CBSA Enterprise Architecture Program: Valued Capability in the Making

Digital Transformation in Government Conference

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CBSA EA Program-Valued Capability in the Making.pptx
Apollo Reference: 37398735

Canada

A little bit of history…

- Practice born from complexity of IT systems

- Since 1970, we have looked at ways to engage the business people and influence IT investment

- In 1980, IBM created a method (Business Systems Planning) to analysis and design organization information architecture:
  - Better understanding of IT systems
  - Future state and migration path supporting the enterprise
  - Provide business executives with a direction and decision making framework for IT investments
  - IS blueprint for development

- In the 90s, Zachman, NIST, TOGAF (most popular as of 2013)

- In the 00s, US FEAF was adopted, TOGAF 8 was created

The roots of EA within GC…

- Initially IT centricity

- When talking with most of GC organizations, EA equals "IT architecture only"

- Most of the GC EA Programs reside under their respective CIO

- Even at TBS, GC EARB is co-chaired by SSC and Chief Technology Officer (CTO) → IT centric

- Any TBS policy or directive touching EA are of IM/IT nature

- In most cases, EA is aspirational to business!
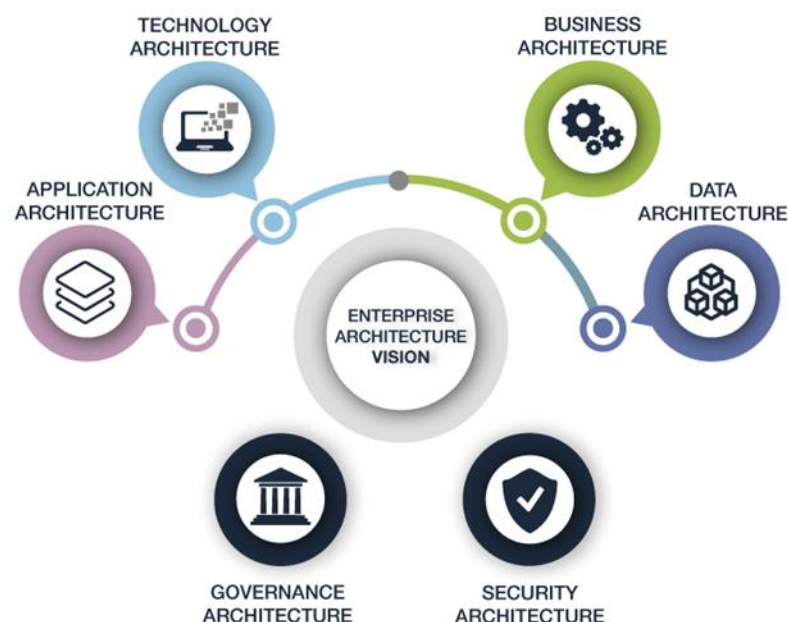
From Gartner/CEB, EA needs to be business driven!

Enterprise Architecture Def...

- A discipline for proactively and ... enterprise responses to d... and analysing the ex... business vision...

- a concept... ...ture and oper... ...t of an enterprise ... ...an organization can ... ...urrent and future objectives

- th... ...yzing, designing, planning and imp... ...enterprise analysis to successfully execute on bu...ss strategies. **cio.com**

In layman's terms: EA exists to support the organization transformational agenda

The CBSA EA Program Journey

2013

- ☐ Standalone Enterprise Architects
  Solution architecture function exists

- ☐ Two divisions (no program unification)

