CONSULTING SERVICES

TIBCO SOA Project Organization, Staffing and Funding Best Practices: An Introduction

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HIGHLIGHTS:

The information described here is part of a series of introductory best practices reports for deploying a successful SOA. Other TIBCO reports in this series include:

- TIBCO Service-Oriented IT Organizational Structure Best Practices: An Introduction
- TIBCO SOA Governance Best Practices: An Introduction
- TIBCO Services Life Cycle Best Practices: An Introduction
- Designing Services in an SOA Using TIBCO BusinessWorks

This document introduces the three types of IT projects in an SOA organization and provides an overview of SOA funding and integration project staffing best practices.

This series is part of a larger in-depth set of best practices that support TIBCO's proven delivery methodology, the TIBCO Accelerated Value Framework, which is used by our TIBCO Professional Services Group to help our customers minimize risks, accelerate delivery and enable a quality integration and SOA strategy and deployment.

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Project Organization

As shown in Figure 1, there are three distinct types of projects that IT must support in an SOA organization. Each of these requires project managers with different skills and perspectives.

Figure 1.
IT Project Types

	(1) Application Development	(2) Business Solution Development	(3) Services Development
Customer	Business Unit	Multiple Business Units	Business Solution & Application Development Teams
Scope	Solutions based on application silos e.g. Enhancement to SFA system	Solutions based on multiple business unit specific and shared business services e.g. One face to the Customer	Service provider e.g. Get Customer Record
Process Knowledge	Expertise on existing business applications within a business unit e.g. Siebel SFA	Expertise in end-to-end business processes that utilize multiple applications e.g. Process & Pipeline Management	None
Nature	Varies	Tend to be LESS technical Possibly use agile development processes	Tend to be MORE technical Require more structured development processes
Driven By	By Functionality and Schedule	Primarily by Functionality	Primarily by Schedule
Measured On	Effectiveness in meeting business requirements, cost, and SLAs	Effectiveness of interaction with business and achievement of business architecture	Cost and SLAs

This section describes best practices for forming each of these types of projects and the general role of each IT group with respect to the project type. In all projects the role of the central IT groups, Integration Competency Center (ICC), enterprise architecture group, program management office and the senior level steering committee are the same. The differences arise in how implementation and second-tier support are handled.

IMPORTANT NOTE: Although the following three project organization diagrams show the central IT group as dotted-lined to the development project teams, DO NOT minimize the importance of their participation. The central IT group must be involved in the project and consulted from day one. Most architects do not have the background to understand all of the operational, infrastructure, security, database and other issues to ensure that a solution is architected properly. A common mistake that many organizations make is to bring these experts in only when ready to deploy. This results in less than optimal solutions or significant rework and iteration to get it right.

APPLICATION DEVELOPMENT PROJECTS

On application development projects the application development groups are responsible for implementation and second-tier support and the business units consult and support in the area of requirements and processes, and provide other business-specific subject matter expertise that may be needed during the course of the project.

