

Step 6:

Incorporate Approved Modernization Blueprint into Enterprise Architecture

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1. Step Description and Purpose

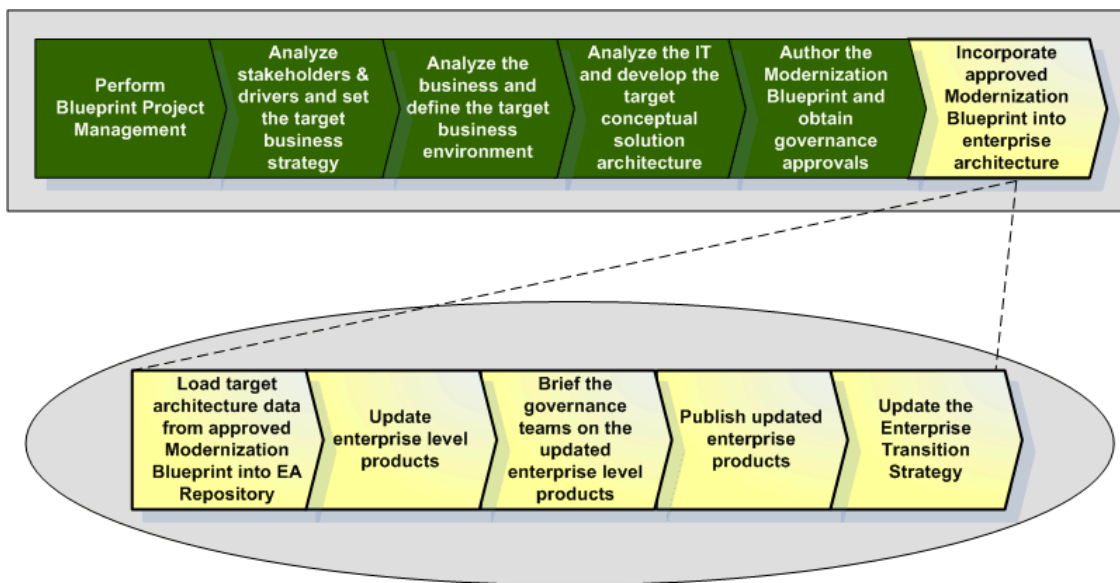
Step 6, *Incorporate Approved Modernization Blueprint into Enterprise Architecture*, is intended to bring the analysis and architecture associated with the business focus area into the more global architecture picture of the enterprise. Although the analyst is continuously referencing the enterprise architecture when making observations of the business area, the resulting analysis and architecture products are not fully integrated with the enterprise until they are approved and this step is completed.

The result of this step is an evolving view of the target state for the enterprise. As any given business focus area completes its architecture analysis, the enterprise architecture absorbs this analysis and continues to evolve. Step 6 allows for:

There to be an enterprise level architecture – other MBT Steps are business area or segment-focused.

Executive management planning at enterprise level as well as within each business area in order to form conclusions about the enterprise and business area (segmented) efforts.

Future and Past Business areas can plan for modernization including other business areas to avoid redundant investments or investments that are not in line with other modernization efforts.



2. Activities within this Step

The table below provides a quick reference for the activities within this step.

<i>CTRL + click the activities for activity details →</i>					
Inputs (source)	MBT Products Checklist All Blueprint Products created in Steps 1 thru 5 (see checklist) including: Modernization Blueprint (Step 5) Business Focus Area Metadata (Step 4)	Existing Enterprise Services, Data Model, Modernization Plan, and Dependencies, etc. Department Reference Models Modernization Blueprint All Blueprint Products created in Steps 1 thru 5	All Enterprise Products	All Enterprise Products	All Enterprise Products Current Enterprise Transition Strategy including: As-Is Enterprise Architecture Conceptual Target Architecture Enterprise Transition Plan Enterprise Transition Strategy Update Checklist
Outputs	Blueprint Products Loaded Business Focus Area Metadata Loaded	All Enterprise Products Updated	None	Published Enterprise Products	Updated Enterprise Transition Strategy
Who (role)	Enterprise Architect [R] EA Repository Team [I]	Enterprise Architect [I] Enterprise Product Lead [R]	Enterprise Product Lead [I] Governance Teams [C] Enterprise Architect [Support]	EA Repository Team [R]	Enterprise Architect [R] Enterprise Product Lead [I]
Duration (calendar days for an average project based on past projects)	30 days	5 days	5 days	2 days	5 days
Complexity					

Legend

Complexity:

Low → High

Who:

R = Responsible
I = Informed
C = Consent

Keys to Success:

This step produces the enterprise view that shows the business segments and how they fit together. Be sure to work with the Enterprise Product Lead who is the keeper of the enterprise level products.

