



Utility Enterprise Architecture: *Best Practices*

Dr. Gerald R. Gray
Principal Technical Leader



Agenda



Background



Case Studies



APQC-based Survey



Application / Use

Background

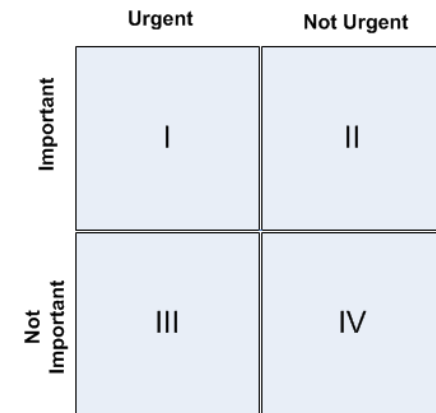
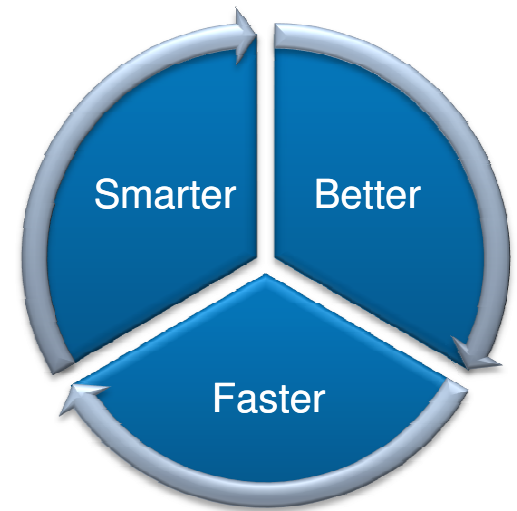
- 2012 Utility CIO report
 - While over half had mature or leading practices...
 - The others were just getting started
- Data Gathering
 - Site visits
 - Discussion boards
 - Enterprise Architecture Interest Group
 - Survey
- Caveat
 - Not best practices *per se*
 - What practitioners are doing today

Enterprise Architecture



Report Highlights: Background

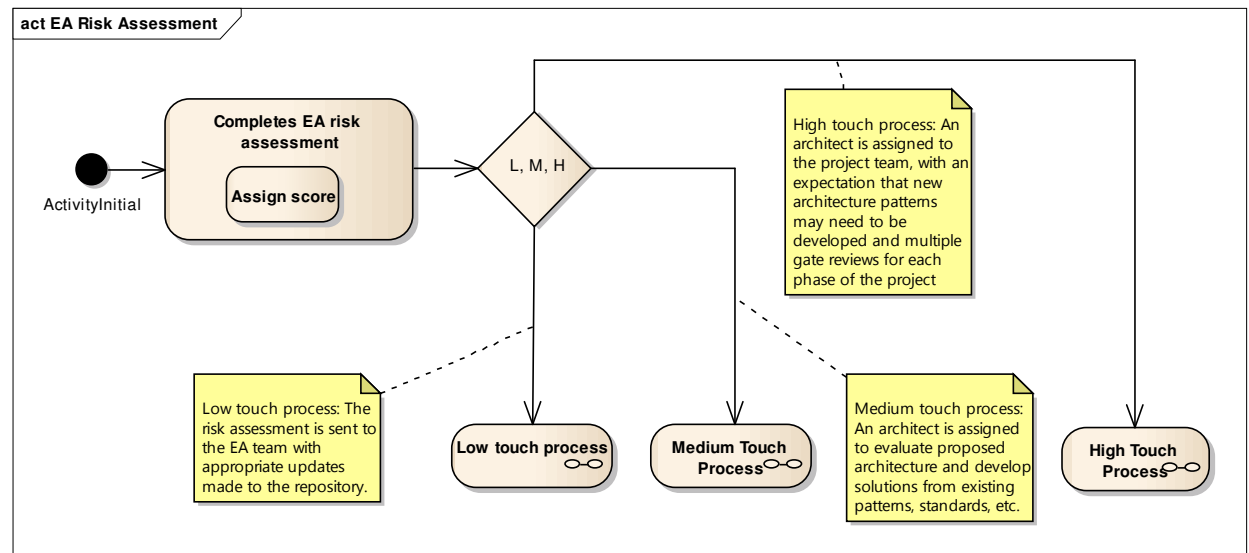
- Organizational evolution
 - Bottom up, top-down, middle out
- Enterprise Architecture relative to other models/frameworks
 - ITIL, COBIT
- Challenges
 - IT Landfill vs IT Landscape
 - Skills required to manage by influence
 - Selling enterprise architecture
- Core Value Proposition
 - Risk Mitigation



Adapted from: Covey – 7 Habits

Report Highlights: Tools

- Enterprise architecture risk assessment
 - Dollars
 - Complexity
 - Time
 - Compliance
 - Impact
- Governance



