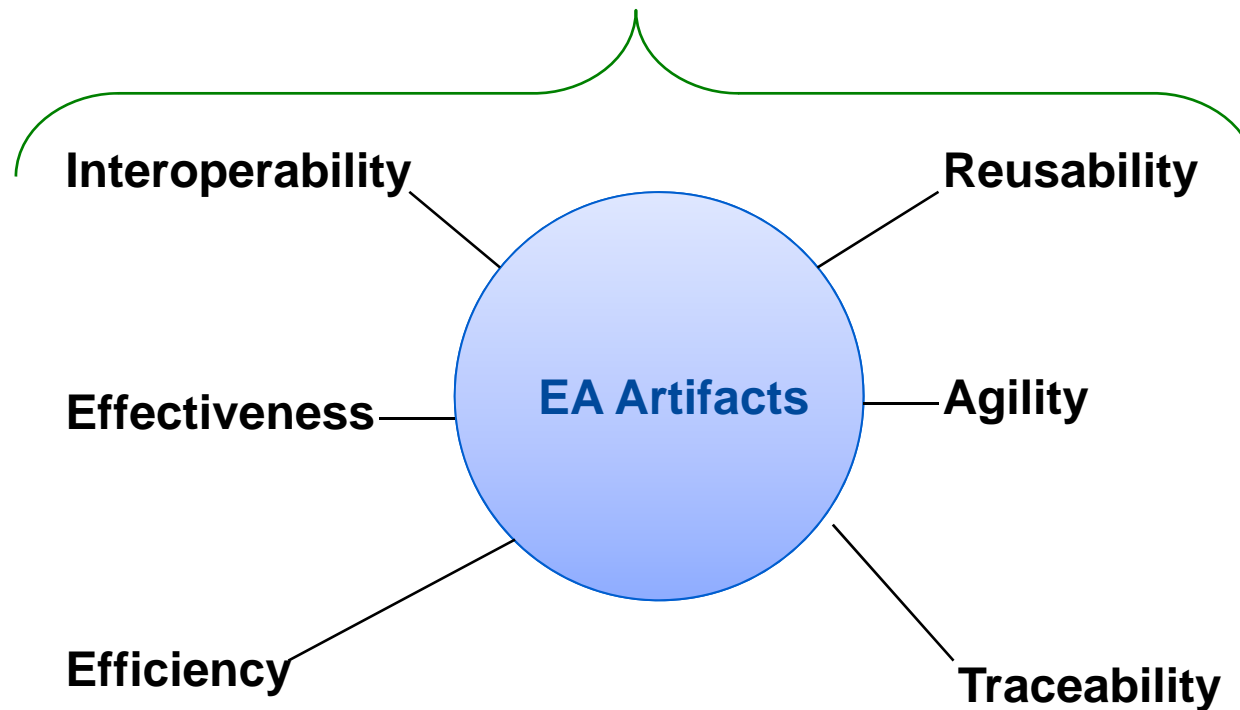# Panel: Getting the Policy Balance Right

- **Panel:**
  - **Steve Winter, Chief Technologist & Strategic Advisor, NATS**
  - **Neil Peachey, Independent Enterprise Architecture Consultant**
  - **Mike Philip, Principal Consultant, Vega**