3. Activity Details

Activity 1 - Load target architecture data from approved Modernization Blueprint into EA Repository

Activity Short Description:

Upon approval of the blueprint, all target MBT Products and new As-Is Products need to be catalogued, submitted, and loaded into the Enterprise Architecture (EA) Repository. This step facilitates the communication and file submission by the blueprint team with the enterprise architecture repository team to facilitate timely and accurate loading of these MBT Products. The end result of this activity will be entered, linked, and validated MBT Products into the enterprise architecture repository.

Activity Tasks:

1. Complete the MBT Products Checklist
 - a. The Enterprise Architect should note, using the MBT Products Checklist, which MBT products have been created by populating the status field of each product and file name that has been submitted.
2. Complete the Business Focus Area Metadata template
 - a. Using the Blueprint and MBT Product Checklist (specifically URL Links) as a source for most fields, update the metadata about the Business Focus Area. The sections – which have the specific fields and URLs required with a description of what is required – that need to be updated include:

Descriptive
Blueprint Status
MBT Products for Review
Business Mission and Vision
Team Information
Portfolio
Line of Sight
Analysis – Summaries
Analysis – Scoring
Analysis – Findings
Analysis – Plans

NOTE: Populate the sections as complete as reasonably possible, but do not spend more than one-day on updating this template prior to moving to next task. Much of this template, i.e. Line of Sight and Portfolio sections can be inferred from other products in discussed during the next task (meeting).

3. Meet with enterprise architecture repository team
 - a. Provide the MBT Products Checklist and create a submission and load schedule
 - b. Provide and discuss the populated Business Focus Area Metadata template; set a date to validate data entry of this information
4. Review products and Business Focus Area Metadata as entered into the repository

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- a. The enterprise architecture repository team will load the products submitted based on the MBT Product Checklist and import the Business Focus Area Metadata file into the enterprise architecture repository. This typically ranges over a 5 day period.
- b. Review products stated in the MBT Product Checklist based on the Load status provided
- c. Review the loaded Business Focus Area Metadata and provide feedback using the populated Business Focus Area Metadata template

Activity Communications Considerations:

It is recommended that the templates as noted in the activities be used, so as to maintain submission, load, and QA status of the load effort. Lessons learned from past efforts show that the enterprise repository team receives more complete products/data and more accurately load products/data across blueprint teams when the data is provided and communicated in a standard format.

Communicate with the enterprise repository team about when Step 6 will commence to assure they put it on their plan. Other blueprint teams may be requiring Step 6 or Step 13 support as well, so, as not to compete with other teams vying for repository staff time, plan and communicate ahead.

Activity Work Products and Templates:

MBT Products Checklist: The spreadsheet lists all MBT products that may be produced in creating a blueprint and is used as a communication and status management tool for tracking blueprint product submission, loading of those products, and validating of these products

- **TEMPLATE:** [MBT Products Checklist \(Excel\)](#)

Business Focus Area Metadata Template: The spreadsheet captures the metadata about the business focus area including Descriptive, Blueprint Status, MBT Products for Review, Business Mission and Vision, Team Information, Portfolio, Line of Sight (Reference Models), Analysis (Summaries, Scoring, Findings, and Plans), etc.

- **TEMPLATE:** [Business Focus Area Metadata Template \(Excel\)](#)

Activity 2 - Update enterprise level products

Activity Short Description:

Once the enterprise level impacts have been identified, this activity creates the “Update enterprise level products”. These products are representative of how the enterprise will look and how modernization will be achieved with the business area’s modernization plans taken into consideration. The draft products are created and are produced for review and acceptance.

