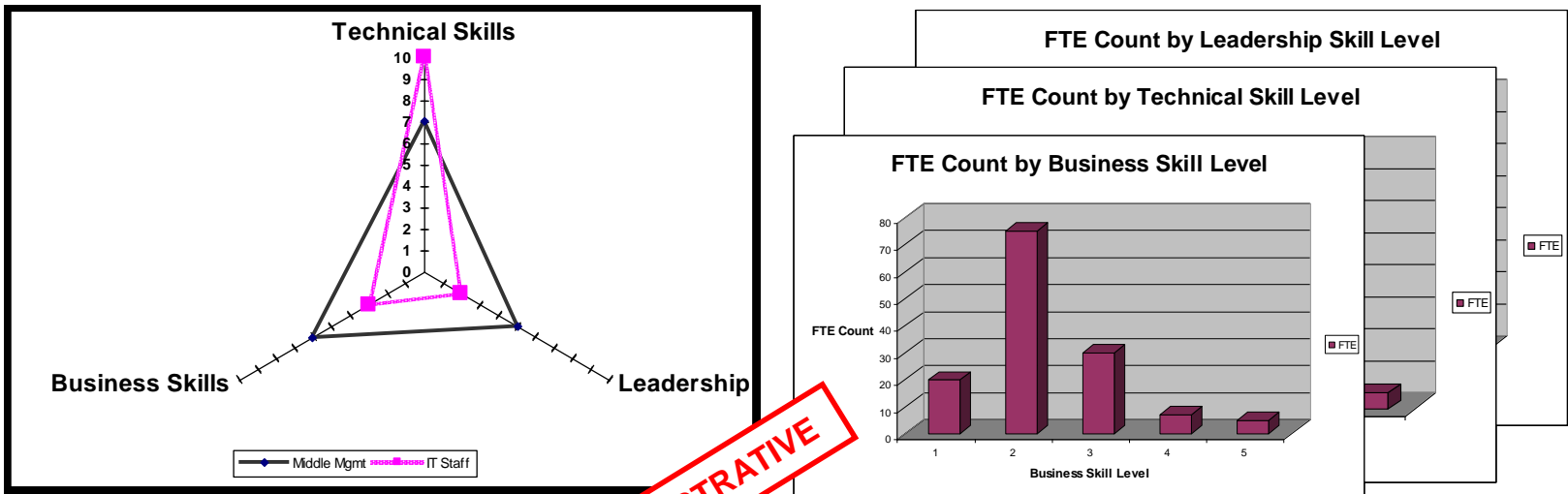
A simple Knowledge Management tool will provide a repository for all units of the support organization – this will help in promoting consistency and knowledge sharing across the organization

- Since Tier 1 will be outsourced, maintaining a central repository will be essential for basic helpdesk procedures and user administration functions
- KM system will be utilized by Tier 1 helpdesk to perform basic troubleshooting procedures and appropriately decide where to route a ticket in case trouble cannot be resolved
- Platform administration and Application Administration support functions will need to leverage Tier 2 and Tier 3 organizations' resident application knowledge that they would need for conducting support tasks
- Tier 2 will gain more expertise for application troubleshooting over time, reducing the number of tickets routed to the Tier 3 personnel



A skills assessment will provide the needed visibility into training requirements and career advancement

Major emphasis is needed on providing advanced technical training and the realignment of management resources that do not exhibit the needed level of business and leadership skills

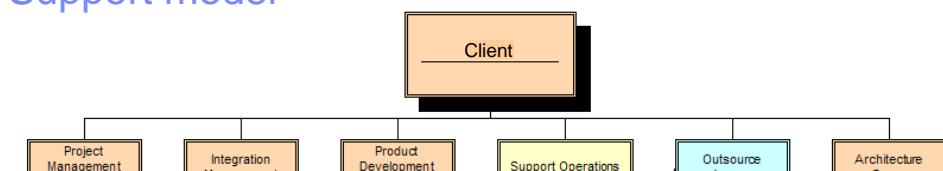


Name	Overall Past Performance	Overall Job Competencies	Overall Core Competencies	Business Skills	Leadership Skills	Total Weighted Average
Smith, John	0.80	0.90	0.75	.20	.10	2.45
Max, Sally	1.20	0.40	0.79	.20	NA	2.39
Johnson, Jim	0.40	0.40	0.41	.30	NA	1.21

# Target Model Deliverable Sample: Organization and Governance

Opportunities exist to establish centralized cost-effective geographic centers, rationalize the number of offices, and source non-core processes

The organization structure will be reconfigured to align with the Operations Support model



The business architect's role is to ensure that the investment portfolio delivers the target state operating model

Role has four major objectives:

#### ALIGNMENT

- Ensure project portfolios are in alignment with business needs, industry trends and the organisation's strategic direction
  - Provide an understanding of the areas where projects can have the highest impact
  - Ensure that projects are proceeding in line with objectives (e.g. cost reduction)
  - Provide confidence that project investment is building towards an agreed operating model