- ☐ Embryonic governance

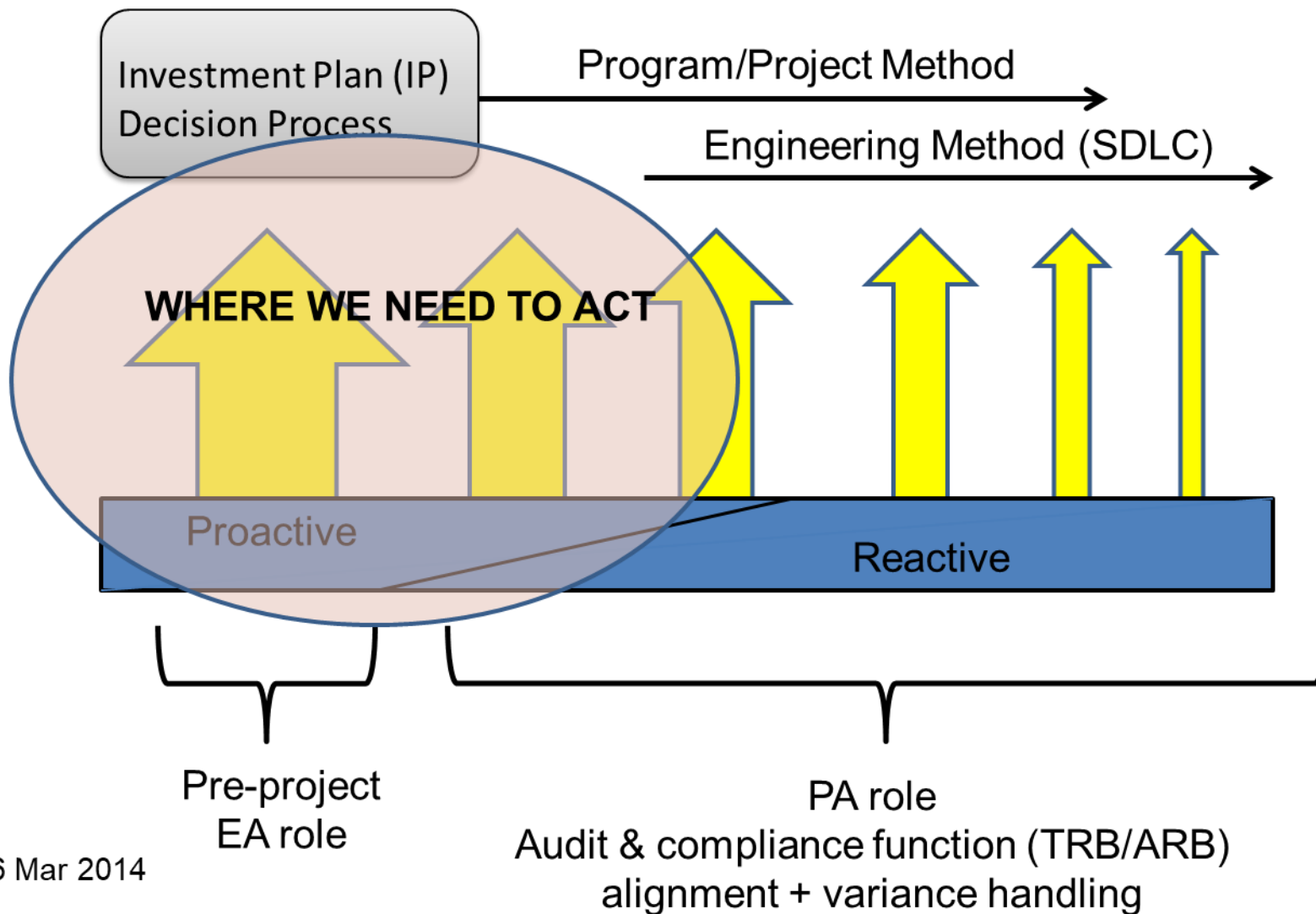- ☐ Standalone BA, no IA, SA or Privacy

2014

- ✓ Initial focus on IT Enterprise Solutions
  (B2B, MDM, EDRMS, ERASS)

- ☐ Adhoc, no framework and IT centric
  charter

- ☐ PWC assessment against TOGAF CMM:
  EA @level 2 and PA @level3

- ☐ Disjointed approach between EA/PA

Mar 2014 - EA Engagement Method

Investment Plan (IP) Decision Process

Program/Project Method

Engineering Method (SDLC)

WHERE WE NEED TO ACT

Proactive

Reactive

Pre-project EA role

PA role
Audit & compliance function (TRB/ARB)
alignment + variance handling

The CBSA EA Program Journey

2015

✓ SLMF (ITIL based) was created, followed shortly with Architecture Management Method. Now we had an IT governance framework!