Activity Tasks:

1. Review the existing enterprise level products
 - a. The Enterprise Architect would meet with the enterprise product lead to review and note changes associated with the business area’s blueprint recommendations and products
 - b. The Enterprise product lead will document the impacts
2. “Check-out” the current version of the enterprise level products
 - a. Coordinate with the enterprise product lead to do check out the enterprise level products. This ensures that other blueprint efforts and groups are not changing the models at the same time. During this period, the blueprint team will have sole rights for

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- updating the enterprise products in collaboration with working with the enterprise product lead.
- b. NOTE: Matrices do not require checkout. Instead this work will be performed off-line and collected in a spreadsheet that would look like the template. When ready, this information will be imported into the enterprise architecture repository.
3. Work with the enterprise product lead to modify the products to include the analysis from the business area
 - a. Modifications should be made to the enterprise products based on the business area products and the identified impacts from the previous activity.
 - b. The enterprise products, all listed below, should look very familiar in that each enterprise product is related to a business area product created during Steps 1 thru 4 of the MBT.
 4. Verify that all analysis from the business area is acceptable within the enterprise models
 - a. Identify elements within the business area architecture that are not compatible with the enterprise models
 - b. Validate needed changes to the business area architecture based on this verification activity. Update the business area architecture with needed changes per Step 13: “Maintain Modernization Blueprint and architecture products”

Activity Communications Considerations:

Do not “Check In” changes at this point – the next activity will require governance review and updates. If the “lock” on the required products is lost to another team, it will not be possible to update until the other team performs a “check in” of their work. Coordinate with the enterprise product lead to understand what other efforts may be requesting edit access to the enterprise products.

There may be cases where minor update requests are made by other teams. Depending on the gap between this activity and the review activity, the enterprise product lead would “check in” artifacts temporarily to allow for those updates, then “check out” back to the blueprint team.

Activity Work Products and Templates:

Enterprise Data Exchange Node Drawing: This work product is a visual depiction of the data that is exchanged between the business areas within the enterprise. Each business area is a node in the diagram, and the lines between the nodes depict data, at a subject area level, that flows between the business areas.

- **TEMPLATE:** [Enterprise Data Exchange Node Drawing \(PDF format\)](#)
- **TEMPLATE:** [Enterprise Data Exchange Node Drawing \(Visio format\)](#)

Enterprise Data Stewardship Matrix: This work product is a matrix that documents the subject areas within the enterprise, and the business areas within the enterprise that are the stewards for the data.

- **TEMPLATE:** [Enterprise Data Stewardship Matrix \(PDF format\)](#)
- **TEMPLATE:** [Enterprise Data Stewardship Matrix \(Visio format\)](#)

Enterprise Modernization Sequencing Plan: This work product is an enterprise level snapshot of all modernization initiatives. Each Blueprint publishes a business area modernization sequencing plan. The enterprise modernization sequencing plan is a compilation of all of the business area plans plus the enterprise level initiatives.

- **TEMPLATE:** [Enterprise Modernization Sequencing Plan \(MS Project\)](#)
- **TEMPLATE:** [Enterprise Modernization Sequencing Plan \(PDF\)](#)

Enterprise Modernization Dependencies Matrix: This work product is a matrix that lists all of the modernization initiatives within the enterprise, and depicts the other initiatives on which those modernization initiatives are dependent.

- **TEMPLATE:** [Enterprise Modernization Dependencies Matrix \(PDF\)](#)
- **TEMPLATE:** [Enterprise Modernization Dependencies Matrix \(Visio\)](#)

Enterprise Horizontal Services Model: This work product is a drawing that depicts all of the recommended horizontal services within the enterprise, and how they would provide information to the business areas.

- **TEMPLATE:** [Enterprise Horizontal Services Model \(PDF\)](#)
- **TEMPLATE:** [Enterprise Horizontal Services Model \(Visio\)](#)

Enterprise Modernization Recommendations to Mandates Matrix: This work product is a matrix that illustrates all of the modernization recommendations within the enterprise, and how those recommendations meet the many mandates to which the enterprise is responsible for action.

- **TEMPLATE:** [Enterprise Modernization Recommendations to Mandates Matrix \(PDF\)](#)
- **TEMPLATE:** [Enterprise Modernization Recommendations to Mandates Matrix \(Visio\)](#)

Enterprise Modernization Recommendations to Outcomes Matrix: This work product is a matrix that illustrates all of the modernization recommendations within the enterprise, and how those recommendations meet the strategic outcomes to which the enterprise is responsible for action.