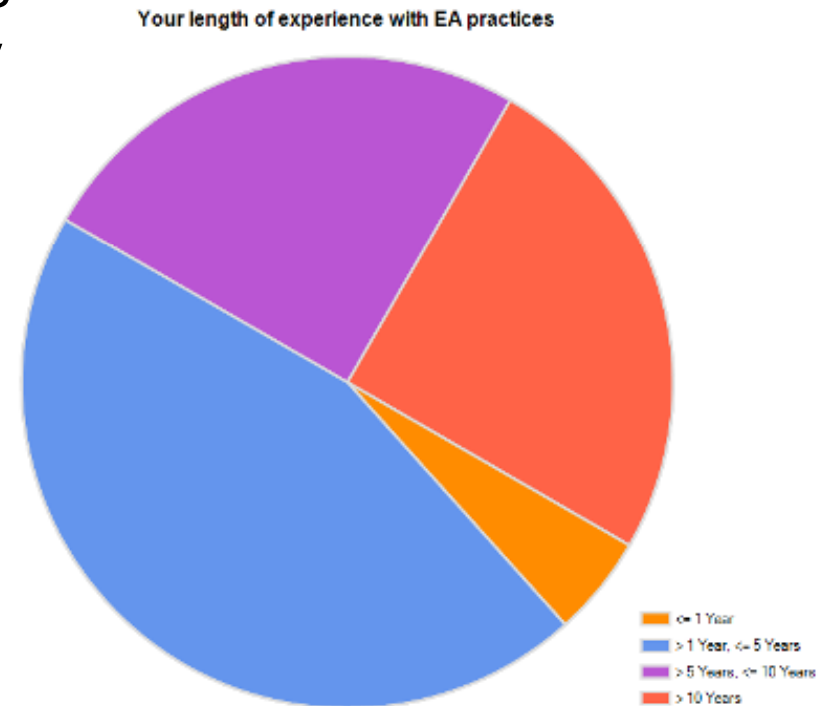
Report Highlights: Case Studies

- Getting started with EA: Business Driven
 - Start at the top: Business Capability
- Managing EA with Reduced Staff
 - Everyone has an EA
- Rebooting EA after a change in management
 - 90 day plan
 - Creating short term wins
- Large utility: Mature EA practice
 - Diverse organizational structure
 - Reflects the perceived value



Report Highlights: Survey

- **The challenge:** What should enterprise architects do?
 - Ambiguity in the community at large
- Leveraged the American Productivity and Quality Center (APQC) process control framework
 - Core activities
 - Influencing activities
 - Unrelated activities
- Sampled utility enterprise architect practitioners
- Fairly consistent results except for:
 - Solution vs. Enterprise



Application/Use

- Tools –
 - EA Risk Assessment – scaling EA response
- Learning by story telling
 - Case studies – apply the lessons learned from other practitioners
- Survey results
 - Proper scope of EA activities
 - Provides a reference for comparison
 - What should we do doing
 - What should we stop doing
 - Focus on core EA / Influencer activities

