

Transformation Analysis Estimates

Transformation Blueprint Context and sizing

There are 3 estimation approaches to transformation architecture that we use:

- Small - Tactical Action Plan for selected objectives
- Medium - Blueprint a Business Segment
- Large - Multiple Segments and Tracking using a PMO Model

Note that transformation uses enterprise architects to perform this level of facilitation, design, alternative analysis, and documentation using architecture framework-based work products, but this is not called enterprise architecture. Enterprise Architecture inventories the enterprise, establishes common governance, maintains frameworks, methods, standards, templates, tools, and inventory, but ultimately it is a library or information management function. Transformation may use Enterprise Architects as the lead, but the aforementioned steps are really about Transformation initiatives which are not limited to cultural, business or technology transformations.

The confusion again is that typically enterprise architects are the only trained role that have the approach and depth to do this activity. For instance, management consultants can facilitate, but not model. Engineers can design their specialized area, but not a cross-cutting domain. Solution architects can design cross-cutting, but only technical support of process. Enterprise architects are the only role that can connect the full line of sight from drivers through performance or products, services, and management, process, workforce, IT, budget, and time.

Transformation Blueprint Factor Count for Sizing

When choosing which method to invest in, this typically comes down to one transformation desire: Scope the size by trying to minimize risk.

Factors	Small (Bridge)	Medium (Task)	Large (Program)
Number of associated internal organizations/agencies	1	1 - 3	> 3
Number of associated external organizations/agencies	0 - 1	1 - 3	> 3
Number of service types within the segment	1 - 5	6 - 10	> 10
Number of major investments within the segment	1 - 2	2 - 5	> 5
Segment information technology (IT) budget as a percentage of overall agency annual IT budget	< 5%	5% - 10%	> 10%
Segment budget as a percentage of overall agency annual budget	< 1%	1% - 2%	> 2%
Time allotted for change Including : planning(25%), analysis (50%), buy-in (25%), communication (25%)	<ul style="list-style-type: none"> • <6 months for design • 18 month plan <ul style="list-style-type: none"> ○ 3 phases, ○ First phase 3-6 months ○ Next phase, next fiscal year 	<ul style="list-style-type: none"> • <9 months for design • 3 year plan <ul style="list-style-type: none"> ○ 3 phases, ○ First phase 6 months ○ Annual plan incorporation thereafter 	<ul style="list-style-type: none"> • Up to 5 Medium Analysis (see Medium) • Stand-up ongoing PMO <ul style="list-style-type: none"> ○ to track 40-50 actions/segment ○ Build escalation ○ Maintain Governance
Cost Ballpark (Staff, Management, Core Team)	<\$250k US	<\$500k US over 2 years	<\$2.5m US / year
Cost Savings	<3% of program, after implementation	<6% of program, after implementation	<6% of program/year, after implementation

Quality Improvements gained should cover Architecture Core Principles (Covered in separate training on Solution Architecture)

Full FSAM/MBT Effort Level of Effort Estimate (in weeks, assuming an 80/20 Senior/Analyst blend)

This approach is for choosing based on scope if following the full, rigorous Methodology – more for context

Factors	Small	Medium	Large
Phase 1 - Step a - Define Segments	1-2 weeks	2-4	4-8
Phase 2 - Step b - Communicate/Get Sponsor	No standing estimate - typically client will perform this step		
Phase 2 - Step c - Set Sponsor/Set Team	with only staff assistance by consultant at best		
Phase 3 - Step 1 - Team Governance/Charter/Scope	1-2	2-4	4-6
Phase 3 - Step 2 - Needs/Opportunity Focus	2-4	4-6	6-8
Phase 3 - Step 3 - Business/Data Analysis	2-6	4-8	6-10
Phase 3 - Step 4 - Tech Analysis	2-6	4-8	6-10
Phase 3 - Step 5 - Make Blueprint	2-4	4-6	6-8
Phase 3 - Step 6 - Merge Segment into EA	2-4	4-6	6-8
Total	12-28 weeks (3-6 months)	24-42 (5-8 months)	38-68 (5-7 months)

Note: This table provides rough order of magnitude duration estimates for completing a segment architecture. The actual duration will depend on the availability of resources, the level of general EA and facilitation skills, and overall knowledge of FSAM and MBT. More accurate targets can be derived based on historical information and past performance from the organization's actual segment architecture development efforts.