✓ Unification occurred (one division) and BIATSP was adopted as domains

☐ Added more EBBs (ePortal, CM, SOA, ERE, CIAM, RDM, EDA, e-mail, etc)

☐ Huge efforts on Travelers business architecture using Leading Practice (did not pursue it)
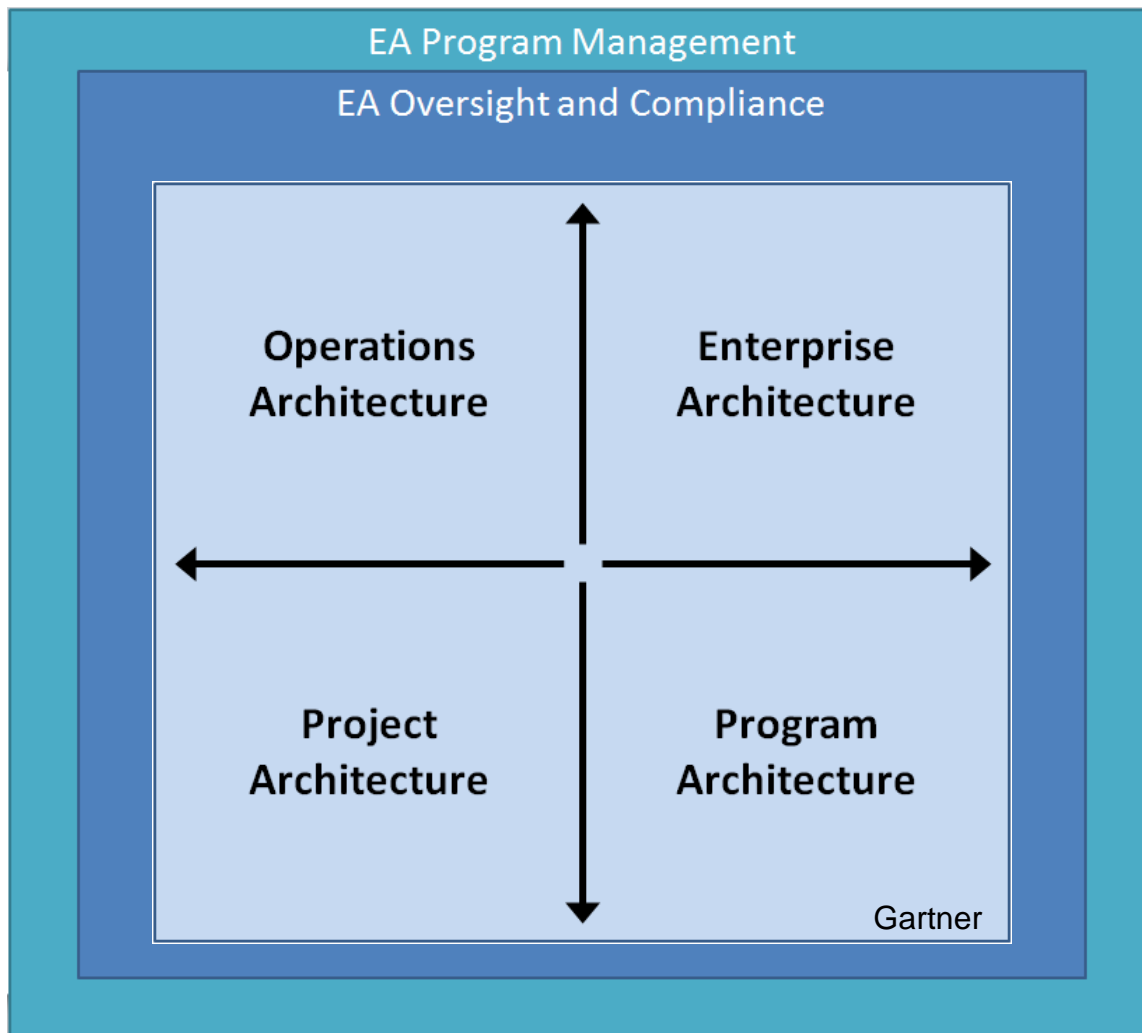
✓ EA RA conceptual model developed (see next slides)