- **TEMPLATE:** [Enterprise Modernization Recommendations to Outcomes Matrix \(PDF\)](#)
- **TEMPLATE:** [Enterprise Modernization Recommendations to Outcomes Matrix \(Visio\)](#)

Department Reference Models: This group of reference models represents the enterprise common language in which the enterprise architecture is described. Each blueprint will have updates to one, some, or all department or enterprise-wide reference models.

- **WEB LINK:** [Performance Reference Model](#)
- **WEB LINK:** [Business Reference Model](#)
- **WEB LINK:** [Data Reference Model](#)
- **WEB LINK:** [Service Component Reference Model](#)
- **WEB LINK:** [Technology Reference Model](#)

Activity 3 – Brief the governance teams on the updated enterprise level products

Activity Short Description:

This activity includes working with the enterprise product leads and the governance teams to ensure that updates to the enterprise level artifacts are acceptable. This activity publishes the “draft updated enterprise level artifacts” to the governance teams for review and acceptance.

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Activity Tasks:

1. Coordinate web publishing of the enterprise products created in the previous activity with the enterprise product lead and enterprise architecture repository team.
 - a. Communicate when governance reviews will be conducted and when feedback is needed.
 - b. Web Publication may either be in line with normal enterprise publishing refresh or a refresh of just the enterprise products that have been updated will be performed. If this is the first time for a web publication request, request the enterprise architecture repository team to create a quick links page for the business focus area so that all blueprint products and enterprise products are quick linked from a personalized page. This will make it easy to navigate and present.
2. Brief each Governance team – Data, Business, Technology, and Architecture Working Groups – on the updated enterprise level artifacts
 - a. Though each governance team will key in on their specialty area, it is important to present all enterprise artifacts to understand the full picture.
 - b. Recommended order of Product Review is:
 - i. Enterprise Data Exchange Node Drawing – Demonstrates Common Products discovered via this blueprint and incorporated into the enterprise.
 - ii. Enterprise Data Stewardship Matrix - Demonstrates Stakeholders vesting in Products discovered via this blueprint and incorporated into the enterprise.
 - iii. Enterprise Horizontal Services Model – Demonstrate Common Services discovered via this blueprint and incorporated into the enterprise.
 - iv. Enterprise Modernization Sequencing Plan – Demonstrates availability and transition plan from blueprint into the enterprise transition plan
 - v. Enterprise Modernization Dependencies Matrix – Demonstrates critical success factors to achieve delivering the common products and services
 - vi. Enterprise Modernization Recommendations to Mandates Matrix – Demonstrates Oversight responsibilities to deliver the common products and services as documented via this blueprint and incorporated into the enterprise.
 - vii. Enterprise Modernization Recommendations to Outcomes Matrix – Demonstrates Strategic Alignment to deliver the common products and services as documented via this blueprint and incorporated into the enterprise.
 - viii. Department Reference Models - Recommended extensions or changes to the reference models and requests for approval change by the respective governance team
 1. For reference models, specific governance teams only need to consent on their area of responsibility (though it is important to inform on all areas of changes at a high-level). Such as:
 - a. Business Governance – PRM and BRM
 - b. Data Governance - DRM
 - c. Architecture Working Group Governance - SRM

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d. Technology Governance – TRM

3. Obtain feedback from the governance teams and incorporate, as necessary, into the enterprise level artifacts
 - a. Coordinate updates similar to how these were performed in Activity 2
4. Once changes are complete, “Check in” any changes
 - a. At this point, changes are complete, and the enterprise product lead can be requested to “Check In” and release the enterprise products for others to make changes.

Activity Communications Considerations:

Share planned governance review dates with the enterprise product lead and enterprise architecture repository team so they can plan support accordingly. Road-show, re-visit, and seek feedback from Program representatives in the area of interest. i.e.:

- Data – Principal Data Stewards
- Business – Program Managers
- Applications – System Owners
- Technology – Infrastructure

The value of doing this will help the program representation see the other common opportunities brought to the table across the enterprise.

