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Queensland Government Enterprise Architecture

Framework

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A Government Enterprise Architecture (GEA)

The Smart Directions Statement observes that “information and communications technology is one of the dynamic industries fuelling job creation, economic growth, and a better quality of life in the Smart State. ICT is increasingly important in the Government’s work to deliver better services like health, education and transport to all Queenslanders wherever they live¹”. Such services should be seamless and easily accessible.

“The Queensland Government invests an estimated \$1 billion annually in information and communications technology (ICT) people, products and services. It is essential that such a substantial investment supports the delivery of efficient and effective services that meet the increasing demands of our community²”. It is clearly important that this investment is managed wisely.

“Critical to the success of the Smart Directions Statement, is strong collaboration within the public sector, partnering with the private sector and adopting innovative solutions for the benefit of the Queensland community³”.

The most appropriate management framework for enabling Government and agencies to collaborate, provide seamless services and leverage their investment in ICT to the maximum, is enterprise architecture. Enterprise architecture is the organizing of a firm’s processes, data, applications, and infrastructure captured in a set of policies and technical choices to achieve desired business and technical standardization and integration.⁴

The Government Enterprise Architecture (GEA) provides the framework to support the development of better services for Queenslanders, more efficient and effective use of ICT in government, and effective partnering with the private sector.

In 2005 the GEA replaced the Government Information Architecture (GIA) which has served its purpose but suffered from a number of drawbacks which limited its ability to support the initiatives identified in the Smart Directions Statement. The GEA was affirmed as the foundation for governance of ICT in 2006 by the Service Delivery and Performance Commission’s *Queensland Government Report on Review of ICT Governance in the Queensland Government, September 2006*.

The GEA provides a guiding framework for individual agencies, host agencies for multi-agency projects, and for whole-of-Government projects in the development, use, and management of ICT assets. The GEA is a *federated* architecture acknowledging that the Queensland Government is a single enterprise composed of autonomous agencies. Agencies are responsible for their own enterprise architectures, yet are able to leverage off and contribute to whole of-Government architectures and investments.

The GEA was commissioned to:

- describe architecture practices to help drive business management improvements across the whole-of-Government;
- define the whole-of-Government target enterprise architecture;
- define mechanisms and standards for alignment with the whole-of-Government target enterprise architecture;
- define the governance and contribution process for the development, use and update of artefacts; and

¹ *Smart Directions Statement* for Information and Communications Technology within the Queensland Government, Queensland Department of Public Works, December 2004, page 1.

² *Smart Directions Statement* for Information and Communications Technology within the Queensland Government, Queensland Department of Public Works, December 2004, page 2.

³ *Smart Directions Statement* for Information and Communications Technology within the Queensland Government, Queensland Department of Public Works, December 2004, page 2.

⁴ Centre for Information Systems Research 2004, <http://mitsloan.mit.edu/cisr/ss2004-ws.php>

- define a framework within which enterprise architecture artefacts can be accommodated.

This document outlines the business context for a *federated* GEA and describes the GEA framework, including the meta-model, classification models (domain partitioning) and architecture representations. It also describes the agency contribution process, including governance and alignment process, and the contribution of ICT planning towards the GEA.

A.1 Goals of the GEA

The GEA addresses focus areas outlined in the *Smart Directions Statement*. These focus areas are designed to “generate improved business and ICT value⁴” from the Government’s ICT assets.

These focus areas were reaffirmed in the *Review of ICT Governance in the Queensland Government*. *This Review* recommended additional governance arrangements and their impact on GEA governance arrangements is discussed in section C1.

1. Government as a single enterprise

“[The Queensland Government is a single enterprise] that provides a wide range of services to the community through its agencies. Agency and whole-of-Government business priorities need to be balanced. Innovation in service delivery within an agency will be promoted, as will opportunities to achieve better business and ICT value from whole-of-Government approaches...the Government Information Architecture [now GEA] and Information Standards will be further developed to facilitate opportunities for cross-sector collaboration and integrated service delivery to the community⁵”.

Agency and whole-of-Government business priorities need to be effectively integrated for the Queensland Government to function as a single entity and provide a seamless range of services to the community through its agencies. The GEA will provide a comprehensive view of services available from individual agencies, and will allow their alignment for potential aggregation into seamless services to the community.

2. Enabling the business priorities of Government

“The effective use of strategic information and ICT assets will enable the improved accessibility of Government information and services through a range of channels and on a 24x7 basis. The demands from business and the community for increased service levels, security and quality can be met more readily if agency strategic information and ICT investments align with Government’s business priorities and whole-of-Government directions⁶”.

ICT innovation should be consistent with business priorities and provide a firm, interoperable and consistent foundation for cross-agency and cross-sector collaboration. The GEA achieves this by specifying, discussing, and recommending best-practice in innovation through the whole-of-Government target enterprise representation. The GEA, by providing an overall picture of the ICT deployment in Government, will enable the ICT investment to be leveraged effectively, readily identifying opportunities for reuse and aggregation of services.

⁴ *Smart Directions Statement* for Information and Communications Technology within the Queensland Government, Queensland Department of Public Works, December 2004, page 2.

⁵ *Smart Directions Statement* for Information and Communications Technology within the Queensland Government, Queensland Department of Public Works, December 2004, page 4.

⁶ *Smart Directions Statement* for Information and Communications Technology within the Queensland Government, Queensland Department of Public Works, December 2004, page 5.

3. Improving value for money

“Government has an obligation to the people of Queensland to ensure that value for money in terms of both efficiency and effectiveness is delivered through its ongoing investments in strategic information and ICT. This includes taking a whole-of-Government approach where this better supports service delivery or is more cost effective.

In relation to strategic information and ICT initiatives, the effectiveness of decision making will also be enhanced through improvements in knowledge management practices and sharing of lessons learnt by individual agencies. Decision making by each agency will be informed by this approach, ensuring that agency initiatives and solutions involving strategic information and ICT consider the principle of reusing before sharing before buying before building⁷”.

The GEA encourages collaboration and information sharing across Government to improve the effectiveness of decision-making within agencies and at a whole-of-Government level. It prevents potential duplication of effort and identifies opportunities for reuse of existing investments, including ICT infrastructure and common utility-style applications.

4. Partnering with the private sector

“The Government recognises the value that can be realised through partnering with the private sector and identifying new ways of doing business. This is particularly important with initiatives involving the implementation of ICT products and services, where Government is seeking to encourage innovation and improve overall value for money with its major investments in strategic information and ICT⁸”.

The GEA will enable ICT suppliers in the private sector to understand the Government's ICT priorities and how the Government has decided to deploy ICT to support its business needs; suppliers will be able to tailor their offerings accordingly, and will be able to identify opportunities for value-adding to Government.

⁷ *Smart Directions Statement* for Information and Communications Technology within the Queensland Government, Queensland Department of Public Works, December 2004, page 7.

⁸ *Smart Directions Statement* for Information and Communications Technology within the Queensland Government, Queensland Department of Public Works, December 2004, page 11.

B. GEA Framework

B.0.1 What is Enterprise Architecture?

For the purpose of the Queensland Government, Enterprise Architecture (EA) is the practice of applying a comprehensive and rigorous method for describing a current and future structure and behaviour for an organisation's processes, information, applications, technology and human resources, to enable alignment with the organisation's strategic direction.

Although often associated strictly with information technology, EA relates to the practice of business efficiency and effectiveness.

There are many definitions of enterprise architecture. The Queensland Government definition is consistent with the Global Enterprise Architecture Organisation (GEAO) definition:

Enterprise Architecture refers to the way in which an enterprise vision is expressed in the structure and dynamics of an Enterprise.

It provides, on various architecture abstraction levels, a coherent set of models, principles, guidelines, and policies, used for the translation, alignment, and evolution of the systems⁹ that exist within the scope and context of an Enterprise.

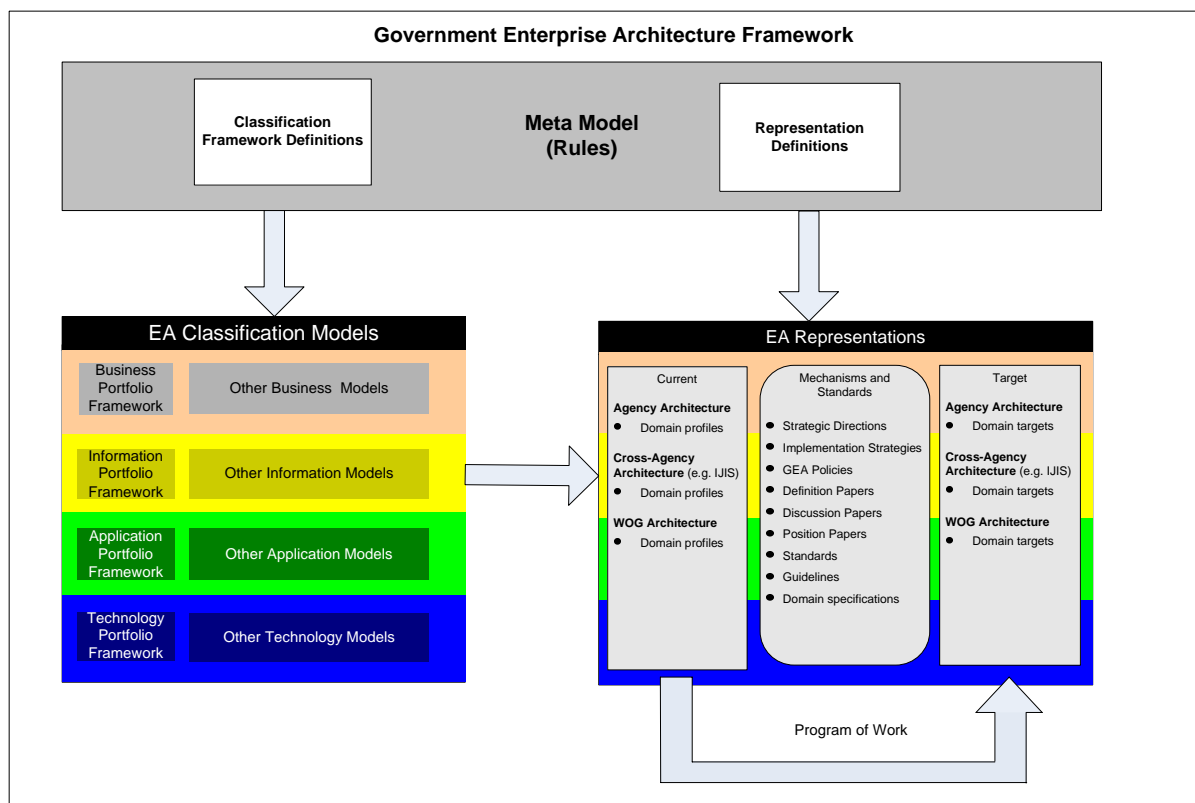
The GEA is the framework that supports EA activity within the Queensland Government by defining:

- the agreed standard architecture abstraction levels across the sector;
- a standard and coherent set of classification or domain models of the GEA itself; and
- a set of common artefacts in the form of strategies, principles, definitions, guidelines, standards and policies used to populate the GEA.

