

Introduction

Project Description

- ODJFS MIS reorganized from a bureau-specific silos to functions
- Problems - unclear delineation of roles, resources stretched thin, knowledge base transferred out and untrained personnel transferred in, and the like

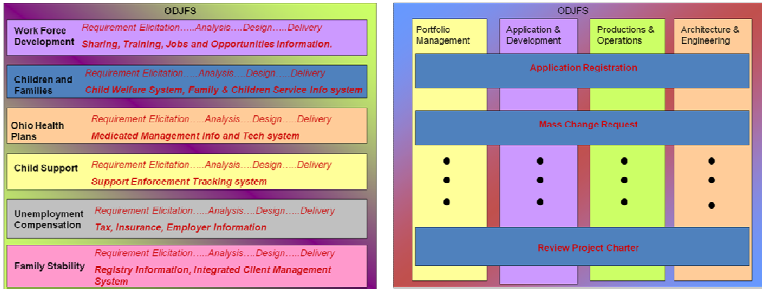


Figure 1: Organizational Structure : AS-IS vs TO-BE

Problem Statement

- Assign the right roles for incoming Customer Service Requests
- End-to-end project traceability

Project Overview

- Understand of the Enterprise Architecture of ODJFS IS including organizations and internal IS processes
- Analyze internal IS processes for business effectiveness
- Recommendations - operational improvement of internal IS organization and processes
- Identify integrative functions across the 4 IS functional areas
- Recommend integrative processes that require arbitration, standards and best practices

Analysis Framework

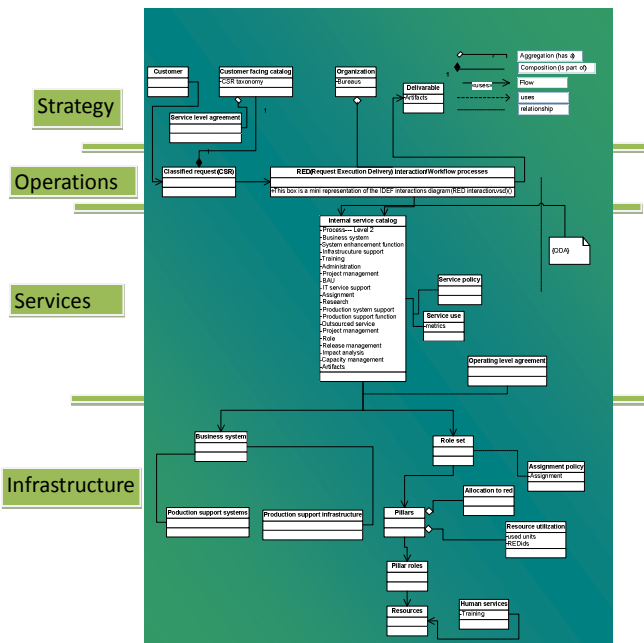


Figure 2: The Analysis Framework

Results thus far

- Developed a taxonomy, a building block for framing the enterprise architecture
- Categorized processes, thereby eliminating redundant ones
- Developed an analysis framework for developing triage rules

Existing weak ontology

CONT_OFFICE	CREATE DATE	PRIORITY INITIATOR	STATUS	ACTION_DATE	CSR description
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EA enhanced ontology

Business system	Creation date	Action date	Priority	Status	Difficulty	CSR description
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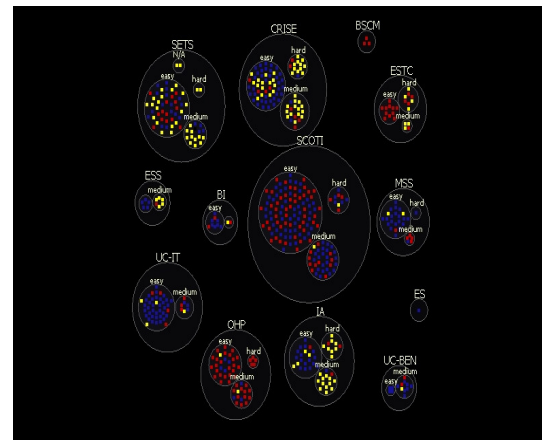


Figure 3: Starlight visualization using EA enhanced ontology

Lessons learned

- Organizational modeling is complex, ITIL and TOGAF alone cannot solve every problem
- We cannot assume customers to know all technical jargons
- A well organized approach to classifying processes and developing a relevant vocabulary is key to enable better communication and keeping the organization model in place

Future Work

- Analyze the processes within the organization and find why certain process fall through cracks
- Improve decision making using the EA model
- Develop a performance metric and complete set of performance questions based on balanced scorecard
- Explore the data mining perspective with respect to the incoming requests
- Develop bios questionnaire for each of the four pillars of the MIS namely Architecture & Engineering, Productions & Operations, Portfolio Management and Application Development

Acknowledgements

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