



SOA STAKE HOLDERS

SOA Blueprint

A structured blog by Yogish Pai

Introduction

Depending on their roles, individuals within companies may define SOA differently. This makes it important to spell out the roles of IT stakeholders who may be involved in SOA.

IT “Board of Directors”

Just like all major corporations, IT also needs a “board of directors.” This function is usually performed by key executives or their representatives. The board’s objectives are to set direction, approve initiatives and projects, and resolve conflicts. Some organizations refer to these boards as information services steering committees (ISSCs), information technology review boards (ITRBs), or information technology leadership teams.

Chief Information Officer

The CIO is responsible for all the aspects of IT. Some organizations have multiple divisional CIOs reporting to a global CIO. Divisional CIOs have a lot of autonomy in some organizations, but the recent trend is to consolidate the enterprise architecture and enterprise shared services team under the global CIO for faster adoption of SOA and a consistent approach across the enterprise.

Program Management Office (PMO)

The PMO is responsible for orchestrating projects across the enterprise or LOB. It acts as the primary contact for all cross-functional activities and ensures that each project team follows the standard process defined by the enterprise architects.

Business Sponsor

The business sponsor champions the application within the business and is ultimately responsible for ensuring that the project is successfully adopted. Typically an officer (VP or above) of the company, this person is usually responsible for securing the funding and completing the business transformation.

Project Team

The project team is tasked with delivering a business capability. The team develops the

strategy for delivering the capability and investigates available options. Typically every project team has a project manager. Project management responsibility may be shared between one person from the LOB and one from IT.

Architects

There are multiple categories of architects.

Enterprise Architects

Enterprise architects define standards, processes, and design patterns, and identify new technology.

Project Architects

Project architects design business solutions or applications.

Information / Data Architects

Information or data architects ensure a consistent approach and model for handling information and data across the enterprise.

Business Analyst

The business analyst captures business requirements, policies, and rules.

Architecture Steering Committee

Almost every project or program has a steering committee. Especially for SOA, there needs to be a steering committee for enterprise architecture too. Members of this committee include the IT leadership team and key stakeholders from business operations.

IT Operations

The IT operations team is usually responsible for the data center, security, networks, and tier 1 support, “keeping the lights on.” This team is not usually responsible for application-specific issues.

Business Operations

The business operations team defines and documents operations processes. Each member is responsible for an area of the business, for example, sales operations makes sure that all





requests from sales are reviewed and accepted if appropriate.

Chief Technology Officer (CTO)

In some organizations, the CTO is responsible for enterprise architecture within IT. The CTO may also act as the CIO.

Enterprise Shared Services

The enterprise shared services team develops shared services for the enterprise. Sometimes this is a dedicated shared services team, sometimes it is part of the architecture team, or sometimes each project team develops its own shared services.

Chief Process Officer (CPO)

A CPO, typically a peer of the CIO, may report to the COO or president of a company, and is responsible for defining business processes across the enterprise.

Chief Security Officer (CSO)

The CSO is responsible for enterprise security strategy and implementation. He or she usually reports to the CIO.

Project Managers

Project managers are responsible for delivering projects on time and under budget. They could be either from a LOB or IT. The standard best practice is to have one person responsible for project delivery, but increasingly, companies are making a business project manager and an IT project manager jointly responsible for getting the project delivered.

Application Support

Organizations may choose to support applications with a dedicated centralized team, an application support team within a LOB, a permanent project team with developers rotating to application support roles, or they may choose to outsource application support.

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