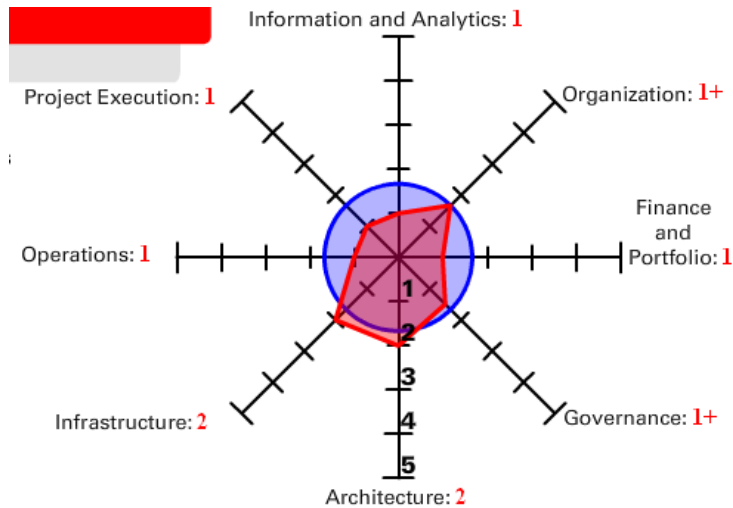


Genovian Justice Department Scorecard

This is another success story. The Justice Department approach was different to *Streamlined Loans* in that they did a lot more planning up front enabled by buy-in at a reasonably high level. However, their SOA Roadmap clearly included real projects that were to be used to build out the infrastructure and shared services portfolio.

The scorecard for Genovian Justice Department is shown below:



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Blue Circle – required maturity
Red Circle – current maturity

Scorecard Explanation:

Infrastructure	Level 2+ – They had BPEL, ESB, business rules, and message level security. They also more importantly had the vision and strategy for sharing the technology platform across groups and took into account aspects such as reliability and high availability that are critical to facilitate sharing. So we give them a Level 2 to 3 score. However, there are pieces of infrastructure that they would have really benefited from that they did not have seemingly – metadata management is one of those.
Architecture	Level 2 - They did an architectural audit, adopted a reference architecture and put together architectural policies and guidelines. They also built a SOA roadmap – it's really good to bring together all projects, applications, capabilities and risks into a common plan. There was a very active EA group too, although we found out that their methodology and reference architectures weren't quite as documented, as they should have been! Also the reference architecture was defined at the project level although it was supposed to have wider adoption.
Information	Level 1 – They did go about building an enterprise information model, but no analytics.
Operations	Level 1 - On the operational side, they developed an operational model for services, but lacked resources to support it. This omission placed the burden of supporting the shared infrastructure and services on individual project teams, which proved to be painful.

Project Execution	Level 1 – We know they looked at agile development methodologies.
Finance & Portfolio	Level 1 – There was no discussion of centralized funding for shared capabilities. They did a few pilot projects, which is good. They started out straight off the bat with some strategic projects to break down IT silos.
People & Organization	Level 1+ - We know that things were well managed. There was involvement from business group, an EA initiative, governance committee, SOA project methodology, real projects, strategic plans across departments and divisions, etc. Although we didn't share this with you, we know that the EA group didn't have adequate resources - as the number of projects grew – their short staffing became critical.
Governance	Level 1+ - These guys didn't fall into the trap of Inaction by Consensus Bureau. They knew about the importance of governance. They did some really clever planning, realized the role of the EA group (to set standards and policies) and had a governance committee to govern the SOA Roadmap (journey!). This kind of setup works well since the governance group holds the projects accountable for delivering on the SOA Roadmap. From a technical perspective they could govern the lifecycle of services using their registry setup and enforce policies using web services management, but they had no way of governing shared artifacts, e.g. services. Metadata repositories would have helped.

Justice Department of Genovia contrasts with Streamlined Loans in that the approach taken here was focused more on planning. The Justice Department approach does require a reasonable amount of executive buy-in – in their case, across departments and groups!