2016

✓ A-base model

✓ GC Qualiware RFP

✓ Involvement at GC level (GC EAWG, CDI, CDXP, TDIC, Interoperability, etc). Excellent opportunity to network and advance your own Dept agenda

☐ EA scope and functions further developed (next slides)

✓ Stewardship of APM

✓ Creation of OGDA Division: trigger for the EIA: BDM, governance by business, etc

✓ Launch development of Security and Privacy architecture domains
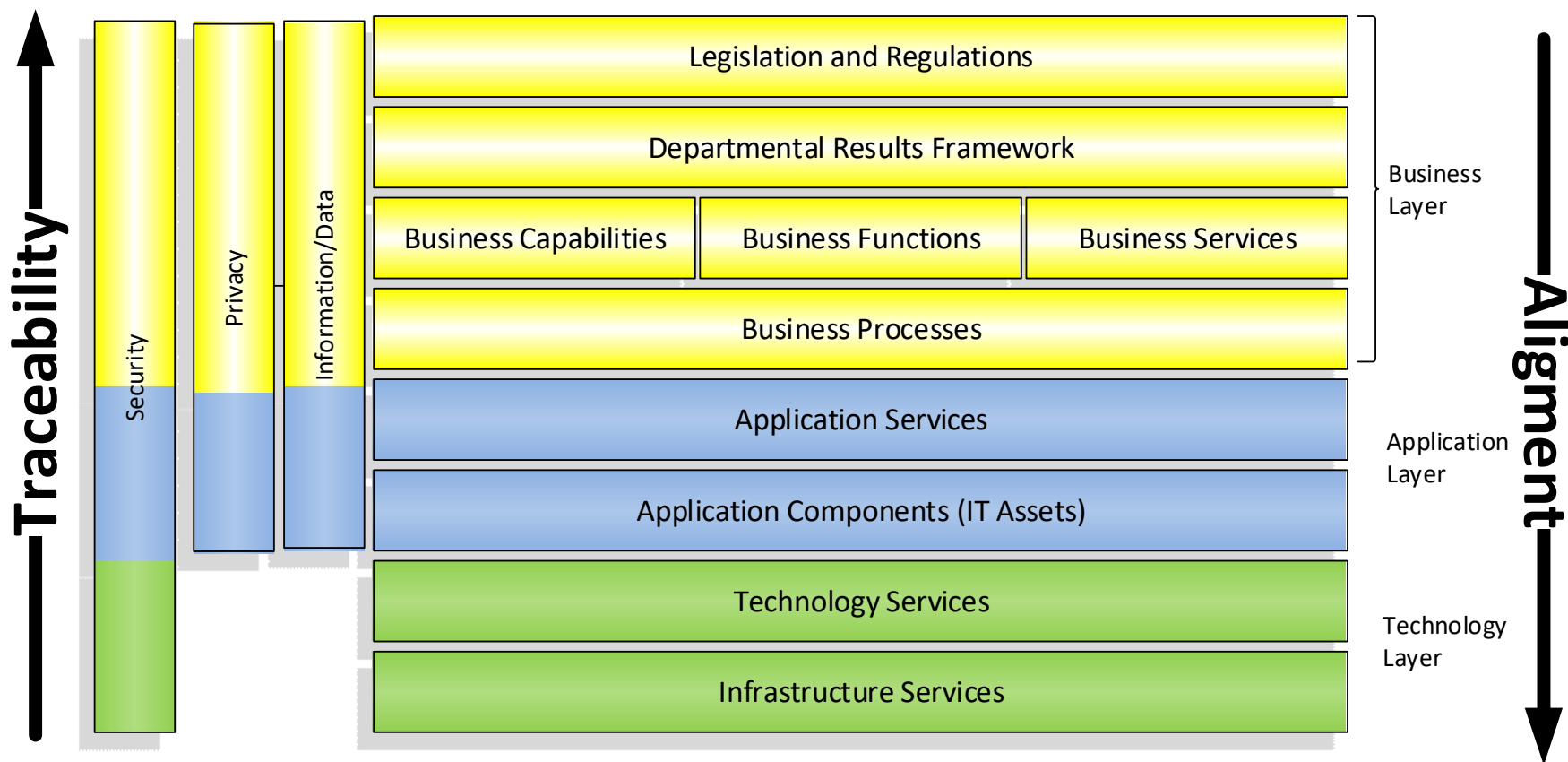
Functions of the CBSA EA Program