Activity Work Products and Templates:

Published Enterprise Products for Review: This is a collection of enterprise level work products that have been updated with new business area analysis, and have been made available to the governance groups for review.

- **TEMPLATE:** [See Activity 2 for Templates]

Updated Enterprise Products: This is a collection of enterprise level work products that have been updated with new business area analysis, and have been reviewed and deemed acceptable by the governance groups.

- **TEMPLATE:** [See Activity 2 for Templates]

Activity 4 – Publish updated enterprise products

Activity Short Description:

Once the updated enterprise artifacts have been reviewed and accepted by the governance teams, the artifacts are ready to be incorporated back into the enterprise architecture repository and are re-published.

Activity Tasks:

1. Coordinate web publishing of the enterprise products created in the previous activity with the enterprise product lead and enterprise architecture repository team.
 - a. Web Publication may either be in line with normal enterprise publishing refresh or a refresh of just the enterprise products updated will be performed

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- b. Validate that the web publication was successful by verifying the quick-links page and testing each work product.

Activity Communications Considerations:

The Enterprise Architect should communicate back with the team that the web publication is complete and to add a link to the core team web site to the custom blueprint quick link page of MBT and enterprise products. From previous Step 4, there should also be a link to the as-is Nightly reporting section web site for the blueprint.

Activity Work Products and Templates:

Published Enterprise Products: This is a collection of enterprise level work products that have been updated with new business area analysis, have been reviewed and accepted by the governance groups, and have been incorporated into EA Repository and published through The enterprise architecture repository's regular operations.

- **TEMPLATE:** [See Activity 2 for Templates]

Activity 5 – Update the Enterprise Transition Strategy

Activity Short Description:

At this step, the enterprise product lead will include all enterprise product updates made during this process into the enterprise transition strategy documentation.

Activity Tasks:

1. Update Enterprise Transition Plan
 - a. Follow the Enterprise Transition Strategy Checklist to complete updates
 - b. Include coordinating and uploading plans to PMIS (Enterprise Project Plan Server)
2. Annually Update Standing Transition Strategy
 - a. Follow the Enterprise Transition Strategy Checklist to complete updates
 - b. Standing Transition Strategy including Principles, Governance, LifeCycle Management, Closing "Gap" Strategy, Methodology, and planning approach
3. Prepare document for publishing
 - a. Enterprise Product Lead will coordinate QA review
4. Publish Enterprise Transition Strategy Quarterly along with updates provided to OMB

Activity Communications Considerations:

Coordination of loading enterprise transition plans is more than a logistical effort. It is important to understand how other plans in the enterprise project plan server toolset relate to each other. For instance, if two sets of plans are referring to similar items, but have not made predecessor relationships between each plan at minimum, then the value of having plans in one enterprise plan store is minimized greatly.

Assure that these linkages are made by communicating changes made in the enterprise transition plan with other groups.

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Activity Work Products and Templates:

Enterprise Transition Strategy Checklist: Provides all section updates required for all four sections of the enterprise transition strategy. This also provides a status document and change tracking mechanism to communicate the progression the enterprise transition strategy document each quarter as it is reported to OMB.

- **TEMPLATE:** [Enterprise Transition Strategy Checklist \(Excel\)](#)

Enterprise Transition Strategy: This is the updated Enterprise Transition Strategy that now will reflect the milestones, deliverables, and measurable results associated with the approved modernization blueprint recommendations. The four sections to be updated in the Enterprise Transition Strategy are: As Is Architecture, Conceptual Target Solution Architecture, Enterprise Transition Plan, and Architectural Principles, Guidance, and Strategy.

- **TEMPLATE:** [NOTE: No template is provided, but it is suggested to use the checklist above to assure all sections are addressed and use the Interior Enterprise Transition Strategy Document referenced below as an example of a complete document.]

4. Step References

Enterprise architecture Repository Guidance:

<http://www.doi.gov/ocio/architecture/guidance/dearguidance.htm>

Enterprise Transition Strategy

http://www.doi.gov/ocio/architecture/documents/doi_enterprise_wide_transition_plan_final.doc

Conceptual Architecture Document

http://www.doi.gov/ocio/architecture/documents/conceptual_architecture_final.doc