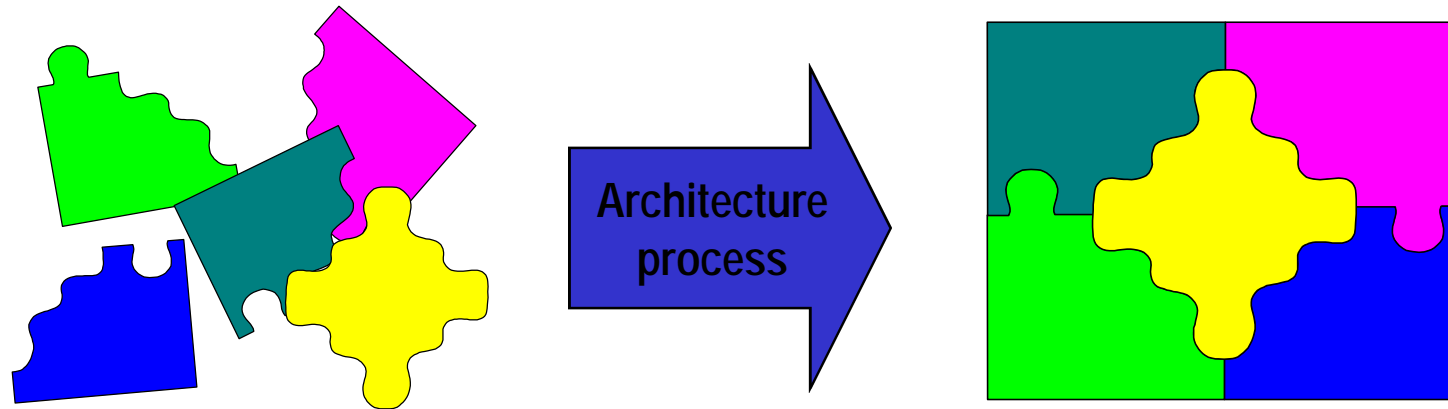# In Search of an Architecture

Procurement made understandable by an architecture

By

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Today's Text

- About Statskonsult and the architecture project
- The target architecture - the public sector core network
- The process of creating an architecture
- The pro and cons of our development method/process
- A comparison with the TOGAF ADM
- The link between procurement and architecture

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Statskonsult

- Governmental employees with a sole focus on the public sectors needs and requirements
- It-professionals with good experience from the public sector. We know the possibilities and to a large extent the business requirements
- No day to day duties - just project work
- Our mission is to make the public sector more efficient so it can give better services to it's customers

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The National IT Procurement Initiative

- A major initiative to create a common infrastructure for the public sector in Norway-joint venture between local and central government
- Developing framework contracts for IT procurement. 6 different contracts signed, 2 more on the way

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The National IT Procurement Initiative 2

- Using open standards to create connectivity internally and externally

- Creating common services - PKI, directory, EDI, E-mail converter, etc

- Main goal: To facilitate simple, secure and cost effective electronic communication within the government and with partners

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The Operational Environment for the Procurement Initiative

- At least three concurrent processes
  - Architecture
  - Procurement process
  - Technical specification
- A lot of money and a great momentum
- Industry interested in the procurement process
- Users eager to use the framework contracts

The Goals for the Architecture Project

- Create an high level architecture for the public sector network in Norway
- Co-ordinate the architecture with the procurement and specification processes
- Relate the architecture to relevant international architectures (IT-DialTone)

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The Target Architecture Principles