- **Moderator:**
  - **LtCol Mikael Hagenbo. Head of Architecture at the Supreme Commander's Staff, Swedish Armed Forces Headquarters**
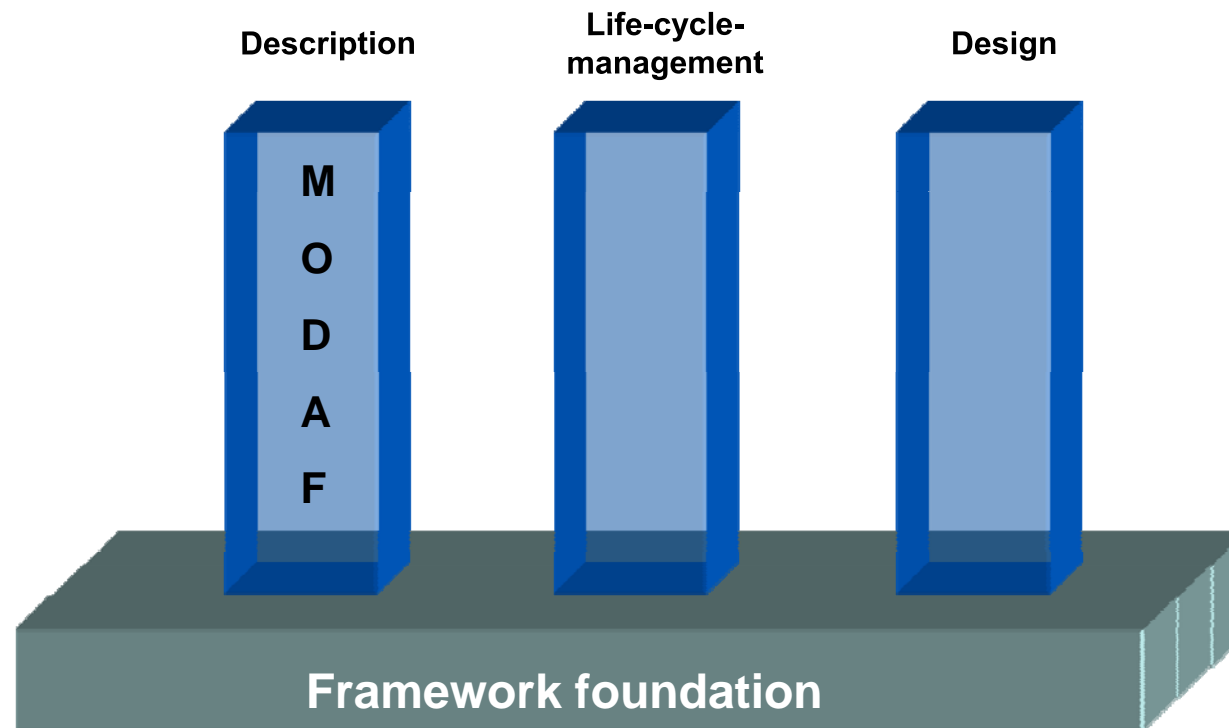
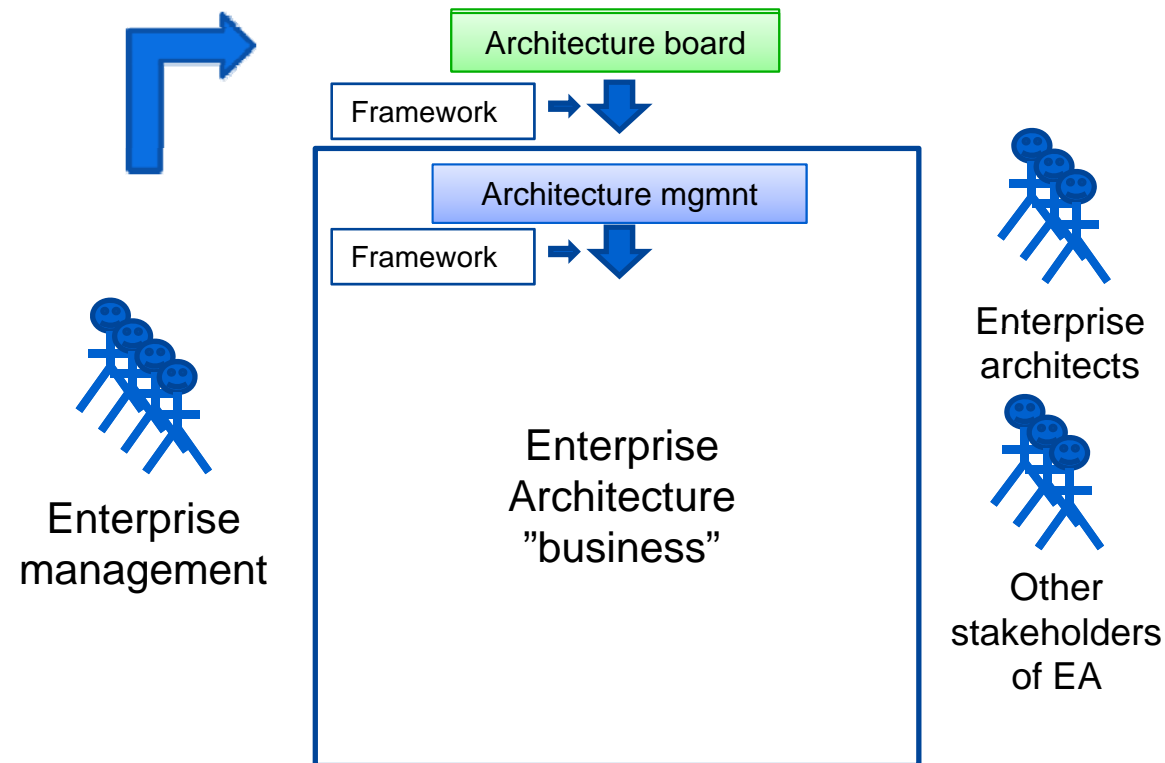SWEDISH ARMED FORCES