B.0.2 The Three Dimensions Elements of the GEA Framework

The GEA Framework is divided into three key dimensions: Meta Model, EA Classification Models and EA Representations. The dimensions are interdependent and together ensure the GEA is able to deliver an effective EA.

⁹ The term "system" does not necessary refer to an ICT system but also refers to an organisation, an eco-system, a management system, business process etc.



The *Meta Model* is a set of rules for structuring and populating the GEA. These rules are applicable across Queensland Government and are managed by the Queensland Government Chief Information Office (QGCIIO), with close consultation with the Queensland Government Chief Technology Office (QGCTO) and agencies across the sector.

The *EA Classification Models* (also known as EA Classifications) is a 4-tier structure comprising of Business, Information, Application and Technology layers. These provide organisation and navigation of GEA.

These classifications are critical to the GEA and can be summarised as follows:

- set the context for strategies, policies, standard solutions and technical standards;
- act as an index scheme to allow agencies to “navigate” the GEA to determine which strategies, policies, solutions and standards apply to them; and
- provide a classification scheme for data collection and portfolio analysis supporting ICT Planning (providing the structure for ICT Investment Reporting Requirements in a similar way to Treasury’s Financial Reporting Requirements for agencies reporting on their financial position).

EA Representations are a collection of current and target enterprise architectures and mechanisms/standards for achieving the target enterprise architecture. The EA representations provide the active elements of the GEA (in a similar way to the combination of the Accounting Policy Guidelines and the Financial Records of each agency in the financial domain).

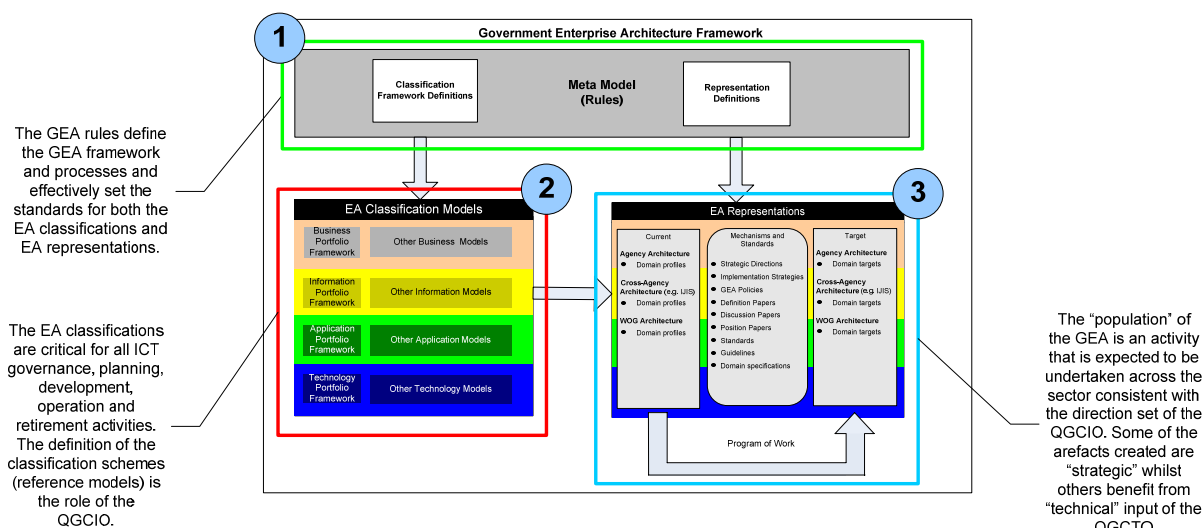


Figure 1 Key Dimensions of the Government Enterprise Architecture (GEA) Framework

A key concept of the GEA Framework is the dependencies that each element has to each other element. For example, the EA classifications and the EA Representations rely on the GEA rules set by the Meta Model, and the EA Representations cannot exist without the context set by the EA Classifications.

B.0.3 How is the GEA populated?

The federated nature the GEA is a cornerstone and source of authority for a number of activities across Government. As a result, the creation of GEA artefacts is not solely a centralised activity of the Queensland Government Chief Information Office (QGCIO). For example:

- position papers have been authored by the QGCIO and CorpTech;
- policies have been jointly developed by the QGCIO and agencies , such as the Information Standard on Privacy for Queensland Health; and
- standards been written by agencies, including interoperability of services authored by Information Queensland, Smart Service Queensland and Queensland Transport.

In each of the above cases, cross-agency consultation and agreement was facilitated by the QGCIO.

This approach, with a central group providing the core around which other groups provide further support in their areas of expertise, is recognised by Gartner¹⁰ as an appropriate model for ensuring EA is adopted across complex and diverse organisations.

¹⁰ Gartner’s 11 April 2005, “Organizing Tactics for Enterprise Architecture” by Colleen M. Young.

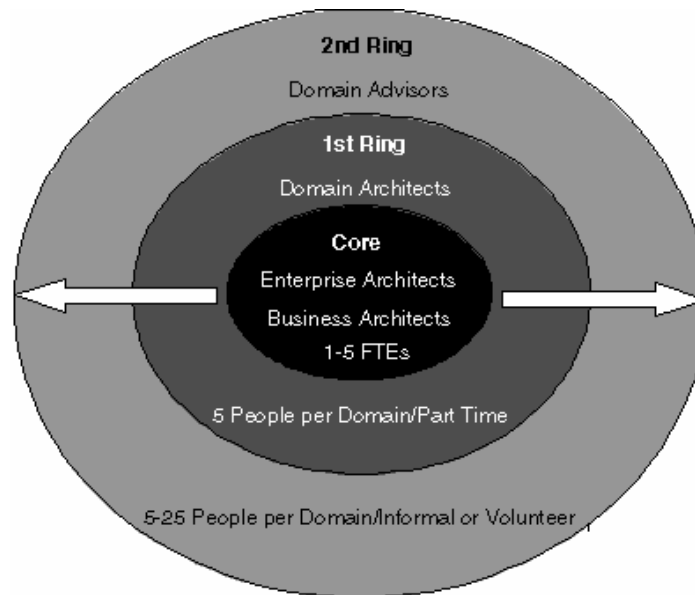


Figure 2 Gartner's Concentric Architecture Team Structure

Further details of the process for population of the GEA are addressed in the GEA governance section later in this document.

B.1 Meta Model

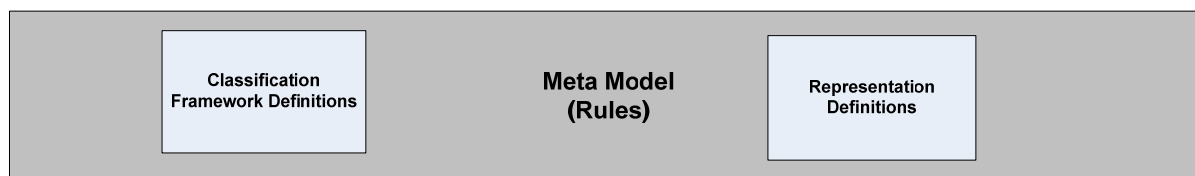


Figure 3 Meta Model

The first dimension of the GEA framework is the *Meta Model*. Before any content (artefacts and representations) can be stored, the schemas by which these are created and used must be defined. The Meta Model establishes the schemas and defines the rules and language for structuring and populating the GEA. The Meta Model contains the business rules for the creation and maintenance of the artefact types.

Within the GEA Meta Model, these rules are divided into the Classification Framework Definitions and the Representation Definitions.

B.1.1 Classification Framework Definitions

The Classification Framework Definitions define the structure of the EA Classification Models. These definitions outline the models for each of the business, information, application and technology layers.

B.1.2 Representation Definitions

The Representation Definitions specify the structure of the artefacts within the GEA. Representation Definitions are provided for *mechanisms and standards* as well as *current and target specifications*. The representation definitions included are for definition papers, discussion papers, position papers, strategies, information standards, guidelines and domain specifications. The rules specify the minimum set of elements that apply to particular types of artefacts e.g. the requirements for a standard, definition paper or position paper.

B.2 EA Classification Models

The second dimension of the GEA Framework is the *EA Classification Models*. These define the overarching context for EA Representations by means of categorising these into standard EA layers.

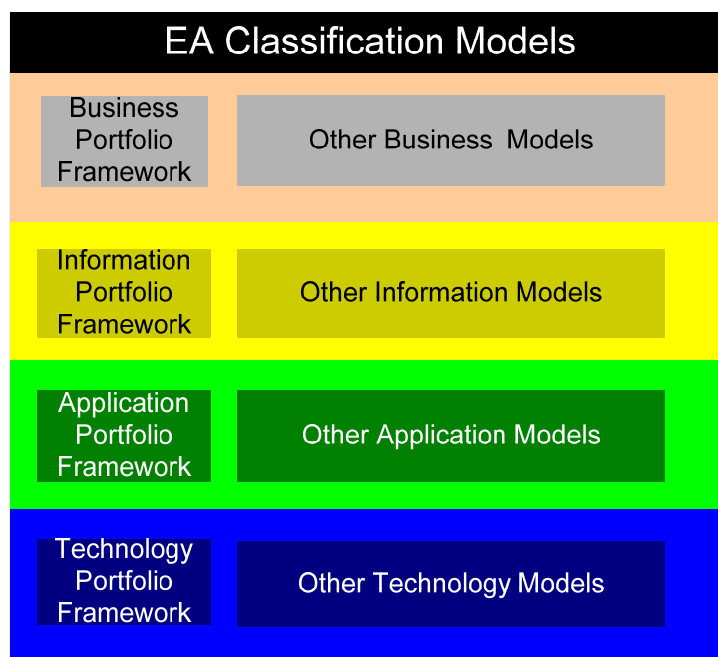


Figure 4 EA Classification Models

The *Business layer* addresses the business vision, goals, objectives, strategy, line of business, organisation structure, business process models, business functions and other business concepts as required. It contains all of the business frameworks including but not limited to the business portfolio framework.