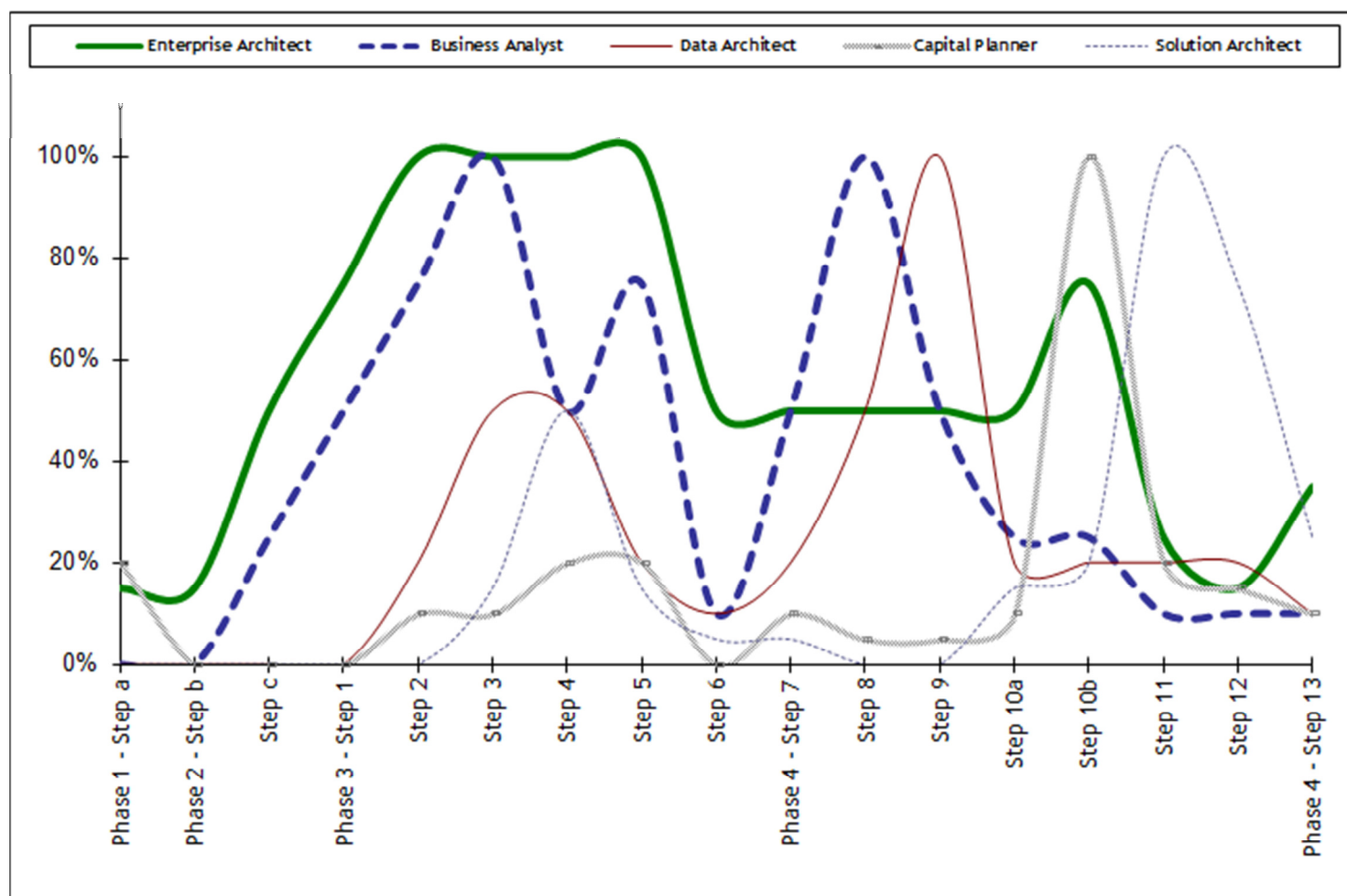
FSAM/MBT Role Blending

There are different types of Architecture skills needed in a transformation:

- Enterprise Architect needs to run the transformation in Phase 3 analysis
- Business Analyst SME is needed to bring the mission context in Phase 3 analysis
- Data Architect is needed part-time in Phase 3 analysis, but hands-on in Phase 4 implementation to assure the

MBT Step	Enterprise Architect	Business Analyst	Data Architect	Capital Planner	Solution Architect
Phase 1 - Step a	15%	0%	0%	20%	0%
Phase 2 - Step b	15%	0%	0%	0%	0%
Step c	50%	25%	0%	0%	0%
Phase 3 - Step 1	75%	50%	0%	0%	0%
Step 2	100%	75%	20%	10%	0%
Step 3	100%	100%	50%	10%	15%
Step 4	100%	50%	50%	20%	50%