EA Program Management

EA Oversight and Compliance

| Operations Architecture | Enterprise Architecture |
| Project Architecture | Program Architecture |

Gartner

The EA Division functions:
-Business architecture
-Strategies (IATSP)
-O&C
-Progr Mgmt

Conceptual CBSA Reference Architecture Model

The CBSA EA Program Journey

2017

- [ ] Initiated development of a common service catalog (SMS, APM, Business Continuity, SSC critical system)

- [ ] GC white paper development (blockchain, AI, etc) and GC cloud RA

- [ ] Strengthen relationship with DSO and ATIP

- [✓] EA Metamodel framework developed and implemented in Qualiware (how all domains interact)

- [✓] CBSA RA created in Qualiware

- [✓] Support of major projects on all EA domains (CARM, PPP, TPM, etc)

2018

- [✓] Led effort to develop a GC zoning and network reference architecture (CSEC, TBS, SSC, CBSA)

- [ ] Defacto involvement for all GC EARB artefacts

- [✓] First time that the business deliberately engage EA for business architecture (I&E)

The CBSA EA Program Journey

2019

✓ Service out the CBSA RA hosted in Qualiware

☐ Activity code switched from IT to Corporate planning

✓ Stakeholders engagement year: SPB, CTO, FCMB, ISTB, Operational Branches

☐ More strategic planning tasks

✓ EA Internal Audit

✓ CoE for Business Process Management (BPMN 2.0)

☐ Privacy framework

☐ Finish development of EA Program key docs

Future

☐ Strategic Enterprise Planning

☐ Agency-wide architecture collaboration (all practice it)

☐ ACP becomes the corporate MDM for organizational data

☐ Integrate financial and HR views in ACP

☐ Application rationalization (based on business processes/apps service discovery)

☐ Support any transformational initiative (Migration to cloud, AI integration, etc)

☐ Support of PIA and security assessment in ACP

- The Architecture Collaboration Platform is the culmination point:
  - make the info owners manage their info!
- Build it, they will come!
- Be relevant: don't try to boil the ocean, just deliver value to stakeholders
- Business architects should come from the business
- Get involved at GC level and with your partners
- Investment needed: CBSA has always believed and invested in architecture practice
- A-base vs B-base
- Summer students could be of big help!

- More abstract in early stages
- Enterprise level guidance (horizontality in mind) but reaching executive Program endorsement through grassroots successes (value)
- Advocacy for innovation is not easy
- Need the right skillset at the right place (i.e. business architect should come from business)
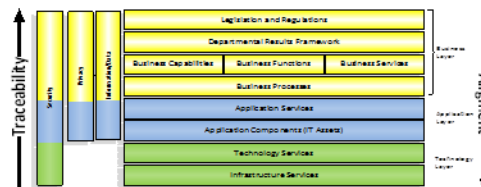- Communications and soft skills in demand!