The *Information layer* defines what information needs to be made available to accomplish the mission (to whom, and how etc). It contains all of the information frameworks including, but not limited to, the information portfolio framework.

The *Application layer* focuses on the application portfolio required to support the business mission and information needs of the enterprise, and addresses the common business components and business services that can be leveraged by multiple applications. The application portfolio comprises the suite of application software, excluding software technologies, required to assist the organisation to achieve its objectives. The Application layer contains all of the application frameworks including, but not limited to, the application portfolio framework.

The *Technology layer* defines the technologies required to support the application portfolio of the business, including software technologies, hardware, and network support. It contains all of the technology frameworks including, but not limited to, the technology portfolio framework.

The EA Classification Models provide a skeleton for accommodating architecture artefacts according to the various layers – a categorical skeleton. The classification models can be used as a means to navigate through the enterprise architecture depending on the perspective required by the organisation. It also defines the way these architecture artefacts can be classified and utilised to represent the enterprise. These models however, do not comprise in themselves the artefacts - this is achieved through the EA Representations.

B.3 EA Representations

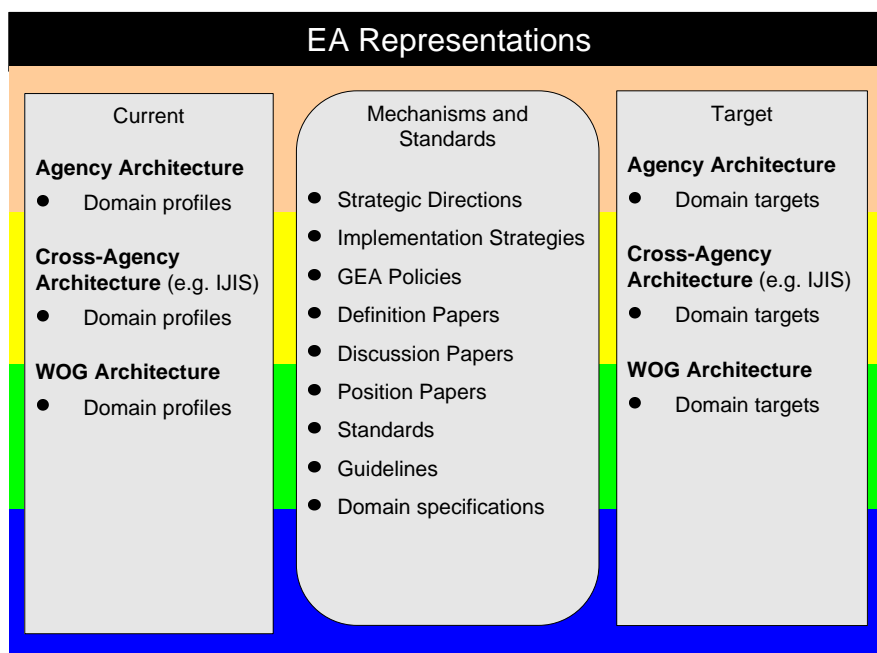


Figure 5 EA Representations

The final dimension of the GEA Framework is the repository of core architecture artefacts and supporting EA content. It is comprised of:

- *current agency EA representations* – consisting of domain profiles for current agency architecture, cross-agency current architectures and whole-of-Government current architectures;
- *mechanisms and standards* – the artefacts, tools, techniques which support the whole-of-Government architecture, and more commonly, assist in moving from the current EA to the whole-of-Government target architecture; and
- *target EA representations* – consisting of domain targets for target agency architectures, cross-agency target architectures and whole-of-Government target architecture.

All domain profiles must be classified using the EA classification models and/or other business, information, application and technology-related models.

B.3.1 Current EA Representations

Current EA Representations hold domain profiles documenting the *current* or *as-is* situation, and are categorised by the scope of agency coverage as follows.

Current Agency Architectures comprise EA representations relating to a single agency. From a *Government as a Single Enterprise* perspective, the collections of the current agency architectures represent the entire enterprise.

Current Cross-Agency Architectures comprise EA representations that cut across more than one agency. For example, the Integrated Justice Information System (IJIS) is a cross-agency initiative that spans across at least two agencies e.g. *Justice and Attorney-General* and *Queensland Police*. The current architecture that supports IJIS is documented as a cross-agency architecture.

Current whole-of-Government Architectures are EA representations of *whole-of-Government initiatives* that cut across most of, if not the whole of, government. For example, GovNet is the portal to access information from various sources including Queensland Government web sites. This initiative is applicable across the whole-of-government and has a current EA representation that describes its architecture and its current state of business, information, applications and technologies portfolio.

B.3.2 Mechanisms and Standards

The artefacts stored in *Mechanisms and Standards* include definition papers, discussion papers, position papers, strategic directions, implementation strategies, policies (information standards), guidelines and domain specifications. These artefacts form the visible framework for making EA decisions within an agency, cross-agency, and at the whole-of-Government level. Some of these artefacts outline best practice across a range of ICT topics and themes, while others document implementation mechanisms to achieve target EA representations.

B.3.3 Target EA representations

A *target EA representation* relates to EA representations that define what the *future* ICT enterprise *should* look like. It succinctly states the Queensland Government's, or agency's, position on ICT for a particular domain.

There are three major types of representations (also known as domain targets to be achieved in one or more domains). These are outlined below.

Target Agency Architectures comprise EA representations that relate to the direction that Queensland Government sets in relation to either a single agency or Government as a whole. These could take the form of mappings from EA classification models and/or other business, information, application and technology-related models. The *target agency architecture* describes what the Queensland Government has defined to be its target architecture for one or more agencies within a specified migration period. The target agency architectures could also comprise what agencies set as their targets as a means to demonstrate their alignment with Queensland Government's direction;

Target Cross-Agency Architectures consist of the Queensland Government's targets for initiatives that involve the development and sharing of the target architecture between the agencies. These could take the form of mappings from EA classification models and/or other business, information, application and technology-related models that relate across several agencies. For example, the Integrated Justice Information System (IJIS) is a cross-agency initiative that spans across at least two agencies e.g. *Justice and Attorney-General* and *Queensland Police*.

Target whole-of-Government Architectures describe Queensland Government's positions for whole-of-Government initiatives. These again could take the form of mappings from the EA classification models and/or other business, information, application and technology-related models. The *target whole-of-Government architecture* may include a specified migration period.

C GEA Framework and its Context

This section describes the context of the GEA in terms of the governance process, agency contribution process, alignment process, and the ICT Planning process.

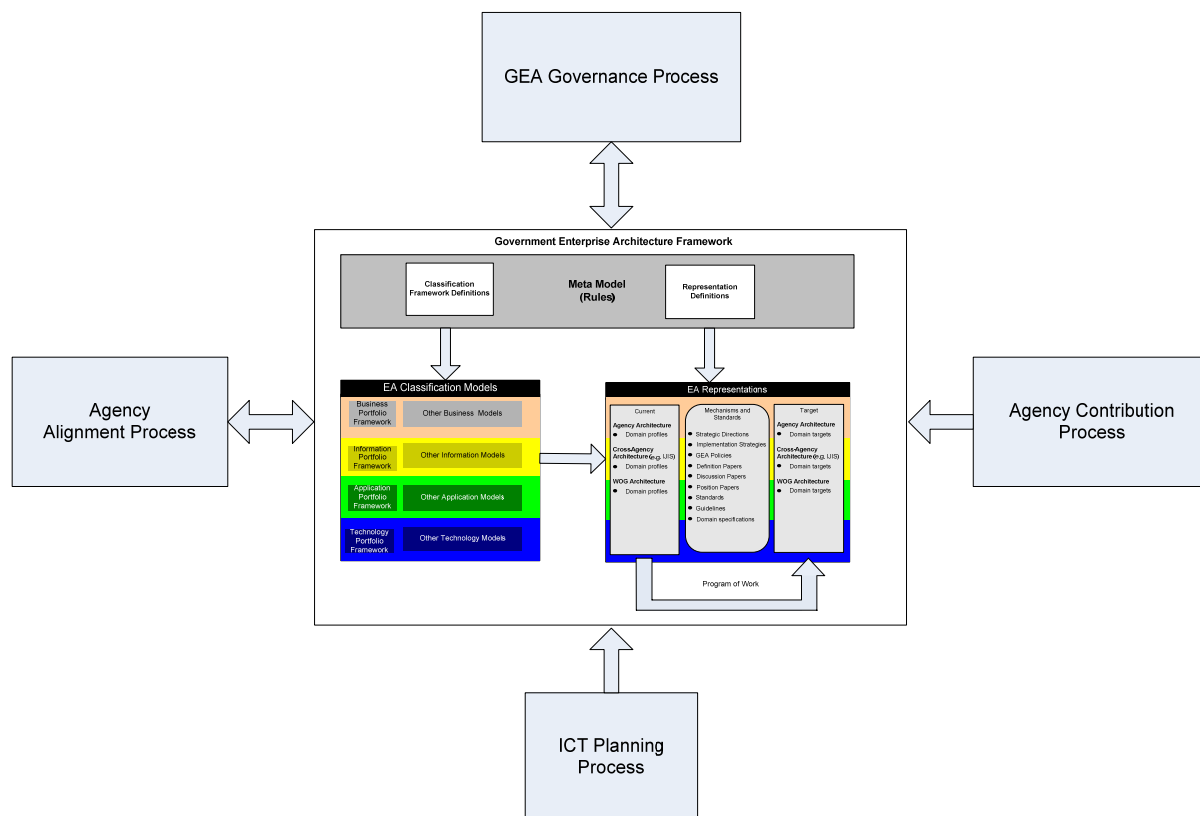


Figure 6 GEA Framework Context

C.1 Governance of the GEA

GEA Governance provides a mechanism to manage additions and amendments to both the structure and the content of the GEA. This is particularly important given that the content of the GEA is contributed to by various stakeholders within the Queensland Government and not just the QGCIO and QGCTO.