HEADQUARTERS

Architecture Framework

Interoperability

Reusability

Effectiveness

EA Artifacts

Agility

Efficiency

Traceability

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Structure of the SweAF Architecture Framework (SweAF EA FW)

Swe AF Reference model for architecture governance

Architecture board

Framework

Architecture mgmnt

Framework

Enterprise
Architecture
"business"

Enterprise architects

Other stakeholders of EA
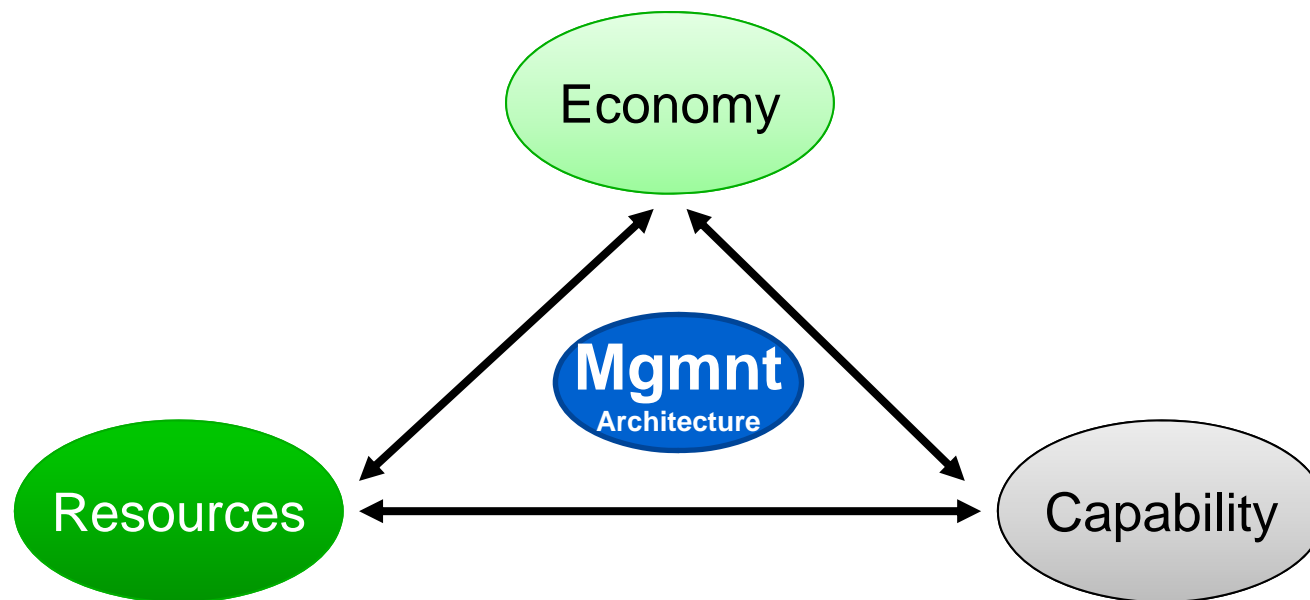
Enterprise management

The activity by which the current and future use of architecture, in support of the enterprise, is directed and controlled. It is performed by a management system involving processes for evaluating, directing and monitoring this use.