- Use Internet as a backbone - run TCP/IP
- Add central services like a directory, a PKI and a e-mail converter (X.400 to SMTP)
- No central firewall - each connecting unit responsible for it's own security
- Buy quality of service as needed
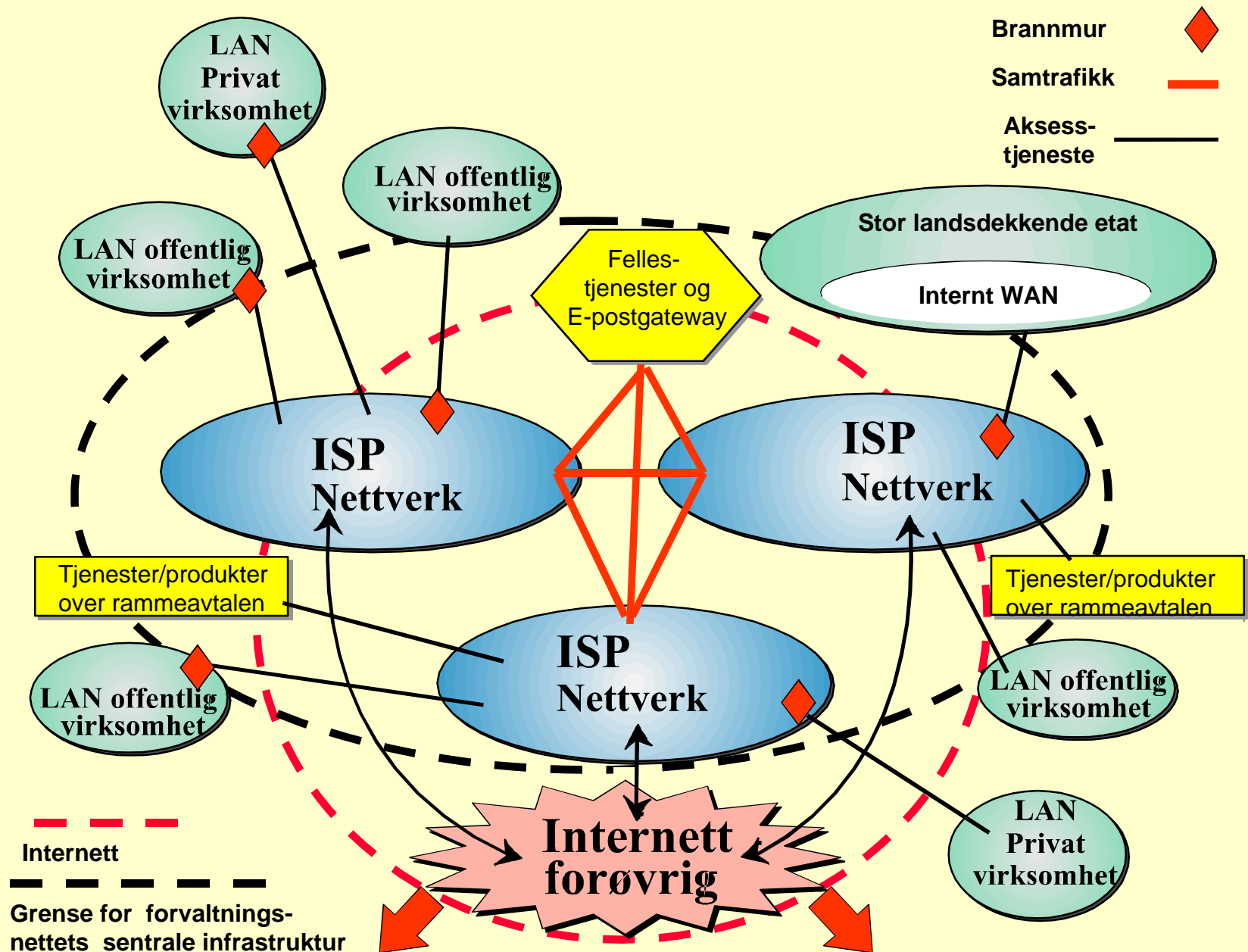
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The architecture process - overview

- Commitment from top level management
  - The minister and the board of directors of "KS"
- Establishing a working group
- Getting involvement from
  - Procurement project group
  - Industry
  - Users
- Open meetings to get input and correction

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Top Management Commitment

- The project was "blessed" by our minister
- We got a good budget to do the project
- The project leader got enough time off to run the project - highest priority
- Direct communication with the leaders of the other projects and other top management

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The Working Group

- Lead by Statskonsult

- Participation by
  - Main vendors
  - Large users
  - Governmental IT-specialists
  - A leading international "architect"

- Intensive work for a short period

NB: Getting the right people in the working group is the difference between failure or success

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The Process 2

- Look at existing architectures
  - The main participants went to The Open Group
- Involve the vendors and the users
  - User requirements and vendor deliverables
- Define the terminology
- Define the scope of the architecture

NB: Commitment from the vendor-side was ensured by the procurement process - They knew this was no theoretical exercise

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The Open Meetings

- During the process there were three meetings open for all interested. Participation by vendors, technical specialist, users and project management

- An open forum for discussion - good dialog

- The open group did a presentation in one of them

- Gave the vendors an understanding of what the procurement was aiming at

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Pro and Cons in the Architecture Development Method