The following sections provide an overview of the governance arrangements in relation to the GEA Framework, and reflect recommendations made by the Service Delivery and Performance Commission *Report into Governance of ICT in the Queensland Government*.

Overall Operational and Governance Roles for the GEA Framework

The GEA provides guidance not only for individual agencies, but also host agencies for multi-agency projects, and for whole-of-Government projects in the development, use, and management of ICT assets.

Table 1 shows the overall responsibilities for the major elements of the GEA Framework:

GEA Operational and Governance Roles	Operational Role	Governance Role
GEA Definition (Meta Model)	QGCIO	DG DPW will use the SI&ICT Committee as the decision making forum
GEA Classifications	QGCIO	DG DPW will use the SI&ICT Committee as the decision making forum
GEA Representations: Current State	<p>For Agency Enterprise Architecture: Agency Enterprise Architects</p> <p>For multi-agency or whole-of government initiatives: the host agency with advice from the QGCIO and QGCTO</p> <p>For whole-of-government architecture: QGCIO (for the Business and Information layers) or QGCTO (for Applications and Technology layers)</p>	<p>For artefacts developed by agencies: the DG of the agency</p> <p>For multi-agency or whole-of government initiatives: the host agency DG. The host agency DG may decide to use the CEO Committee overseeing the initiative as the decision making forum</p> <p>For whole-of-government architecture: DG DPW. The DG DPW may decide to use the SI&ICT Committee as the decision making forum</p>
GEA Representations: Mechanisms and Standards	QGCIO sets the minimum requirements and process for developing mechanisms and standards for GEA artefacts or artefacts created by other projects, bodies or agencies but held in the GEA	DG DPW will use the SI&ICT Committee as the decision making forum
GEA Representations: Target State	See GEA Representations: Current State above	See GEA Representations: Current State above

Table 1 Operational and Governance Roles for the GEA Framework

Development of GEA Artefacts

The responsibility for the development of GEA artefacts is not the sole responsibility of the QGCIO or QGCTO. GEA artefacts can be developed by any party that identifies a need and has the appropriate expertise. However, the QGCIO and QGCTO are responsible for guiding and managing the development of GEA artefacts.

Table 2 shows the high level responsibility of the QGCIO and QGCTO with respect to GEA representations.

GEA Representations Responsibilities	Business	Information	Application	Technology
Strategic Directions	QGCIO	QGCIO	QGCIO (QGCTO)	QGCTO (QGCIO)
Implementation Strategies	QGCIO	QGCIO	QGCTO (QGCIO)	QGCTO (QGCIO)
Policies (inc. Information Standards)	QGCIO	QGCIO	QGCTO (QGCIO)	QGCTO (QGCIO)
Definition Papers	QGCIO	QGCIO (QGCTO)	QGCTO (QGCIO)	QGCTO (QGCIO)
Discussion Papers	Any	Any	Any	Any
Position Papers	QGCIO	QGCIO	QGCTO (QGCIO)	QGCTO (QGCIO)
Standards	QGCIO	QGCIO (QGCTO)	QGCTO (QGCIO)	QGCTO
Guidelines	QGCIO	QGCIO	QGCTO	QGCTO
Domain Target	QGCIO	QGCIO	QGCTO	QGCTO
Domain Specifications (Models)	QGCIO	QGCIO	QGCTO	QGCTO
Domain Profile	QGCIO	QGCIO	QGCTO	QGCTO

Table 2 GEA Representations Responsibilities

Supporting the GEA

The QGCIO and QGCTO are required to support the GEA and ensure it operates efficiently. The area of responsibility for each of these allied activities is outlined in Table 3.

<i>GEA Allied Activities Responsibilities</i>	Responsibility
GEA Framework Development	QGCIO
GEA Content Development	Various
GEA Analysis & Reporting	QGCIO & QGCTO
GEA Hands-on Support	QGCIO & QGCTO (Depends on domain)
GEA Repository Hosting	QGCTO
GEA Repository Management	QGCIO
GEA Publishing	QGCIO
GEA Curriculum Development	QGCIO
GEA Training Delivery	QGCIO
GEA Benefits Management	QGCIO
GEA Governance	QGCIO & QGCTO
GEA Marketing	QGCIO
ICT Planning Development	QGCIO
ICT Planning Analysis	QGCIO
ICT Planning Hands-on Support	QGCIO
GEA Policy (Information Standards) Development	QGCIO
GEA Policy (Information Standards) Maintenance	QGCIO
GEA Policy (Information Standards) Support	QGCIO

Table 3 Supporting the GEA

Governance of GEA Artefacts

The level of endorsement, consultation and approval of each GEA artefact depends on the potential impact and the type of artefact. For example, GEA Discussion Papers require very little governance (apart from the use of a standard process, templates and some level of quality assurance) as they are not setting any direction. However, GEA standards must be complied with without exception, and as such, require much stronger governance.

Table 3 provides the highest possible level of governance for a given area of the GEA. However, unnecessary invocation of the governance process can reduce the agility and responsiveness of the GEA.

As a result, the GEA governance arrangements need only be invoked for certain artefacts and then only up to a level that reflects the potential impact that the artefact will have on the GEA and agencies themselves.

Table 4 outlines the highest governance level when a GEA artefact is deemed to contain a high impact direction.

GEA Representations (Artefacts)Governance	Business	Information	Application	Technology
Policies (Information Standards)	DG DPW	DG DPW	DG DPW	DG DPW
Strategic Directions	DG DPW	DG DPW	DG DPW	DG DPW
Position Papers	DG DPW	DG DPW	DG DPW	DG DPW
Implementation Strategies	D-G DPW	D-G DPW	D-G DPW	D-G DPW
Standards	D-G DPW	D-G DPW	D-G DPW	D-G DPW
Definition Papers	QGCI0	QGCI0	QGCTO	QGCTO
Domain Target	QGCI0	QGCI0	QGCTO	QGCTO
Domain Specifications (Models)	QGCI0	QGCI0	QGCTO	QGCTO
Domain Profile	Various	Various	Various	Various
Discussion Papers	Various	Various	Various	Various
Guidelines	Various	Various	Various	Various

Table 4 Governance of GEA Artefacts

As indicated in Table 4 above, the highest level of governance for a high impact artefact is the DG of DPW using the SI&ICT Committee as the decision making body. Where the impact of the artefact is moderate, the decision can be made at a lower level - by the QGCI0

or the QGCTO (in consultation with the QGCIO) in consultation with the GEA Reference Group. In rare cases, certain artefacts may require just the QGCIO or the QGCTO approval.

Table 5 provides further detail as to the appropriate governance arrangements for an artefact given its potential impact.

Level of Impact of Artefact	Endorsement Required	Responsibility
High Impact: <ul style="list-style-type: none"> - GEA artefacts which contain a mandate - major structural changes to the GEA - requires significant implementation effort by most agencies in terms of financial, staff and the number of agencies impacted by the change - affects governance of the GEA and/or ICT at a whole-of-Government level - Set a new alignment target 	SI & ICT Committee	Responsible for endorsing amendments to the GEA that are mandatory and high impact, and for ensuring that an appropriate consultation process has been undertaken to inform the decision
Moderate Impact: <ul style="list-style-type: none"> - significant content changes or additions to the GEA - changes or additions to position papers, strategies, domain specifications - major changes or additions to classification frameworks - change to an existing domain target 	QGCIO or QGCTO following advice from the GEA Reference Group	Responsible for providing architecture input and impact analysis on proposed amendments to the GEA and endorsing amendments
Moderate Impact (No mandate): <ul style="list-style-type: none"> - Definition papers, discussion papers, guidelines - Minor updates to frameworks eg. Changes to description of domains within a framework 	QGCIO or QGCTO	Responsible for the day to day management of the GEA and for making amendments to the GEA that have moderate impact on whole-of-Government

Table 5 Level of Impact per Artefact Type

The typical endorsement and consultation process for each artefact is further explored in the D.2 Artefact Rules of this document.

QGCI0 regularly publishes the detailed governance processes for Queensland Government agencies to follow for endorsement.

C.2 ICT Planning

A number of artefacts are produced from an agency's ICT Planning process. Three of these artefacts are directly related to an agency's GEA alignment:

- current domain profiles;
- target domain profiles; and
- program of work.

Agency Current Domain Profiles - domain mappings from the portfolio frameworks for the agency's current business, information, application, and technology profiles. These describe the agency's current *architecture* and are stored in the *EA Representations* repository and provide the data necessary for a roll-up into the Queensland Government's *current architecture*.

Agency Target Domain Profiles - domain mappings from the portfolio frameworks for the agency's target business, information, application, and technology profiles. These describe the agency's *target architecture* and are stored in *EA Representations* as a repository of each agency's target architecture.

Agency Program of Work - the Program of Work outlines the projects, tasks and activities to be undertaken for a specified timeframe. This includes projects that are agency-focused, as well, as *architecture-driven* – the aim being to drive migration to the agency's *to-be* architecture. Although not stored in the GEA, this document supports the initiatives that form an agency's domain targets.

QGCIO maintains and publishes a detailed ICT Planning Methodology and supporting tools for use within Queensland Government agencies. Contact QGCIO for further information.

C.3 GEA Alignment

Alignment with the GEA means having achieved or having the intention to achieve consistency with the direction stated in priority domains¹¹ by the specified deadline. These domains exist in the business, information, application and technology layers of the GEA.

For the purpose of alignment, the GEA is a collection of domains that define the preferred direction for ICT implementation. Note that the GEA is more than just a collection of domains but alignment is difficult to measure outside of the domains. A domain may have a target specified (e.g. Crystal Reports v.9.0¹²) and a deadline associated with implementing that target (e.g. 30 June 2007).

A target for a domain may be specified as either a particular product to be implemented; one or more standards to be followed; a purchasing arrangement to be used; or a service provision arrangement.

Alignment Target

An *alignment target* is a specific set of domains¹³ for which a particular direction and associated deadline has been specified and agreed. The timeframe associated with an alignment target is the time by which alignment must be demonstrated. New domains can be included into the alignment target in each planning cycle.