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Architecture governance & corporate governance

Board

Framework →

Management

Framework →

Corporate business

Architecture board

Framework →

Architecture mgmnt

FW →

EA "business"

Owners

Employees

Customers
Suppliers

Society

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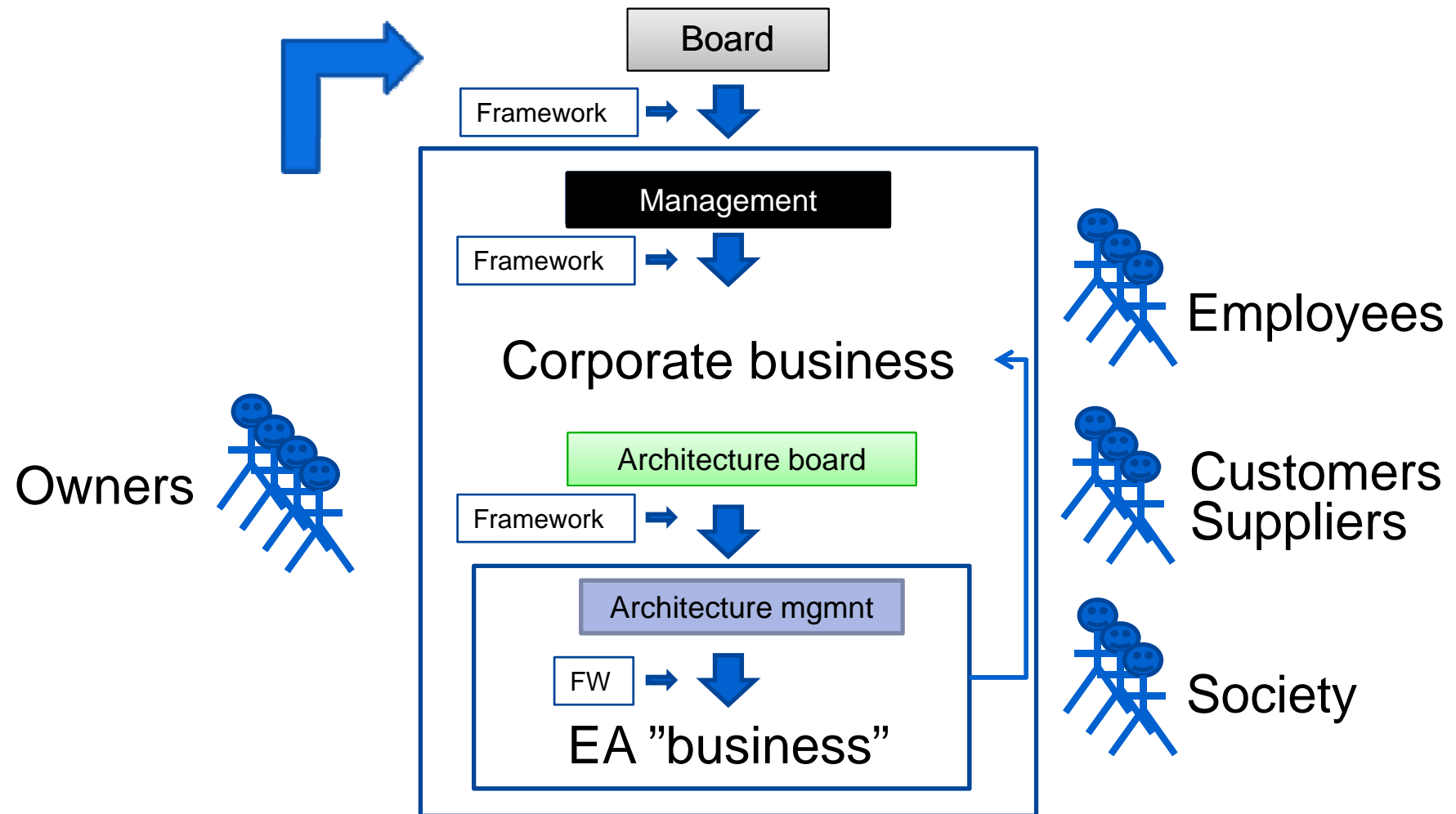
SweAF Purpose of architecture approach

The intent of the architecture approach is to use architecture as a means for Corporate management of the SweAF. The use of architecture will contribute to the efficient operation of the SweAF, enabling balance and traceability between economy, resources and capabilities.