#### THE RIGHT DESIGN DECISIONS

- Identify and enforce the design of common components
- Assist individual projects to make the right design decisions

#### COMMUNICATION

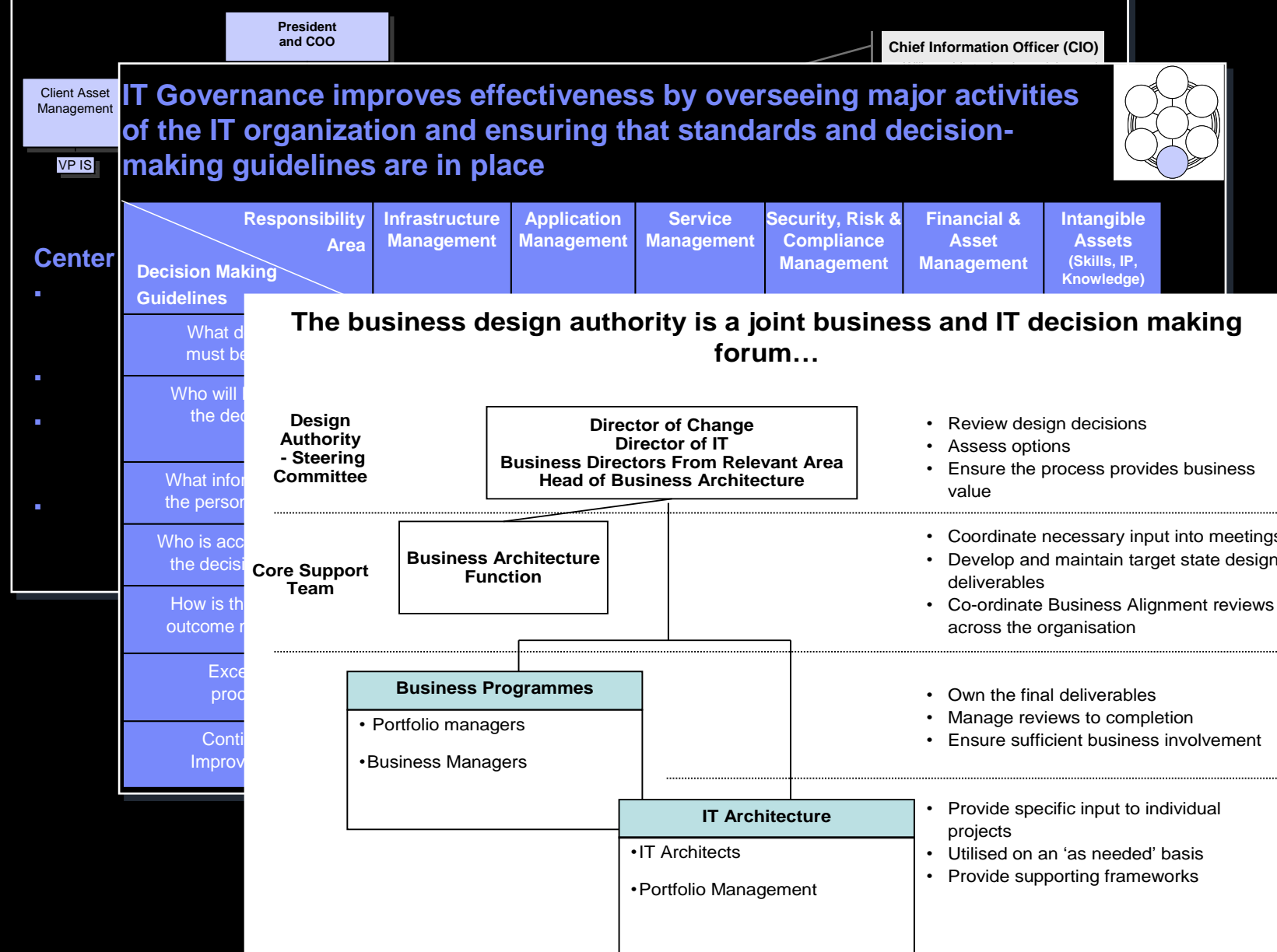
- Build strong working relationships with business and IT
  - Provide a plan of the improvements to the business over the next three years

#### COST REDUCTION

- Identify, where possible, portfolio cost savings through project re-prioritisation

Product Dev today- instead of development

Establish a CIO position and an IT Governance Board to align IT with business priorities, as well as a Center of Excellence that will include centralized support functions required to streamline Client operations



- GOVERNANCE LAYS OUT THE ONGOING OPERATIONAL GOVERNANCE STRUCTURE, WHICH IS BROADER THAN, BUT SHOULD BE INTEGRATED WITH, THE ROADMAP GOVERNANCE DEVELOPED IN THE NEXT PHASE