Alignment

Alignment with the GEA means that *for each domain* in the alignment target:

- The agency's target architecture is consistent with the domain target specified in the Government Enterprise Architecture domain.

AND

- The agency already has the target architecture in place.

OR

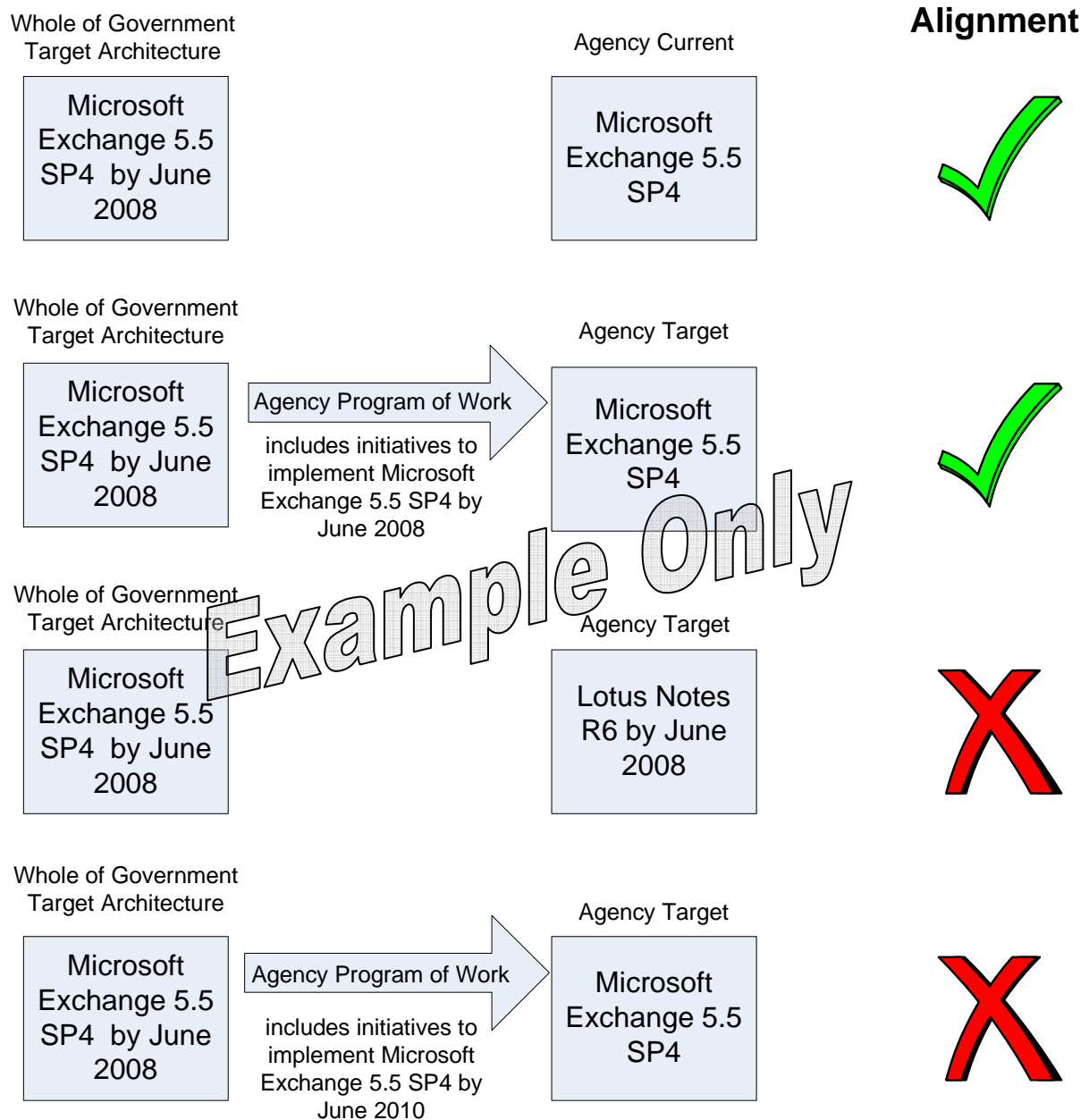
- The agency's forward program of work resulting from their ICT planning contains initiatives/projects that move the agency towards their specified target architecture by the specified deadline.

¹¹ A domain is a logical storage space for a field of related information, activity, concern or function. The purpose of the domains is to categorise the four layers of enterprise architecture, namely, the business, information, application and technology layers. Each of these layers (e.g. technology layer) is divided into three levels of domains: level 1 domains at the top level (e.g. application environments), further subdivided into level 2 domains (e.g. application software engines) and further subdivided into level 3 domains (e.g. reporting engines).

¹² Examples in this document are purely hypothetical.

¹³ Priority domains are primarily level 3 domains of the Government Enterprise Architecture and are potentially across all four layers of the Government Enterprise Architecture.

Figure 7 illustrates alignment and non-alignment for the e-mail and messaging domain within the technology layer of the GEA.



Example Only

Figure 7 Example GEA Alignment

Measuring Alignment

Each agency will self-assess their alignment based on the domains in the alignment target. Only those domains that are relevant to the agency contribute to the alignment score. All domains are weighted equally; no priority is given to one target over another. Therefore a score of 75% alignment will mean that the agency can demonstrate alignment in 75% of the relevant domains.

Alignment Process and Timeline

Figure 8 illustrates the timeline and processes to be undertaken by the QGCIO in establishing the alignment target, consulting with agencies and assessing agency alignment for reporting to whole-of-Government governance bodies such as the Strategic Information and ICT Council.

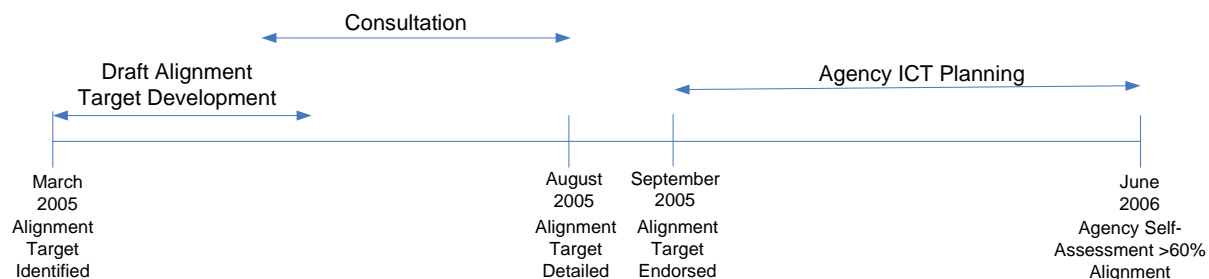


Figure 8 Example Alignment Process and Timeline

Exceptions

Where an agency can show significant justification for not demonstrating alignment with a domain, that agency may be able to qualify for an exception for that domain. Exceptions will be processed and assessed through a rigorous process published by the QGCIO.

Reporting of Alignment Targets

Periodically, agencies will be required to send a report on the status of their alignment with the whole-of-Government target architecture to the QGCIO. The report will be generated through completion of a self-assessment application to be provided by the QGCIO. The results of the self-assessment will then be used to report on whole-of-Government progress in aligning with the GEA.

QGCIO regularly publishes the alignment processes for Queensland Government agencies to follow.

D GEA Meta Model

D.1 Artefact Types

The GEA is a set of artefacts that document the current and preferred future uses of information and communication technology across the Queensland Government. The GEA recognises a defined number of artefact types, each fulfilling a different purpose.

Table 6 lists the types of *artefacts* within the GEA.

GEA framework positioning	Artefact	Purpose	Example
Classification	Domain definition	Define the scope of a domain.	A-3.1.1 Client Account Management
Representation-Current	Domain Profile	Document current usage within a domain.	Oracle 9i
Representation-Mechanisms and Standards	Definition paper	Documents a single consistent definition for a topic to be used across the Queensland Government. May span multiple domains.	Enterprise Service Bus
	Discussion paper	Raise issues on a topic, often leading to a strategic direction or position paper. May span multiple domains.	Portal, Authentication
	Position paper	Establishes a mandated Queensland Government position in a given area with detailed targets and timelines. May span multiple domains.	Directory technology and implementation architecture
	Strategic direction	Presents the overall direction of the Queensland Government for a given area and creates agreement in principle for this direction across the sector. May span multiple domains.	Desktop Strategy
	Implementation strategy	Established how the Queensland Government will implement a strategic direction including high-level timelines and measurable objectives. Often documenting the approach to achieve alignment with a position.	Thin Client Deployment Strategy
	GEA Policy (Information Standard)	Document policy and mandatory principles for a topic.	IS25 Intellectual Property
	Guideline <ul style="list-style-type: none"> - Advice - Toolkit - Checklist 	Provide agencies with supporting material to help them align with the position, specification, or information standard.	eDRMS deployment guideline
	Domain Specification <ul style="list-style-type: none"> - Interoperability standard 	Provide the Queensland Government position on a topic. Covers a single domain or a part	SOAP 1.1

	<ul style="list-style-type: none">- Product/Service- Purchasing arrangement- Model	of a domain.	
Representation-Target	Domain Target	Document targets and deadlines within a domain.	Oracle 9i (by June 30 2008)

Table 6 Artefact Types

D.2 Artefact Rules

Each of these GEA artefacts has an associate set of rules that constrain the contents of the artefact, when and how the artefact should be added to the GEA, and its relationship to other artefacts¹⁴. The requirements for each GEA artefact are outlined below.

Domain Definition

Purpose/Scope/Applicability	Defines the scope of a single level 1, 2 or 3 domain. May use inclusions and exclusions and example product references. Stops short of identifying principles or solutions for the domain.
Constraints/Restrictions	Domains at the same level should not overlap however a level 1 domain may have a broader scope than the sum of all its constituent level 2 domains. Similarly, a level 2 domain may have a broader scope than the sum of all its constituent level 3 domains. All domains, when taken together, should provide total coverage of a particular ICT space, segment or topic.
Consultation process	No formal consultation
Endorsement	Program Director (Enterprise Architecture and Strategy), QGCIO

Domain Profile

Purpose/Scope/Applicability	Documents the existing services, products, and approaches within a specific domain for an organisation.
Constraints/Restrictions	Domain profiles should only address a single domain. If a single solution (e.g. computer system) spans multiple domains it should be listed within each of the applicable domain profiles. Should reference mechanisms and standards where appropriate. Models and other detail should only be included where they differ from those documented within mechanisms and standards.
Consultation process	No formal consultation
Endorsement	None required.