<ul style="list-style-type: none"> conceptual/logical aspects are translated in the physical implementation Capital Planner, usually a client position needs to be engaged at key decision gates in each phase to assure proper context is passed on through out Solution Architect needs to engage at Phase 3 for Step 4 analysis with the Enterprise Architect, but ultimately needs to be involved to help assure the context and transformation knowledge is transitioned correctly in Phase 5 Phase 5, ultimately should be transitioned to client roles with part-time advisory support to assure the EA principles presented are maintained and managed. 	Step 5	100%	75%	20%	20%	15%
	Step 6	50%	10%	10%	0%	5%
	Phase 4 - Step 7	50%	50%	20%	10%	5%
	Step 8	50%	100%	50%	5%	0%
	Step 9	50%	50%	100%	5%	0%
	Step 10a	50%	25%	20%	10%	15%
	Step 10b	75%	25%	20%	100%	20%
	Step 11	25%	10%	20%	20%	100%
	Step 12	15%	10%	20%	15%	75%
	Phase 5 - Step 13	35%	10%	10%	10%	25%



FSAM/MBT Effort Level of Effort Estimate (in weeks, assuming an 80/20 Senior/Analyst blend)

Total Hours

		Small (hours)	Medium	Large	Notes
50% of Senior Consultant	Senior Consultant	714	960	1-24	Conducts interviews, creates all as-is work products, creates all target work products, establishes findings, draft recommendations, conducts alternative analysis, facilitate target ideation, supporting meetings, plan creation, presentation creation, blueprint creation
	Analyst/Consultant	357	480	512	Engaged mostly in interviews, planning, notetaking, scheduling, work product reviews. Analyst role if not client-facing, and only logistics and quality coordination.
	Total	1071	1440	1536	
Possible Reduction					
	Client Does Phase 1 & 2	-100	N/A	N/A	
	Core Team Lead provides writing support in Phase 5	-125	N/A	N/A	
	For any approach, Client can provide trained Analyst Support	+107 SC -357 A/C	+144 SC -480 A/C	+154 SC -512 A/C	Add 15% to Senior Consultant to build in training time, and remove Analyst/Sr. Cons Hours

These are the hours breakdown for the steps/tasks within the phases

Step	Task	Roles	Hours (Small, Medium, Large)	Length of Time	Cumulative (Small)	Cumulative (Medium)
1	Establish segment scope and context	Senior Consultant	40	1-2 week	Month 0 (Client does)	Month 1
2	Identified and prioritized strategic improvement opportunities (SIOs)	Senior Consultant	32 - 48 - 80	2 weeks	Month 0 (Client does)	Month 1

2	Validated and communicated scope and defined strategic intent Document from SIOs	Senior Consultant	32 - 64	2 weeks	Month 0 (Client does)	Month 2
3	Determination of current business and information associated with strategic improvement	Senior Consultant	48 - 64	2 weeks	Month 1	Month 2
3	Determination of business and information improvement opportunities	Senior Consultant	32 - 64	2 weeks	Month 1	Month 2/3
3	Validated and communicated scope and defined target business and data architectures	Senior Consultant	32 - 80	2 weeks	Month 2	Month 3
3	Validated and communicated target business and data architectures	Senior Consultant	32 - 64	2 weeks	Month 2	Month 3
4	Assessed system and technical alignment	Consultant	40 - 64	2 weeks	Month 2/3	Month 4
4	Defined target conceptual solution architecture	Senior Consultant	32 - 48	2 weeks	Month 3	Month 4
4	Updated integrated service component and technology model	Senior Consultant	32	2 weeks	Month 3	Month 4/5
4	Identified and analyzed system and service transition dependencies	Senior Consultant	40	2 weeks	Month 4	Month 5
4	Validation and communication of the conceptual solution architecture	Senior Consultant	18 - 40 - 64	2 weeks	Month 4	Month 5
5	Developed draft blueprint and sequencing plan	Senior Consultant	64 - 72 - 80	1 month	Month 4/5	Month 5/6
5	Developed draft segment blueprint content	Senior Consultant	80	1 month	Month 5	Month 6/7
5	Reviewed and finalized blueprint and sequencing plan	Senior Consultant	104	2 weeks	Month 5 (Client Can do)	Month 7
5	Provide Briefing to and obtain approval from core team	Senior Consultant	56	2 weeks	Month 5/6 (Client Can do)	Month 7