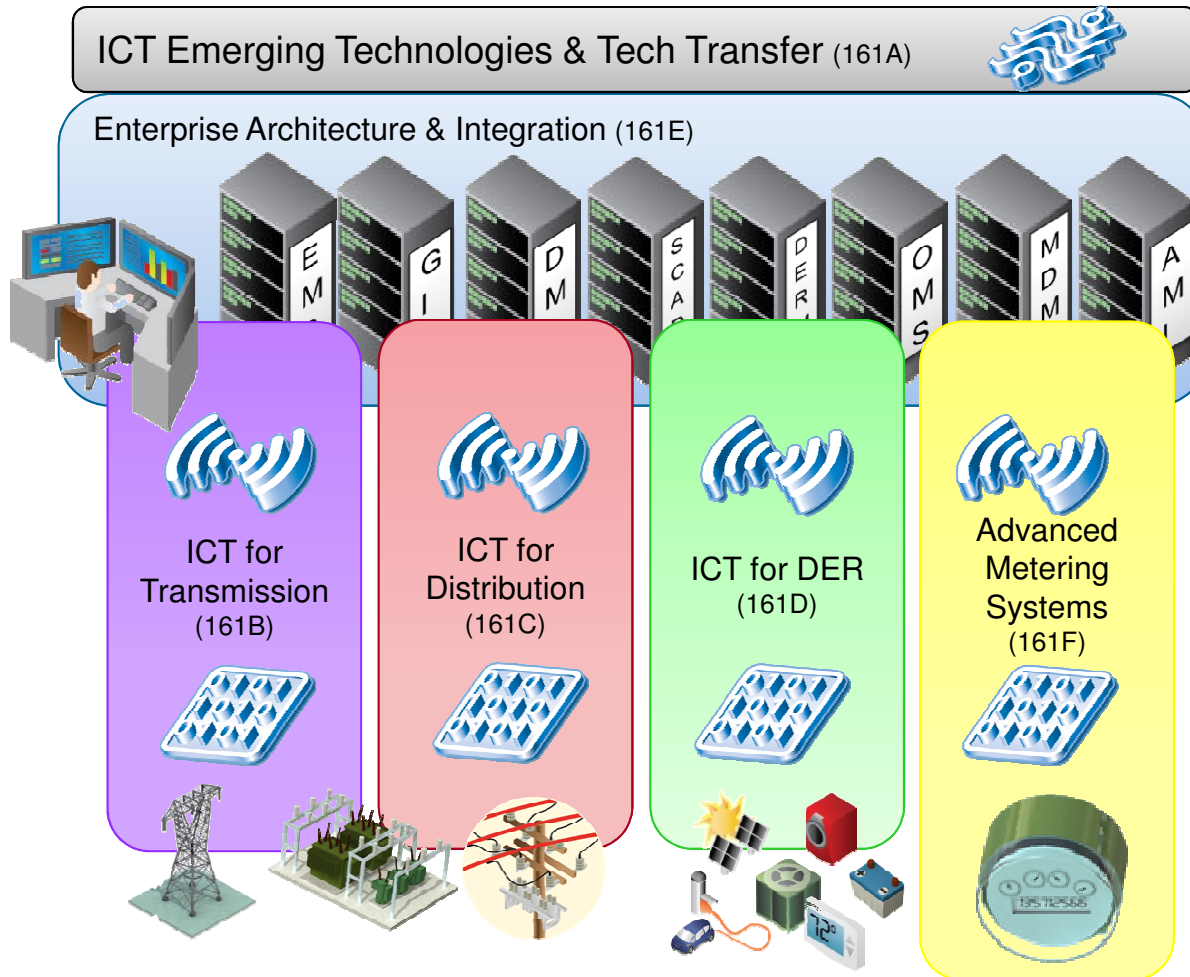


Enterprise Architecture Interest Group

- Technology Transfer outreach of the IntelliGrid program
- “Common cause” among utility EA practitioners
- Monthly webcasts cover:
 - Tools and techniques
 - e.g. ArchiMate 2.0
 - Utility presentations
 - Challenges overcome
 - Organization / Governance
 - Best practices / Lessons Learned
 - Topics of Interest
 - Enterprise Information Management
 - Business Architecture



2015 IntelliGrid Program Changes



6 Scenarios Evaluated with:

- IntelliGrid Advisors
- ICT Council
- EPRI Directors & Managers

Adding Two New Project Sets

- Enterprise Architecture
- Advanced Metering

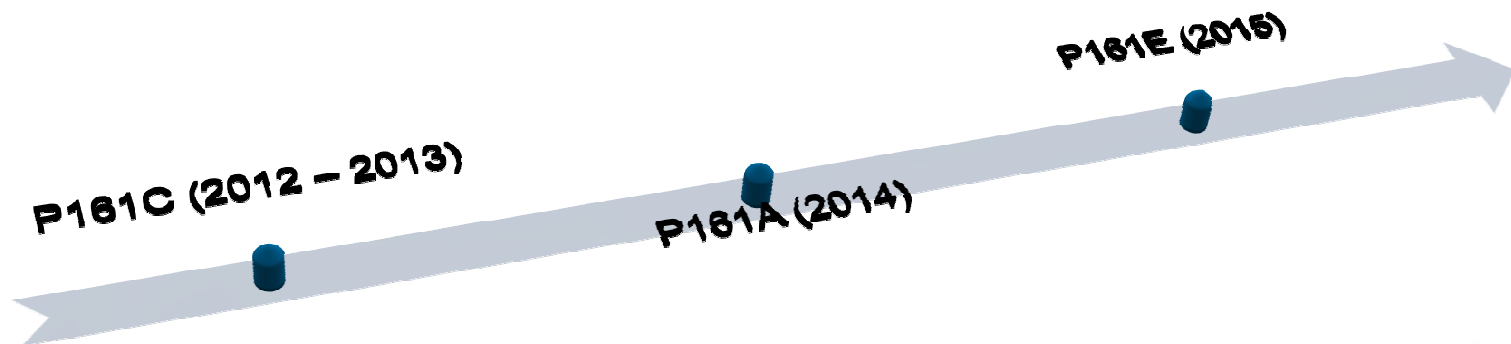
Drivers

- Enable Domain Focused Research
- Foster Coordination
- Align w/Stakeholders

Changing Name to ICT

P161E Enterprise Architecture (2015)

- Research themes
 - Core enterprise architecture
 - Creating/Improving the artifacts available to utility practitioners
 - Systems Integration
 - Each year will focus on a particular problem space
 - IT/OT Convergence
 - Less technical, more organizational focus



For more information:

- Dr. Gerald R. Gray
 - ggray@epri.com
 - 865-218-8113
- Knoxville office
 - 942 Corridor Park Blvd
 - Knoxville, TN 37932



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