Definition Paper

Purpose/Scope/Applicability	A paper that provides a single consistent description for an area of concern (topic) to be used consistently across the Queensland Government. Using a common definition moves the sector towards achieving a shared understanding of the area of concern. A definition paper contains definitions, establishes the context, and describes the scope and potential issues; however it stops short of analysing the issues or suggesting solutions.
Constraints/Restrictions	Definition papers should only be authored for the GEA when a suitable industry white paper cannot be found or when the Queensland Government situation is unique. Externally authored white (definition) papers should not be copied into the GEA except where there is clear copyright permission to do so. In most cases other GEA artefacts should directly reference the external white (definition) paper.

¹⁴ The consultation process and endorsement rules for each artefact shown here are the expected levels of governance for a given artefact type. The overall GEA Governance rules may still result in increased governance requirements in some cases.

Consultation process	As determined by Director (Enterprise Architecture and Strategy), QGCIO
Endorsement	Director (Enterprise Architecture and Strategy), QGCIO

Discussion Paper

Purpose/Scope/Applicability	<p>A paper that outlines and describes an area of concern and identifies and/or refines issues with a view to promoting discussion towards establishing a strategic direction or position paper.</p> <p>A discussion paper may propose a direction/policy for the area of concern.</p>
Constraints/Restrictions	<p>Must include or reference an associated definition paper.</p> <p>Discussion papers are retired and archived when a related position paper is published.</p>
Consultation	As determined by Director (Enterprise Architecture and Strategy), QGCIO
Endorsement process	Director (Enterprise Architecture and Strategy), QGCIO

Position Paper

Purpose/Scope/Applicability	<p>A paper that outlines and describes an area of concern and describes the organisation's position on the issues.</p> <p>When issued by the QGCIO a position paper establishes a mandated Queensland Government position in a given area with detailed targets and timelines.</p> <p>It may reference a strategy paper, information standards and/or guidelines for implementation.</p> <p>A position paper does not establish policy. A GEA policy is only established when officially endorsed by a person with Cabinet delegation authority.</p>
Constraints/Restrictions	<p>Must include a rationale or justification for the position.</p> <p>May result in the formulation of an information standard, and/or strategy document.</p> <p>Must include or reference an associated definition paper.</p> <p>Supersedes any associated discussion paper.</p>
Consultation process	Formal consultation
Endorsement	Strategic Information and ICT Committee

Strategic Direction

Purpose/Scope/Applicability	Presents the overall direction of the Queensland Government for a given area of concern (topic) and establishes agreement in principle for the direction across the sector.
Constraints/Restrictions	Must include or reference an associated definition paper.
Consultation process	As determined by Director (Enterprise Architecture and Strategy), QGCIO
Endorsement	Strategic Information and ICT Committee

Implementation Strategy

Purpose/Scope/Applicability	Establishes how the Queensland Government will implement a strategic direction including high-level timelines and measurable objectives. Often documenting the approach to achieve alignment
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	with a position.
Constraints/Restrictions	Must include or reference an associated strategic direction. Must include measures to monitor success of any implementation. Canvases and establishes agreed direction on how to align with agreed position.
Consultation process	As determined by Director (Enterprise Architecture and Strategy), QGCIO
Endorsement	Strategic Information and ICT Committee

Policy (Information Standard)

Purpose/Scope/Applicability	A policy specifies mandatory principles that agencies need to consider on a risk-aware basis in the operation of their business.
Constraints/Restrictions	A position paper should exist prior to a GEA Policy being published on a topic.
Consultation process	Information Standards consultation process
Endorsement	Director General - Department of Public Works

Guideline

Purpose/Scope/Applicability	May include: - Implementation advice (best practice) - Implementation toolbox (electronic resources - some directly provided and some available via links)
Constraints/Restrictions	May exist without a corresponding GEA standard. Must reference a definition paper, discussion paper, position paper, or standard.
Consultation process	As determined by Director (Enterprise Architecture and Strategy), QGCIO
Endorsement	Director (Enterprise Architecture and Strategy), QGCIO

Domain Specification

Purpose/Scope/Applicability	Fully documents the ideal situation for a domain by way of principles and models. Strongly related to position papers; however a domain specification excludes the justification and only includes aspects relevant to the one domain.
Constraints/Restrictions	Domain specifications are strongly related to domain definitions. They often extend domain definitions. There should be a domain specification for each domain definition, i.e. for each domain.
Consultation process	As determined by Director (Enterprise Architecture and Strategy), QGCIO
Endorsement	Director (Enterprise Architecture and Strategy), QGCIO

Domain Target

Purpose/Scope/Applicability	Documents the target services, products, or approaches within a specific domain for an agency, cross-agency initiative, or government as a whole.
Constraints/Restrictions	These domain targets should only address a single domain. If the solution applies to multiple domains it should be repeated within multiple domain profiles. Should reference mechanisms and standards where appropriate. Models and other detail should only be included where they differ from those documented within mechanisms and standards.
Consultation process	Formal consultation

Endorsement	Strategic Information and ICT Committee
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D.3 Process flow for key GEA artefacts

GEA artefacts are not developed in isolation. The process flow diagram in Figure 9 illustrates the typical flow for key artefacts (although there may be exceptions):

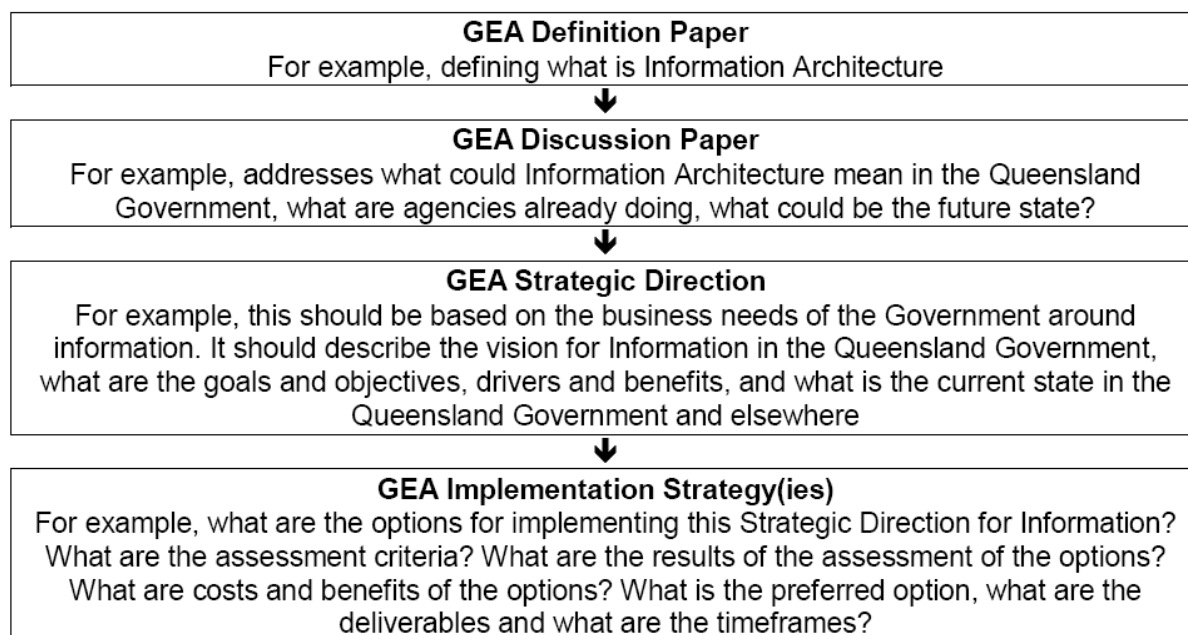


Figure 9 Typical Process Flow for Key Artefacts

An Implementation Strategy results in a program of work. Each project within the program of work should be assessed using the standard mechanisms for ensuring project assurance and benefits management.

Additionally, GEA Implementation Strategies could result in the need for:

- GEA Position Papers - For example, for a specific domain in the information architecture, a GEA Position Paper describes what an agency specifically needs to do and by when; or
- GEA Policy (Information Standard) - For example, mandatory principles for the management of information by an agency. The agency uses a risk-based approach to the adoption of the principles. GEA Guidelines may assist the agency in applying these mandatory principles; or
- GEA Standard - For example, a mandatory approach to configuring an agency's web services to 'expose' information it holds.

D.3 Domain Specifications

In addition to information on products/services, purchasing arrangements and other related interoperability standards, domain specifications may include models. Modelling is a technique used to describe a structured arrangement for business or ICT components. It provides a cut-down view of a real-world arrangement where aspects of lesser significance are omitted in order to highlight aspects of greater significance.

Table 7 lists preferred modelling notations within the GEA.

Layer	Model type	Version	Authority/Source	Microsoft Visio
Business models	Conceptual flow			Basic diagram
	BPMN		www.bpmi.org	(Plug in)
	IDEF0 (Functional decomposition)		FIPS 183	IDEF0
	IDEF3 (Process flow)			
	BPEL			
	Organisational structure			Organisation chart
	Functional hierarchy			
	UML use case	1.3	www.omg.org	UML model
	UML activity	1.3	www.omg.org	UML model
Information models	Entity Relationship			Database model
	UML static structure (class diagram)			UML model
	XML DTD		www.w3.org	
	XML schema		www.w3.org	
Application models	Enterprise application			Enterprise application
	UML component	1.3	www.omg.org	UML model
	UML collaboration	1.3	www.omg.org	UML model
	UML sequence	1.3	www.omg.org	UML model
	UML state chart	1.3	www.omg.org	UML model
	User interface			Windows XP user interface
	Conceptual website			Conceptual website
	Website map			Website map
Data Flow Diagram			Date flow	
Technology models	Physical data model			Database model
	UML deployment	1.3	www.omg.org	UML model
	Network diagram			Basic/detailed network diagram

Table 7 Preferred Modelling Notations for the GEA

E EA Classification Models – Business Layer

Business layer addresses the business mission, goals, objectives, strategy, line of businesses, organisation structure, business process models, business functions and other business concepts. It contains all of the business frameworks including but not limited to the business portfolio framework.