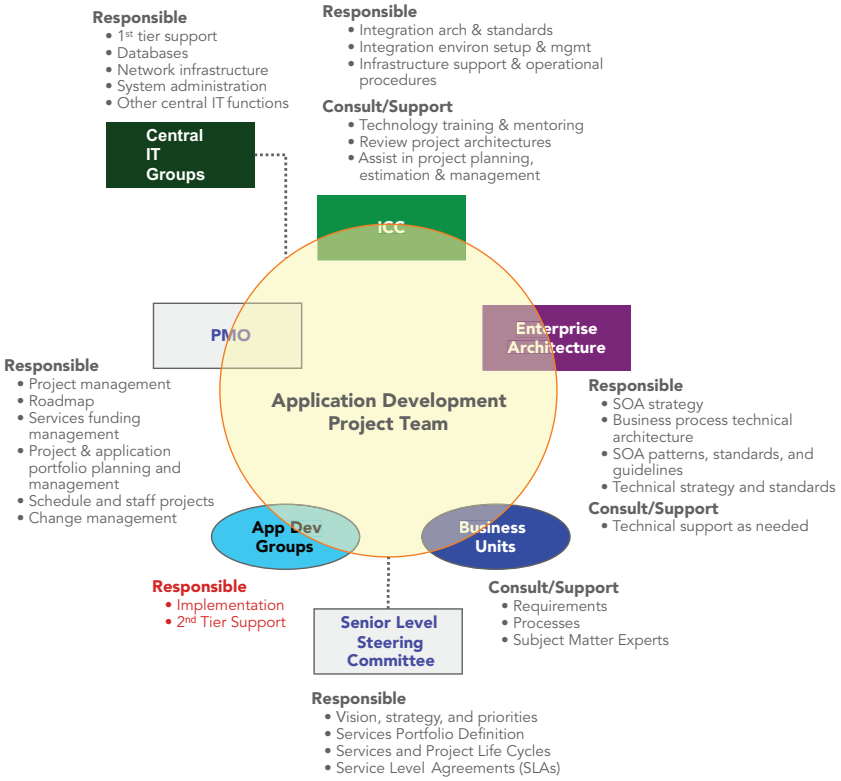

Figure 2.
Application Development Project Organization

BUSINESS SOLUTION DEVELOPMENT PROJECTS

On business solution development projects the Business Solution Competency Centers (BSCCs) are responsible for implementation and second-tier support and the application development groups bring the application-specific knowledge that is required for the project.

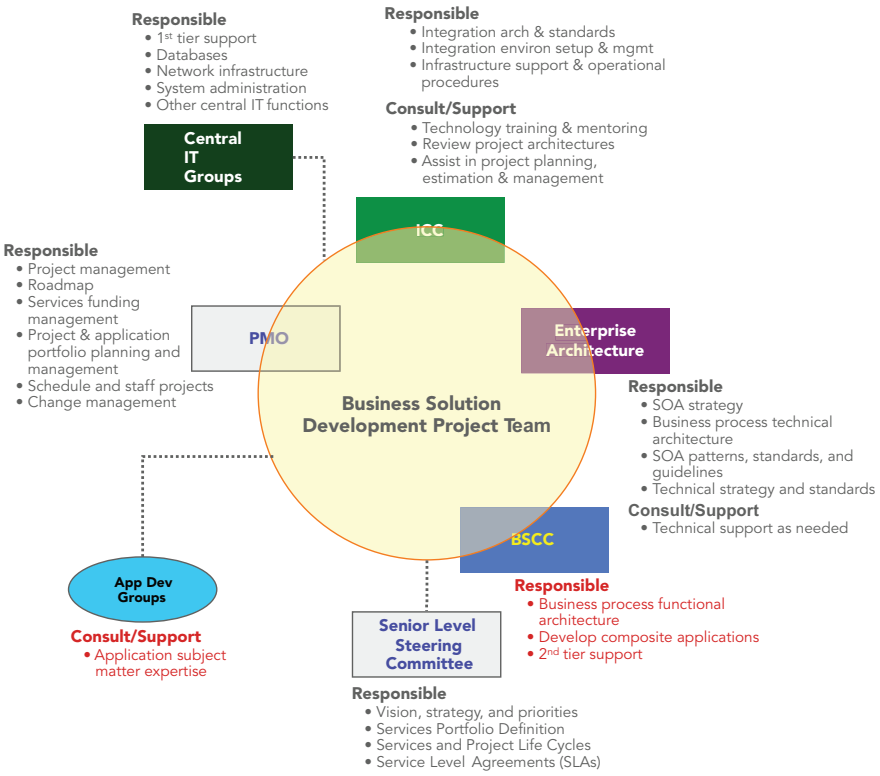

Figure 3.
Business Solution Development Project Organization

SERVICES DEVELOPMENT PROJECTS

On services development projects the service development group is responsible for implementation and second-tier support and the application development groups and BSCC bring the application, business, and process-specific knowledge that is required for the project. In some organizations the service development group may actually be part of the ICC.

