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
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
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

- 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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