E.1 Business Portfolio Framework

The Business Portfolio Framework classifies business processes within the Queensland Government.

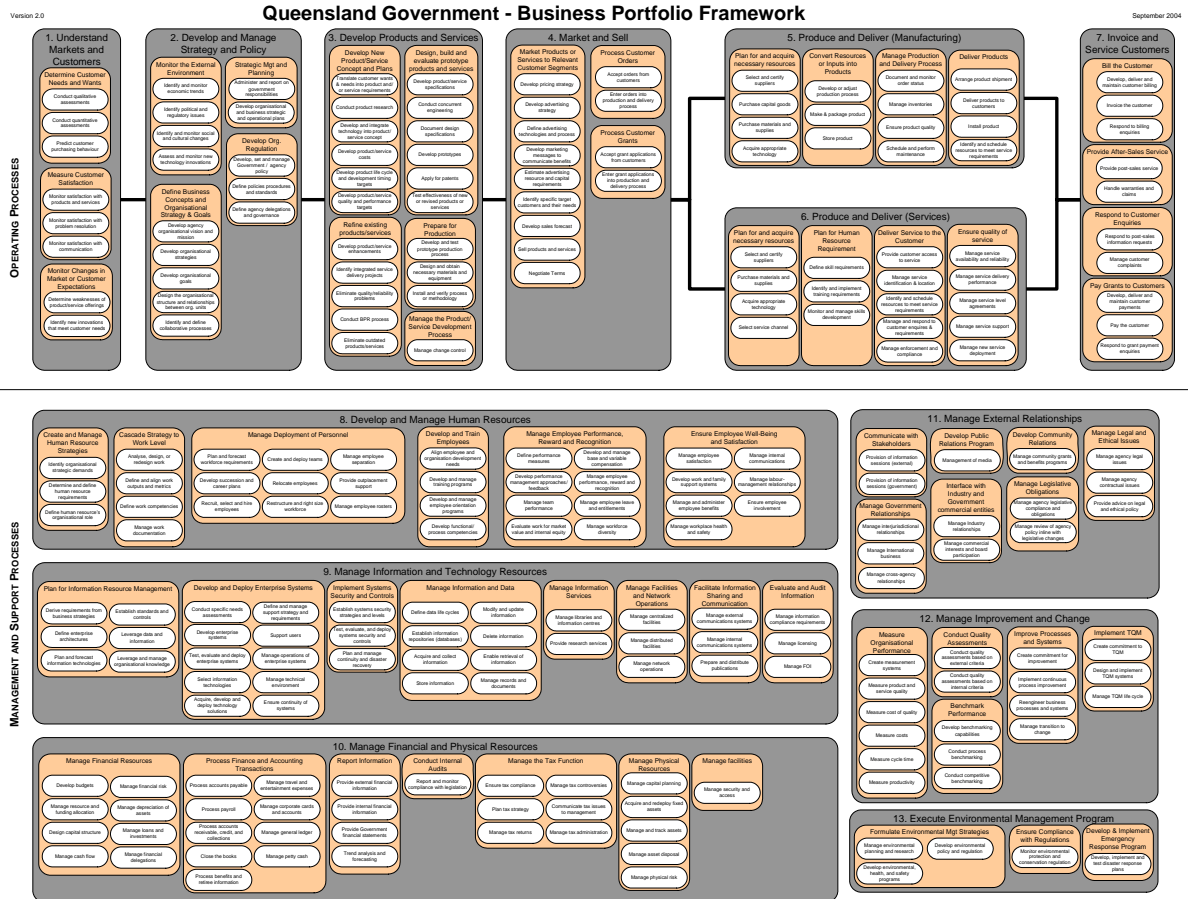


Figure 10 Business Portfolio Framework

E.2 Other Business Models

No additional models currently published.

F EA Classification Models – Information Layer

Information layer defines what information needs to be made available to support the business layer and enable the application and technology layers. It contains all of the information frameworks including but not limited to the information portfolio framework.

F.1 Information Portfolio Framework

The Queensland Government Information Portfolio Framework defines a composite view of the Queensland Government’s information. The framework performs a similar classification role to that performed by the chart of accounts in managing finances, the organisational chart in managing human resources, or QKey for managing records. Having such a big picture view is essential for effectively managing any resource as it allows for consistent planning, reporting and use at the local or whole-of-Government level.

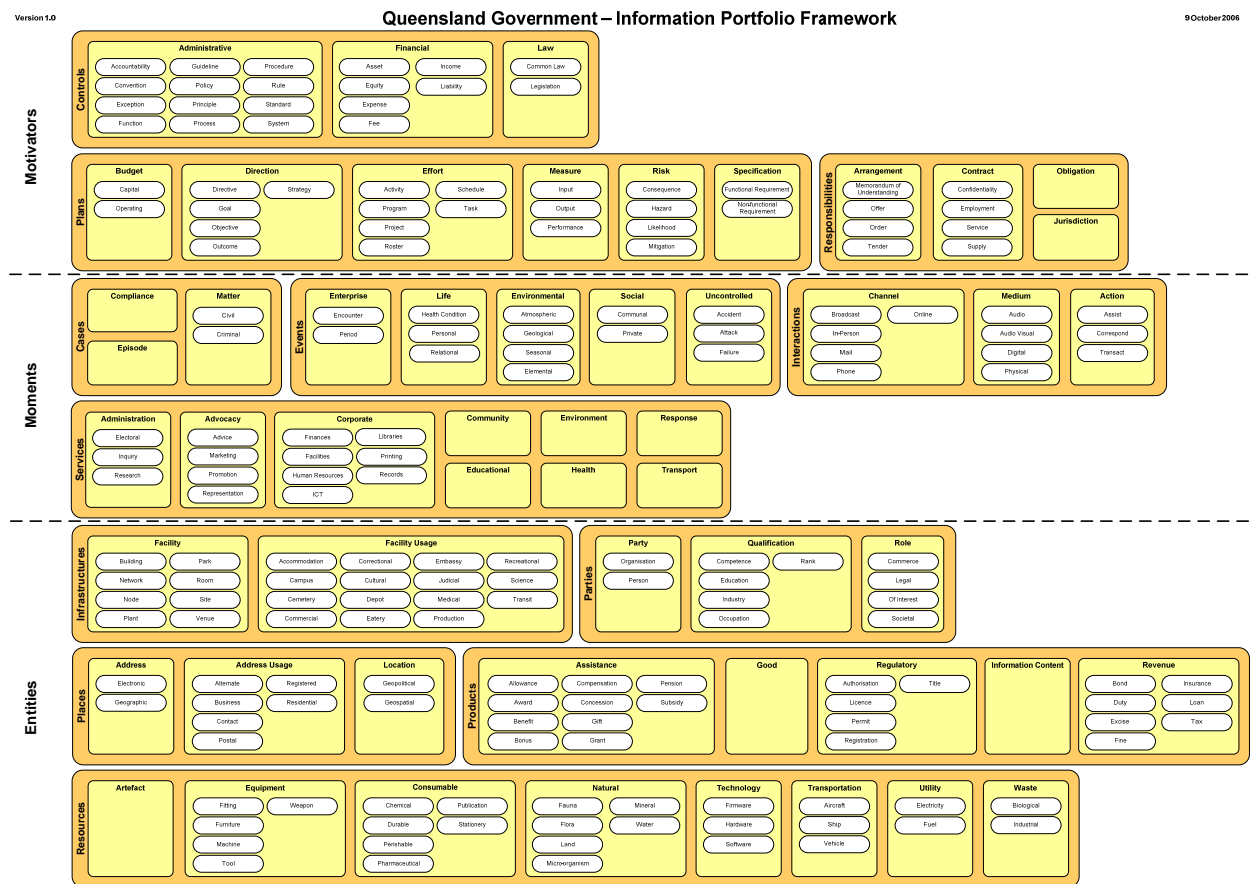


Figure 11 Information Portfolio Framework

F.2 Other Information Models

The QGCIO has published additional classifications within the information layer that provide support for cross-agency integration activities. These are intended to aid understanding of the storage options for information assets, the types of information exchanges that take place between agencies, the types of information assets exchanged and the roles agencies play in the exchange process. These supporting classifications are defined within the GEA Definition Paper *Information Architecture Supporting Classifications*, November 2006.

G EA Classification Models – Application Layer

Application layer focuses on the application portfolio required to support the business vision and information needs of the enterprise, and addresses the common business components and business services that can be leveraged by multiple applications. It contains all of the application frameworks including but not limited to the application portfolio framework.