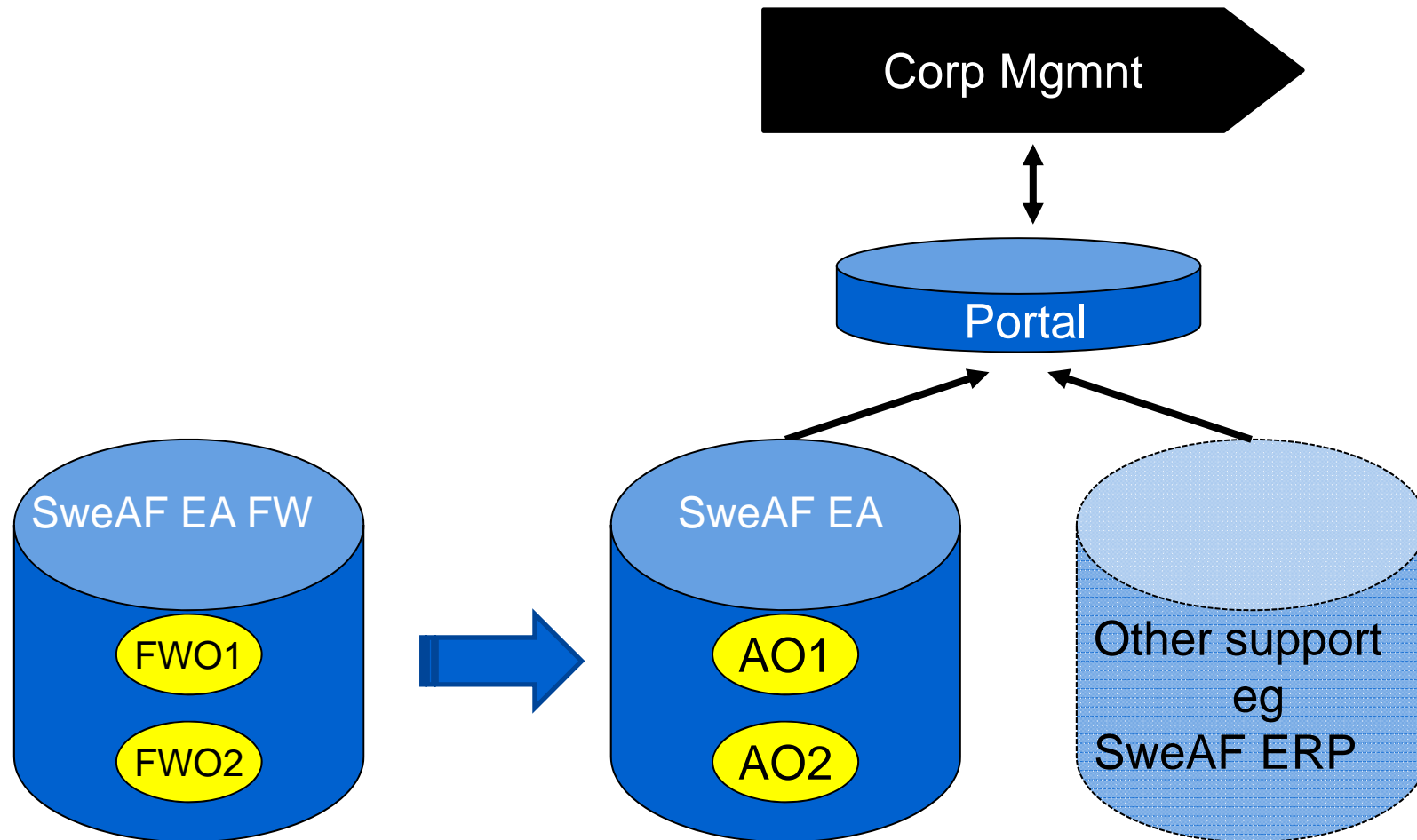SWEDISH ARMED FORCES
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SweAF Architecture board
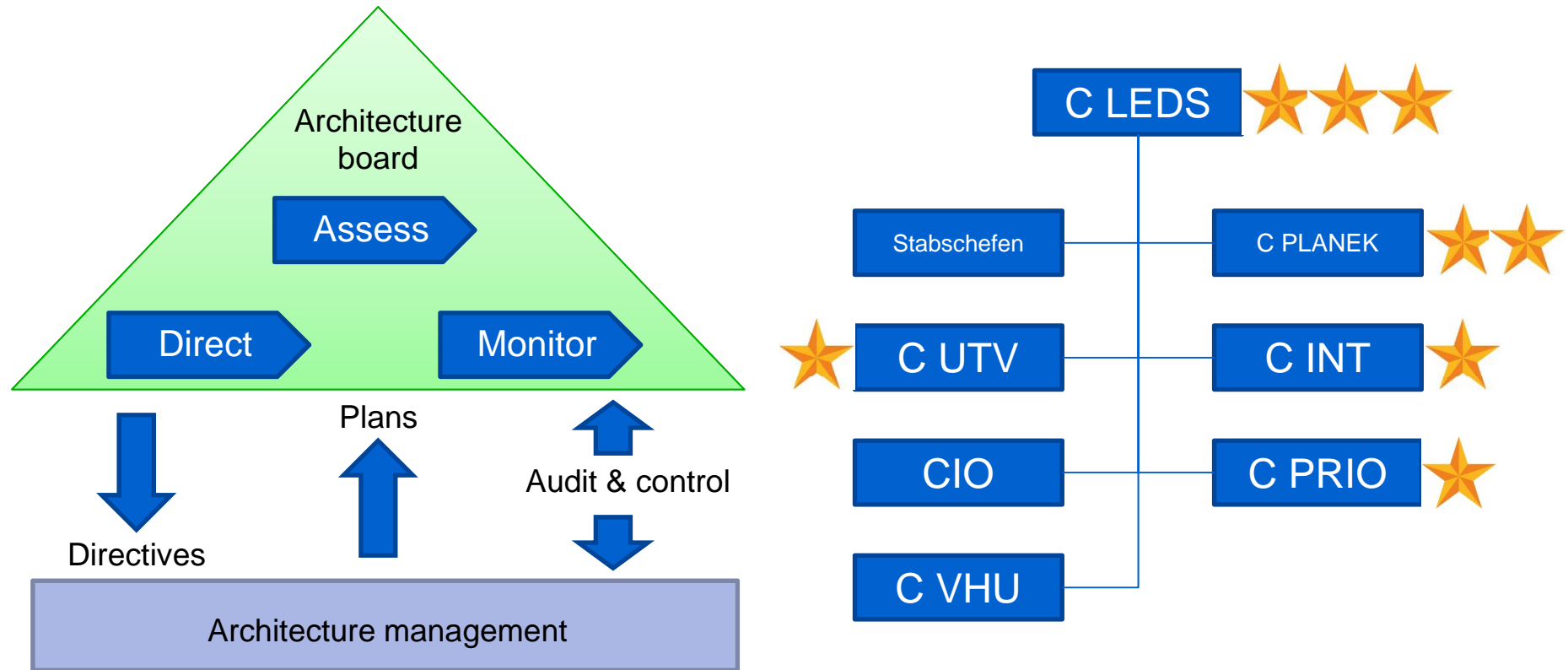
The department heads of the HQ Supreme Commander's Staff are to constitute the SweAF Architecture board.