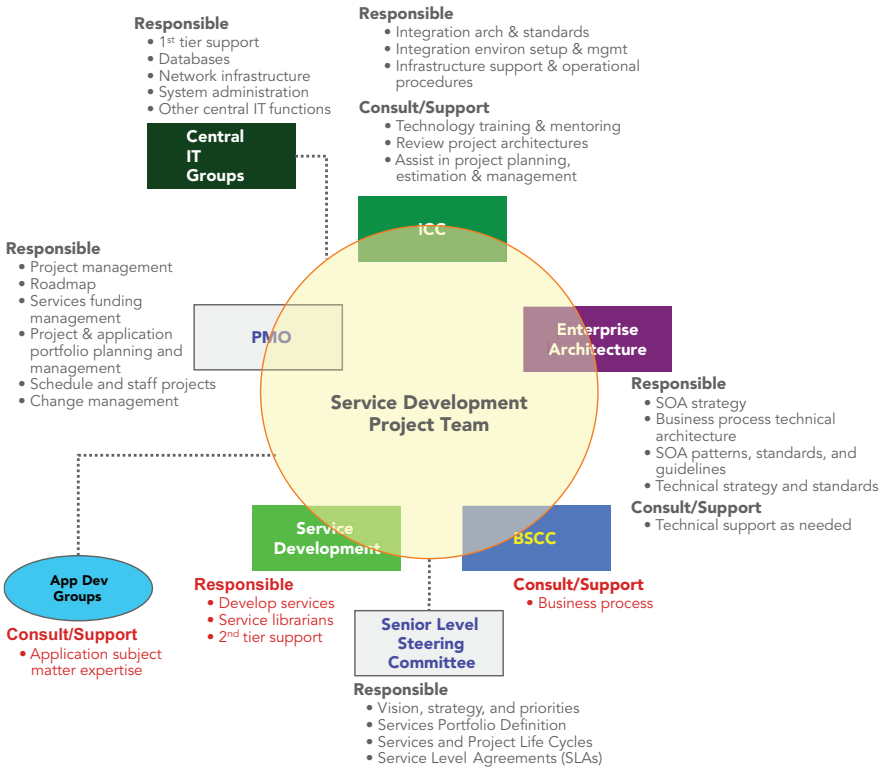

Figure 4.
Services Development Project Organization

Staffing

ICC AND INTEGRATION PROJECT STAFFING

The size of an ICC will depend on its role and the organizational model. Smaller centers tend to take a mentoring and coaching role while larger centers get actively involved in the development process. The typical number of fulltime employees (FTEs) is 5 to 7, but could go as high as 150 plus. Gartner estimates that 30-50% of the total cost of a project is spent on integration. Therefore, it could be extrapolated from this that 30-50% of the staff of a project should be working on integration, the majority in development teams across the organization and a smaller percentage in the ICC itself.

PROJECT TEAM STAFFING

Although there are other individuals involved in the three project types described in the previous section, the table below illustrates a staffing plan representative of the core project team member involvement in a typical business integration implementation project of medium size.

Table 1.
Example Business Integration Staffing Plan

Role	Requirements	Architecture	Detailed Design & Development	Testing	Operations
Business Process Architect	Responsible [100%]	Collaborate [25%]	Consult/ Support [10%]	End User Testing & Acceptance [25%]	
Project Manager	50%	50%	50%	50%	50%
System Architect	Collaborate 50%	Responsible [100%]	Consult/ Support [25%]	Consult/ Support [10%]	Consult/ Support [10%]
Developers (1+)	Kickoff	Installations, Prototyping [25%]	Responsible [100%]	Debugging [50%]	Debugging [50%]
Systems Admin	Kickoff	10%	10%	10%	10%
DBA	Kickoff	10%	10%	10%	10%
Networking	Kickoff	10%	10%	10%	10%
Operations	Kickoff			Training [10%]	Responsible [25%]

Funding

SOA FUNDING

Significant SOA funding is typically not done in advance of using it for business projects. Enterprise level "seed money" for SOA vision development is a common practice. Implementation is paid for by a project-level budget or central budget or combination. A combined funding model recognizes both long-term value of SOA and the need to prevent over-investing in architecture by staying focused on capabilities that will definitely be used in the real world. Even a minimal degree of central funding for architecture direction can result in progress toward SOA vision as some IT shops simply refuse to propose to the business a solution that is not SOA based. The bottom-line is that the funding model should enable clear and steady progress toward the SOA vision, regardless of degree of central funding available.

The following reports provide some insight into strategies and lessons learned in the area of SOA funding:

- Forrester Best Practices "Real-World SOA: SOA Lessons Learned - SOA Best Practices From Seven SOA Users," 15 Sep 2005
- Forrester Trends "*Who Owns Business Services In an SOA World*?" 30 June 2005

ICC AND ENTERPRISE ARCHITECTURE FUNDING

The ICC and EA should be centrally funded. The ICC should be positioned as a municipal utility, as it is a helpful asset to application groups. However, if the ICC becomes merely a gatekeeper or enforcer, then development teams will resist rather than cooperate.

For More Information

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