DEMO

Architecture basics
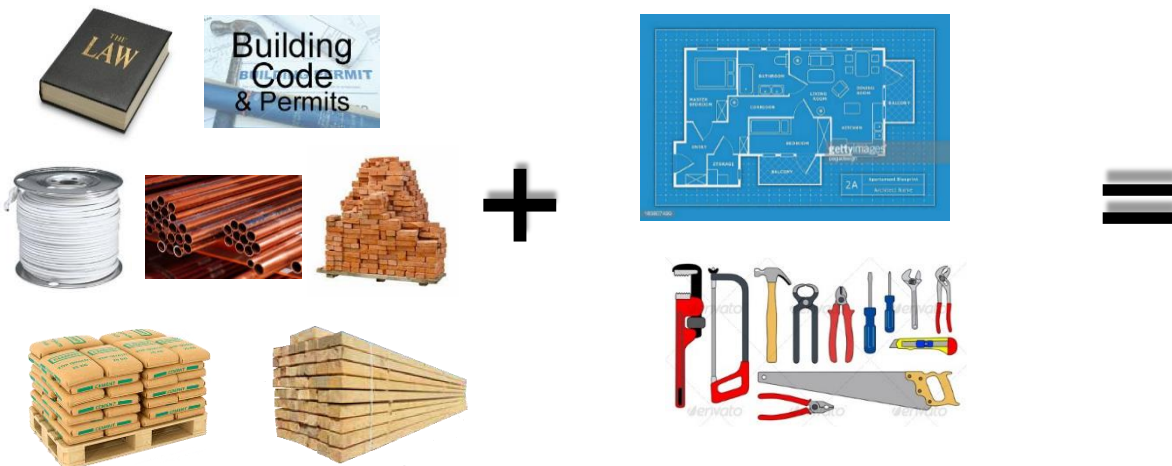
-Initial construction
-Maintenance
-Transformation

CBSA
Reference Architecture

Enterprise Architecture
Practice

Architecture Collaboration
Platform (Qualiware)

CBSA ASFC
PROTECTION · SERVICE · INTEGRITY   PROTECTION · SERVICE · INTÉGRITÉ

-Operation
-Maintenance
-Transformation

Overall benefits

- ONE blueprint representing CBSA

- ONE common understanding of how CBSA is constructed

- Common taxonomy and semantic defining all CBSA business areas

- Re-usability of architecture concepts for transformation and projects activities to reduce overhead

- Closing the gap between business and IT

- Enable traceability and alignment of current and transformational business activities, including those coming from TBS

- Knowledge-based impact analysis for business transformation

- Supports CBSA transformation agenda (baseline and future state)

