

Covestic employs BPM approach

A plan for SOA system transformation, enabling government agency to commence a modernization journey to realize strategic objectives, optimize resources (people, process and systems) and improve customer experience

Business Challenge

This state government agency (Agency) serves millions of customers and processes over three billion dollars in benefit payments annually. Aging technology and monolithic complexity of applications created the inability to improve process efficiency and worker productivity, providing poor system usability and data accessibility, and contributing to poor customer experiences and satisfaction. Further, these limitations led to increased difficulty, risk, time, and cost to support, maintain, extend and integrate systems.

To address these challenges, the Agency chose to move towards a service-oriented architecture (SOA) which would align and support business activities, and at the same time provide agility and scalability for future business needs. The Agency decided to take a process-centric approach to design their new architecture and define a realistic and implementable system transformation roadmap to migrate from their legacy systems and applications to SOA. By understanding their business first, the Agency ensured that the new architecture and supporting systems would align to core business capabilities and functions needed to serve their customers whilst minimizing business operation impacts during the transformation.

Covestic Solution

The project goal was to develop a phased system transformation plan to SOA which would increase business agility while reducing operational cost and risks. Therefore, Covestic employed their road-mapping methodology and process-centric solution approach to design the future state SOA and define an executable system transformation roadmap.

Covestic initiated the project by quickly identifying impacts across the client's organization and environment. Covestic defined the project scope and objectives, identified critical success factors and client strategy. This resulted in the assessment of the existing organization, process and system information and the creation of high-level hierarchy models.

Next, Covestic defined the starting point for the system transformation by analyzing current processes and technologies in order to assess and map the core functionality of each application to the business processes performed by business units across the organization. Business processes were decomposed into workflow models which included activities and decisions performed by roles identified in the organizational model. At the same time, systems were decomposed into sub-systems, modules, programs and batch jobs to understand the complexity, breadth and depth of the Agency's applications, their integration points with other systems, and supporting infrastructure needs. Business activities were then associated to corresponding application modules within the Agency's existing application architecture.

Covestic's next task was to define a robust and scalable future-state service-oriented architecture which aligned with the Agency's strategy and which would enable efficient delivery of Agency services to clients. This future SOA design provided the end point for the system transformation roadmap. During this phase of the project, Covestic assessed the adequacy of the existing IT infrastructure to support the future-state vision, and identified

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missing infrastructure components necessary to achieve the SOA vision. Simultaneously through detailed analysis of the business process architecture and current-state systems functionality, Covestic developed a business services model through a combination of business capability decomposition and domain information modeling, which was then augmented with identified shared infrastructure and data services.

Once the current-state and future-state architectures were defined, formulation of the system transformation roadmap commenced. Covestic started by determining roadmap prerequisites and identifying key building block modules. Next, functional groupings or migration phases were created, and recommendations for sequencing phases were formulated and prioritized. This analysis culminated in the creation of a high-level logical roadmap, to which Covestic then applied political, resource, budget, and schedule constraints in order to derive the final system transformation roadmap including timeline and budget estimates.

Project Results

Along the journey, Covestic developed enterprise process and system architecture frameworks which increased visibility and awareness across the agency, defined over 80 business process models, identified and prioritized over 30 improvement opportunity areas, identified over 400 business operations across 45 coarse grained business services, introduced SOA governance process and organizational change to support SOA principles, coordinated a technical proof-of-concept test involving exemplar SOA infrastructure products to validate the architecture and to support the procurement of missing infrastructure components, and facilitated collaboration between the business and IT departments.

Covestic's deep experience and understanding of Legacy System Transformation, Business Process Management (BPM), SOA, Project Management and structured solution design methodologies enabled development of a future-state architecture and executable system transformation roadmap for the client. By engaging Covestic, our client was able to design and plan their system transformation in an efficient, cost effective and realistic manner. Further, Covestic's work has enabled the agency to pursue other value-add opportunities including:

- Reconciliation and consolidation of project portfolio prioritization, selection and management
- Initiation of process improvement projects to add value to the organization and the customers they serve
- Establishment of modeling standards, ownership and accountability across the organization
- Improvement of performance measurement and alignment to strategic goals
- Establishment of process ownership, governance and BPM transformation
- Development and pilot of the SOA transformation projects