+ People with knowledge about architecture and the special needs in the public sector

+ Commitment from all parties and enough money to carry the project true

+ The link from the architecture work to the procurement process - vendor involvement

+ The open meetings - creating momentum

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Pro and Cons in the Architecture Development Method 2

+ The relationship to other architecture work
- Dependent on the knowledge off the working group
- No "real" end user input
- The process couldn't agree on a common set of applications
  - an architecture for a common infrastructure not common applications

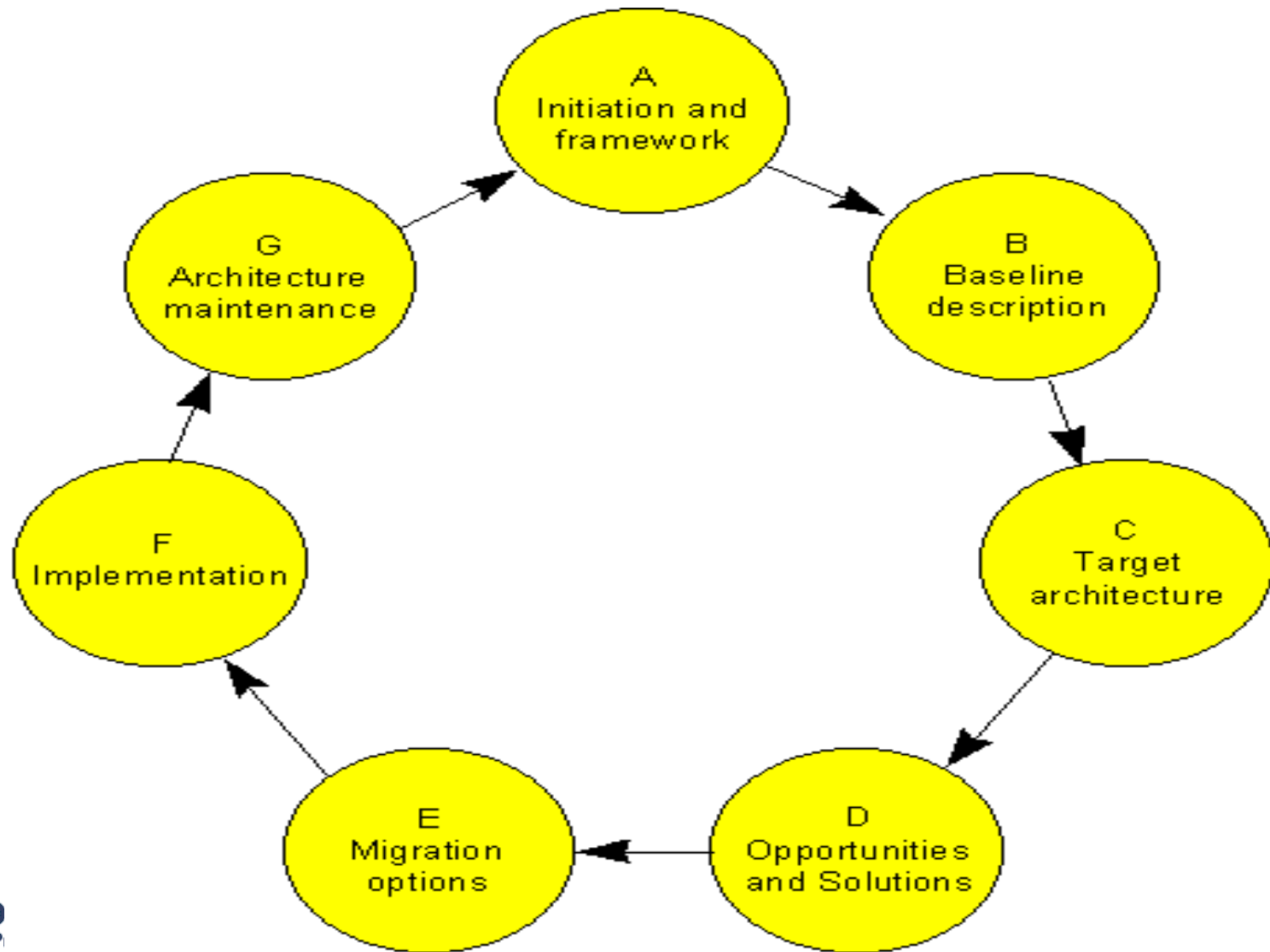Statskonsult
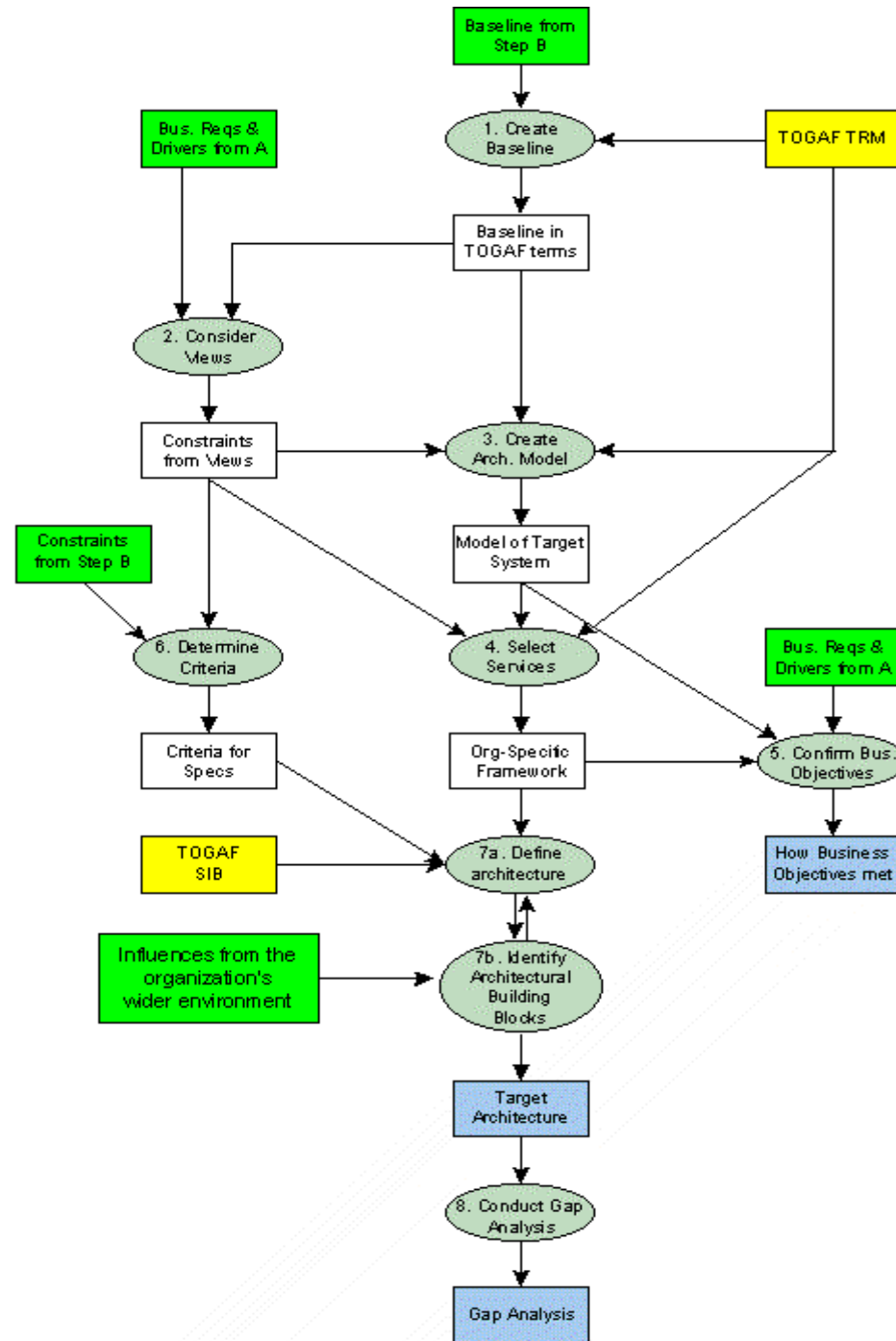Directorate of Public Management