Assumptions to consider

This approach is a very inclusive and collaborative approach. It has a level of rigorous checks and confirmations as it moves along methodically to each phase to minimize the buyer's remorse, passive aggressive resistance nature of change efforts, and control executive scope creep and needs. While at same time, the process will cover a larger

Pros/ Benefits

- If transformation new to organization, the head of that program/division or core team lead, a small effort helps get feet wet in cultural buy-in and leadership challenges to start with small first, go for win on defined scope (i.e. specific functions, services) with lesser investment in change effort - regardless of size
- Should look to gain systematic, technical, investment, management, and experience improvements -
 - so make sure the charter doesn't infer or allow subjective translation to suggest that any technology transformation cannot
- Solutions should be implementable within the known budget parameters of the following period (i.e. in Government, next fiscal year)
- Focus on maturation (i.e. from reactive to proactive to either service, asset, investment, project or program management rather than instituting the best management practice of the day blind and ending up with too much bureaucracy or too little management resulting on fiefdom budget creep and over investment in irrelevant products or services) to support the new process or technology.
- Gain executive buy-in that change can be implemented faster which in any executive's eyes is very appealing.
- Focused on a specific objective that an executive is asking for – your agendas for improvement are then aligned and have some degree of built-in top-cover and support.

Cons/Risks (Mitigation)

- For small efforts, pace is very fast covering a lot of ground as it skips the formation steps. Core team members who are more focused on stabilization or challenging any change typically will be resistant. This happens in medium efforts as well when steps are chosen to be skipped due to time or budget constraints.
 - (Executives need to check in often, more hands-on, understanding alternatives, and asking for resistance to offer counter-solutions)
 - (Maintain content in a wiki to allow for collaborative environment to see content changes – not new documents posting – but actual content changes, which also allows for transparent version change comparison to assure the integrity of the content is maintained)
- For Small efforts, and sometimes medium, large chance for perception of scope creep, even with charter, as typically charter is developed by executive team, instead of core team.
 - (Charter should outline examples of possible solutions in each domain that is allowable yet still not being overly prescriptive (i.e. management solutions, system solutions, process re-engineering, communications, planning, new architectures)

- For Small efforts, Approach typically skips the step to garner the bottom-up raw needs and suggested tactical improvement opportunities to focus on, which means contentions occur as to why scope may appear
 - (Scope in more one-on-one time with the Team Lead and Team members rather than group calls to help the personal ramp-up differences of each team member to assure their voice is heard. As well, maintain a comment log to allow for conversations and outcomes to be transparent)
- For all efforts, many times, change implementation funding for any recommendation (i.e. new governance, system change, consolidation, new services) has low intel on how funding will move forward and team members may resist on a very reasonable principle of not approving “shelfware”
 - (In nutshell, executives need to have vision ready for fund sourcing (i.e. repurposing, sequestration, program fund shifting, new business case, budget overhead changes, open positions, etc.)
- For small efforts especially, executive can get buyer’s remorse or scope creep in their eyes as the daily environment changes over that 3-6 months period. Meaning, at times, the executive, during the process, will want to increase scope beyond the original charter and creep into other functions. This also includes some degree of impatience and is VERY common.
 - (Define commitment upfront to full investigation and charter. Build in at least 2 key checkpoint phases prior to recommendation buy-in. Garner commitment, with those controls, that the executive will accept the recommendations based on the teams work.)
- For Large efforts, the organization can hit change fatigue if the hours or energy spent is not resulting in enough change as promised.
 - (Make sure phase 1 recommendations are visible, simple, and tend to leverage the http://en.wikipedia.org/wiki/SMART_criteria for establishing goal key performance indicators
- For medium efforts, many times core team members assigned are not the top representatives, and they are used as a growth experience for that division.
 - (Prepare ahead, know the team member experience and ramp-up needs, and prepare ahead the hours for the lead and analyst with more review time. Establish team lead requirements with the core team members supervisor to allow for performance metrics to be established for the participant if the team member is not representing the team well enough)
- For all efforts, core team members will at times represent themselves instead of their program. This can result in either sometimes playing the core team leads role using it as a position to opine, or this can be used to present their agenda and not the system, process, or division they are representing.
 - (Dialogue, role charters, proper introductions, and reminders - this is a matter of personality, but if proper team artifacts are setup ahead of time in the charter - regardless of size this can help. Depending on the team, provide time for process training, and CLEAR role responsibilities