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SweAF EA supporting SweAF Corporate management

Principles of Architecture Governance
(adopted from ISO/IEC 38500:2008)

Responsibility - Individuals and groups within the organization understand and accept their responsibilities in respect of both supply of, and demand for Architecture. Those with responsibility for actions also have the authority to perform those actions.

Strategy -The organization's business strategy takes into account the current and future capabilities of Architecture; the strategic plans for Architecture satisfy the current and ongoing needs of the organization's business strategy.

Acquisition - Architecture acquisitions are made for valid reasons, on the basis of appropriate and ongoing analysis, with clear and transparent decision making. There is appropriate balance between benefits, opportunities, costs, and risks, in both the short term and the long term.

Performance - Architecture is fit for purpose in supporting the organization, providing the services, levels of service and service quality required to meet current and future business requirements.

Conformance - Architecture complies with all mandatory legislation and regulations. Policies and practices are clearly defined, implemented and enforced.

Human Behaviour – Architecture policies, practices and decisions demonstrate respect for Human Behaviour, including the current and evolving needs of all the 'people in the process'.

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Getting the balance right statements

- **No architect's dictatorship over the business.**
- **The business itself should provide the content to the framework, but trained architects can provide "best practise" based on e.g. standards and the structure to the framework.**
- **The architecture framework needs to be a integral part of the corporate governance.**

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Panel discussion topics

- **From your experience, could you please provide a SITREP on how well architecture governance is applied in your organisation or in organisations you have worked in, and how it's situated compared to corporate governance?**

- **Is it a need for a broader scope for defence enterprise architecture frameworks beyond rules for description?**

- **What is your view on getting the policy balance right? Could you please share some insights to the audience?**