Overview of TOGAF
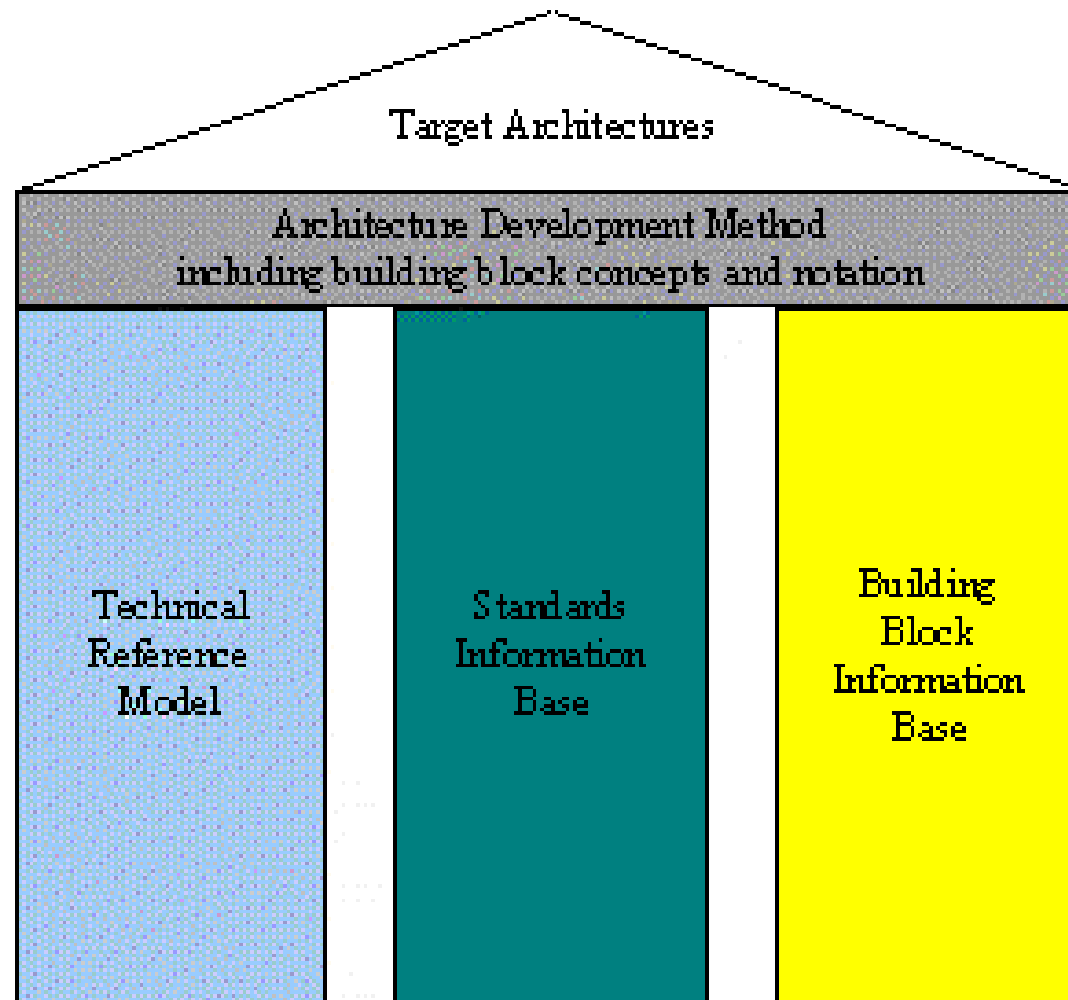
The TOGAF ADM

Comparison With the TOGAF ADM

- We used the methods described in step A, B and C in the ADM as a help in developing our architecture

- We found the description of the input and output for these faces very helpful

- We did not use the SIB or the TRM

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Comparison With the TOGAF ADM 2

- Architecture is a circular process. We are trying to start an architecture project part 2. We got this point from the TOGAF ADM

- Part D of the ADM is taken care of by the framework contracts

- Part E and F is outside the scope of the project

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The use of views

- TOGAF uses the notion of views - You can look at an architecture from different viewpoints - security, management, infrastructure, etc.

- Our view of the architecture was from an infrastructure/connectivity viewpoint.

- TOGAF told us you don't have to cover everything in an architecture

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What Did the Architecture Process Give Us?

- A technical architecture for the core public sector network

- A clarification of the terms used in the procurement project

- Input to the specification process

- A communication"bridge" between the users and the procurement project

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What Did the Architecture Process Give us? /cont

- A better understanding of the problems involved in creating an infrastructure for the public sector
  - Common services
  - Quality of service
  - Vendor co-operation
  - Centralisation of services vs flexibility in choice of services

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