G.1 Application Portfolio Framework

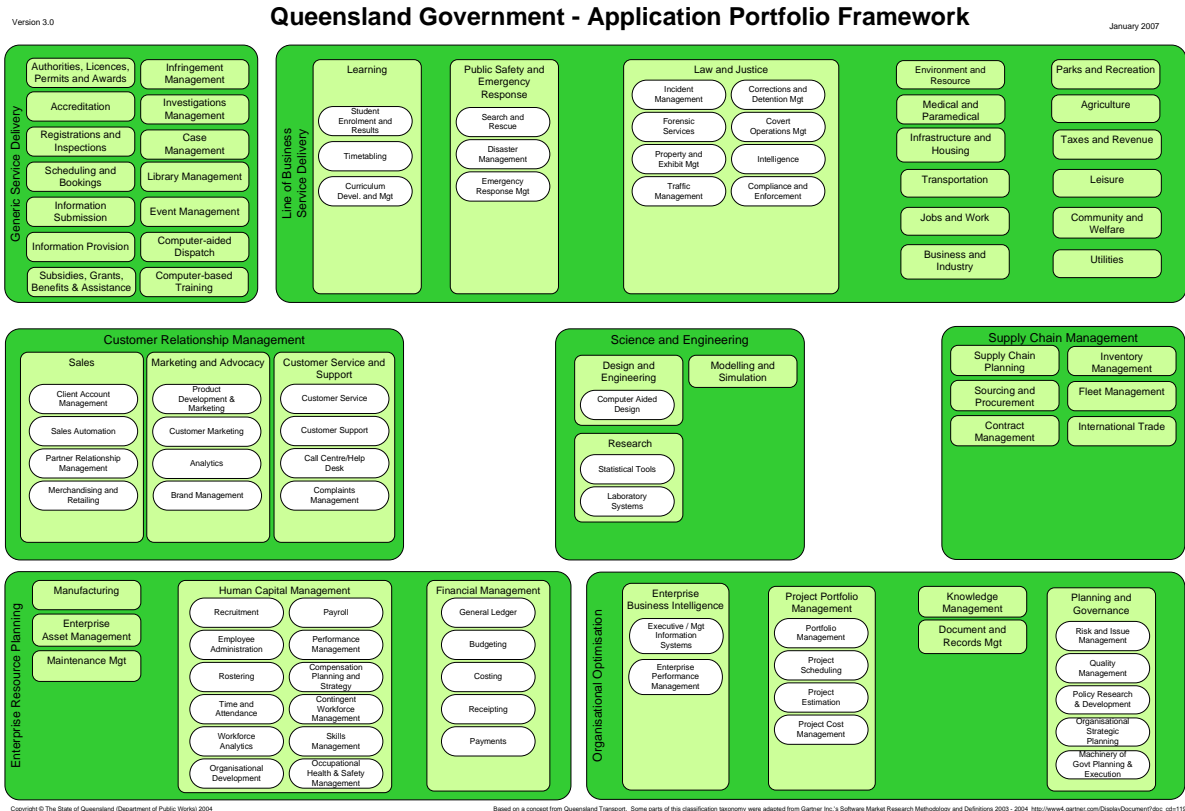


Figure 12 Application Portfolio Framework

G.2 Other Application Models

No additional models currently published.

H EA Classification Models – Technology Layer

Technology layer defines the technology services needed to support the application portfolio of the business, including software, hardware, and network support. It contains all of the technology frameworks including but not limited to the technology portfolio framework.

H.1 Technology Portfolio Framework

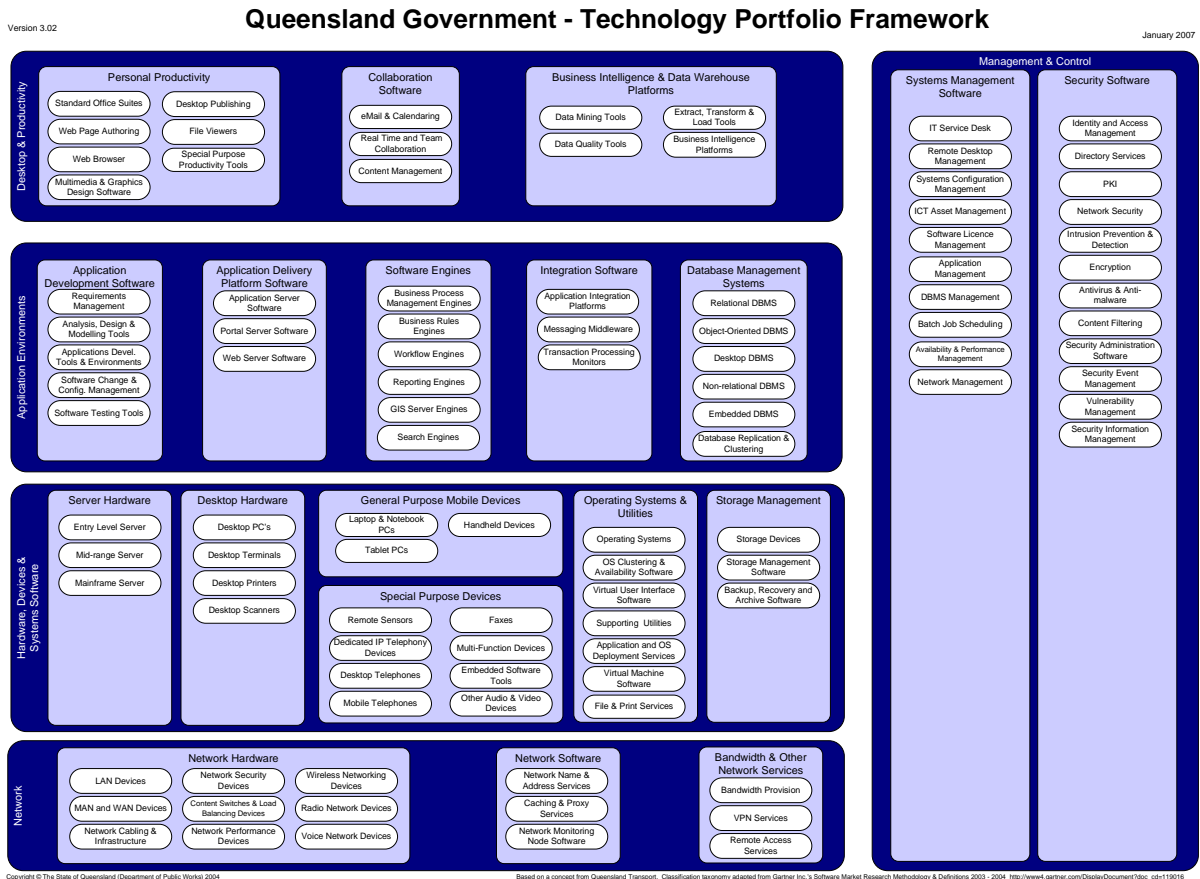


Figure 13 Technology Portfolio Framework

H.2 Other Technology Models

No additional models currently published.

I Glossary of Terms

The following glossary provides agreed definitions for common terms used in relation to the GEA framework.

Term	Definition
Applications	<p>The suite of applications software that supports the business processes of agencies and supports the storage and accessibility of information.</p> <p><i>Note:</i> In relation to the GEA, a piece of software only qualifies to be an application if some part of an agency's business processes are codified in the software. For example, Queensland Transport's TRAILS system is an application but Microsoft Word and Excel are not.</p>
Artefact	<p>A product of the GEA. Essentially the format defined by the GEA for EA Representations.</p> <p>Examples of artefacts of the GEA include GEA Position Papers, GEA Policies, and GEA Standards.</p>
Domain	<p>In relation to the GEA means a subdivision of the hierarchical classification scheme associated with a layer of the GEA.</p> <p>For example, the Technology layer of the GEA contains a domain for Desktop PCs.</p>
Enterprise Architecture	<p>Enterprise architecture is the practice of applying a comprehensive and rigorous method for describing a current and future structure and behaviour for an organisation's processes, information, applications, technology and human resources, so that they align with the organisation's strategic direction. Although often associated strictly with information technology, it relates more broadly to the practice of business efficiency and effectiveness.</p>
EA Classification Model	<p>An EA Classification Model is a set of classifications used to organise the elements of an enterprise architecture (EA). Several classification models exist within the GEA, including but not limited to the Business Portfolio Framework, the Information Portfolio Framework, the Application Portfolio Framework and the Technology Portfolio Framework.</p>
EA Representations	<p>In relation to the GEA, the EA Representations are all of the components of the enterprise architecture that comprise the content (as opposed to the rules and structure) of the GEA. These include a collection of current and target enterprise architectures, and mechanisms/standards for achieving the target enterprise architecture.</p>
GEA Definition Paper	<p>(formerly called 'GEA White Paper') Provides background to a topic and aims to provide a standard meaning for terms and concepts to ensure consistent usage and common</p>

	understanding across the Queensland Government. The use of the term GEA White paper (while an appropriate term in the ICT industry) conflicts with a similar term used to describe a document that defines the policy of the Government of the day.
GEA Discussion Paper	Raises issues on a topic. GEA Discussion Papers are used to promote discussion across the sector and may lead to the development of a policy, standard or position paper. May span multiple domains.
GEA Domain Specification	(also known as 'models') GEA Domain Specifications provide design specifications for application within a GEA domain. These will usually be in the form of models but the type of model will be dependent on the domain it is representing.
GEA Guidelines	Provides agencies with supporting material, for example, advice, toolkits, checklists to help them align with the position, specification or GEA policy.
GEA Implementation Strategies	Documents the approach to achieving alignment with position or strategic direction, in a particular timeframe. May span multiple domains.
GEA Policies	(also known as Information Standards) Documents policy and mandatory principles for a topic. GEA Policies, like GEA Position Papers have a compliance requirement.
GEA Position Papers	Provides the Queensland Government's position on a topic. May span multiple domains. GEA Position Papers also include a set of objective measures that are to be achieved with their associated timeframes. GEA Position Papers, like GEA Policies have a compliance requirement.
GEA Standards	Documents the constraints for a particular area. The constraints are mandatory. These will tend to be technical in nature. For example, a Web Services Interoperability standard defines the way in which international web service standards are to be applied when exposing a technical web service.
GEA Strategic Direction	A document that defines a strategic direction to be taken by the Queensland Government. Endorsement of a Strategic Direction indicates in principle agreement to take a particular direction.
Governance	Governance refers to how all agencies involved in a project or process (individually and collectively) make decisions relating to the establishment, management and control of the project or process. In practice, governance refers to the people, policies, processes and structures which enable collaborative and informed decision making.
Government Enterprise Architecture (GEA)	The Government Enterprise Architecture provides the framework to support the development of better services for Queenslanders, more efficient and effective use of ICT in the Government, and effective partnering with the private sector.
ICT	Information and Communication Technology refers to applications, information and technology.

Information Standards	See GEA Policies.
Meta Model	Meta Model in relation to the GEA is the set of rules for structuring and populating the GEA.
OGICT	Office of Government ICT, the former name of the Queensland Government Chief Information Office within the Department of Public Works
Program or program of work	A program is a portfolio of projects and activities that are coordinated and managed as a unit such that they achieve outcomes and realise benefits.
Project	A project is a particular way of managing activities as part of a temporary course of action to deliver specific outputs over a specified period and within cost, quality and resource restraints.
QGCIO	Queensland Government Chief Information Office within the Department of Public Works.
QGCTO	Queensland Government Chief Technology Office within the Department of Public Works.
Whole-of-Government	Depending on the context, whole-of-Government may mean: <ul style="list-style-type: none">• all of the Queensland Government; OR• may be used as an adjective to apply to an initiative or program that spans all of the Queensland Government; OR• it may be used as an adjective to apply to an initiative, program, product or service that is conducted, managed and provided on behalf of all agencies.