- Provide for alignment and linkage with GC initiatives and emerging trends

CBSA Architecture Content Metamodel
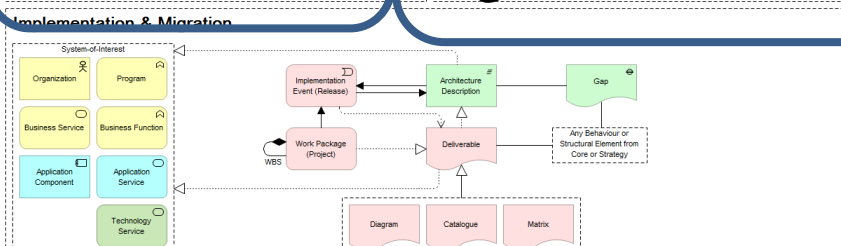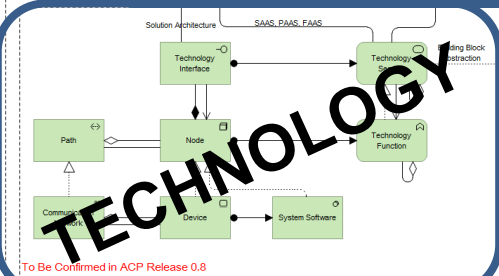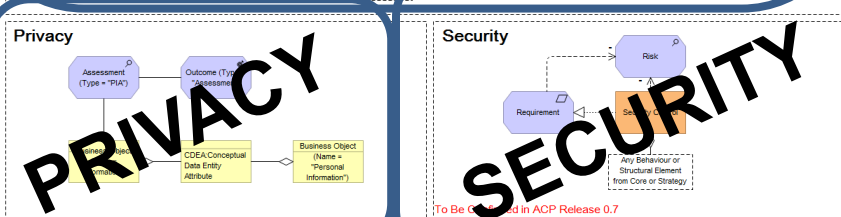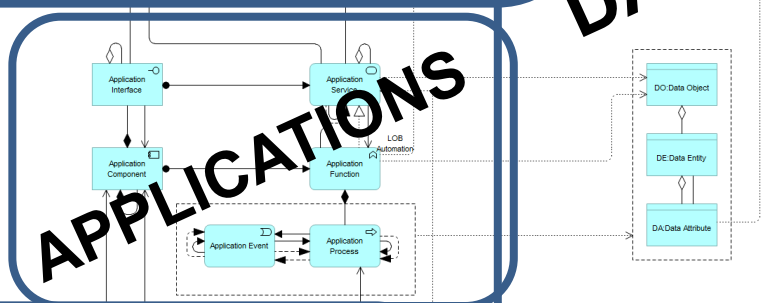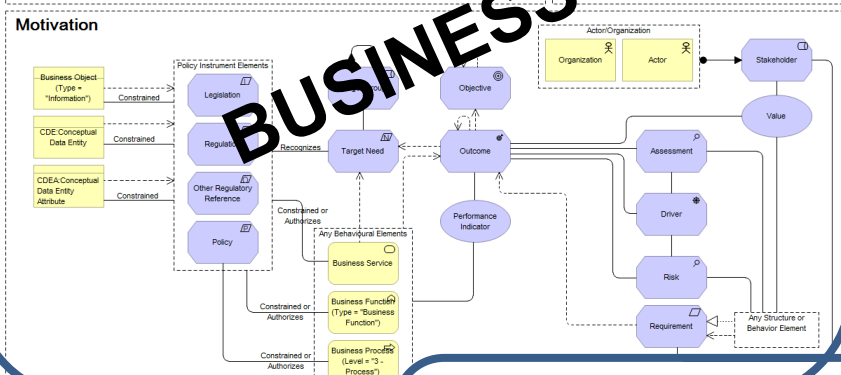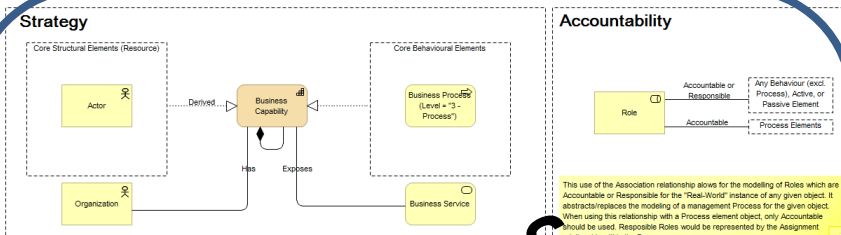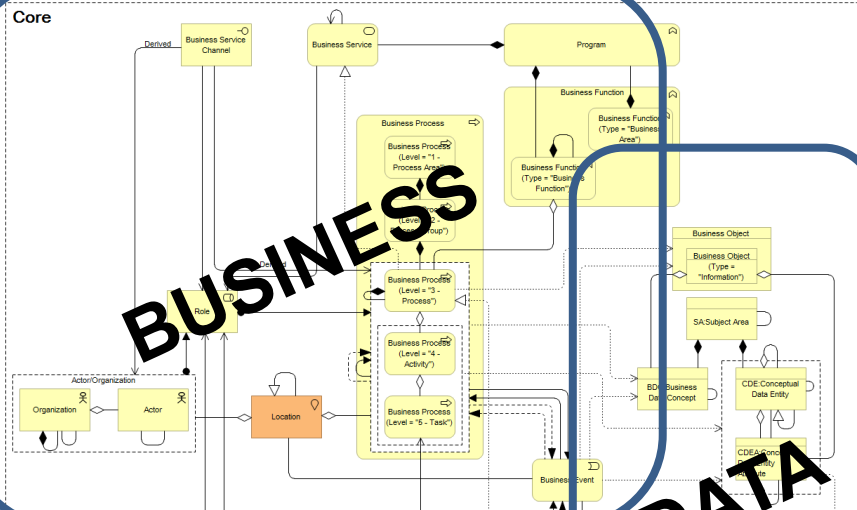
CBSA Reference Architecture Content

- Linked content includes:
  - All of CBSA legislations and regulations (90+)
    - 200+ references (D-Memos, Lookout Policy, etc.)
  - DRF and its 17 Program areas
  - 102 CBSA Services found in integrated service catalog
  - 450+ business processes being validated
  - 178 national level applications with corresponding details
  - Integration of Business Data Model, IM and data analytics
  - GC Security safeguard catalogue