



IT training and consulting

Architecture Governance

A Practical Framework for Architectural Governance

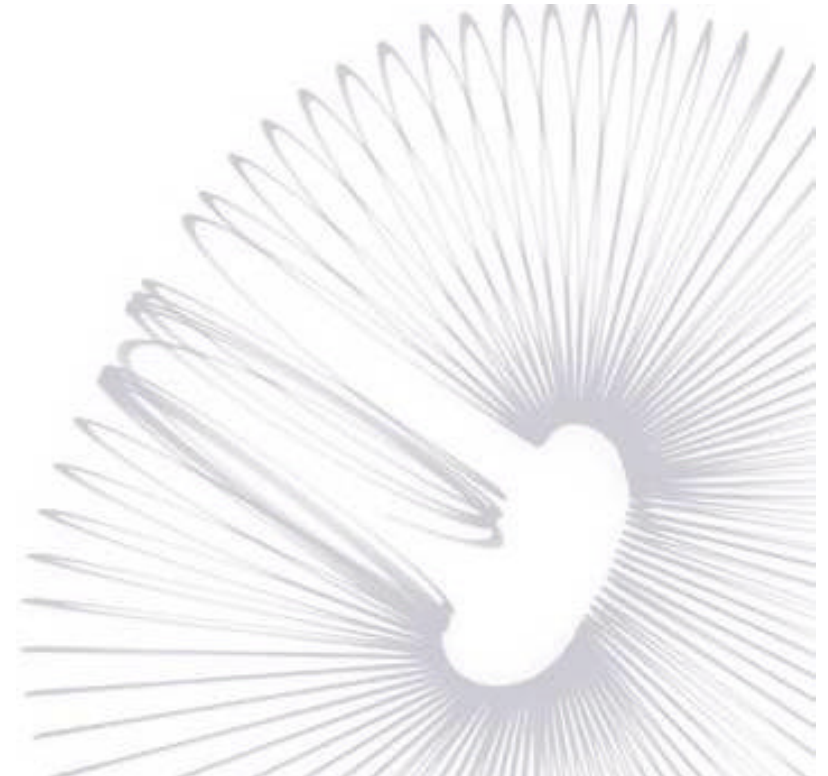




IT training and consulting

Agenda

- Overview of governance environment and framework
- Case study of a UK financial services supplier
- Updates to TOGAF
- Workshop



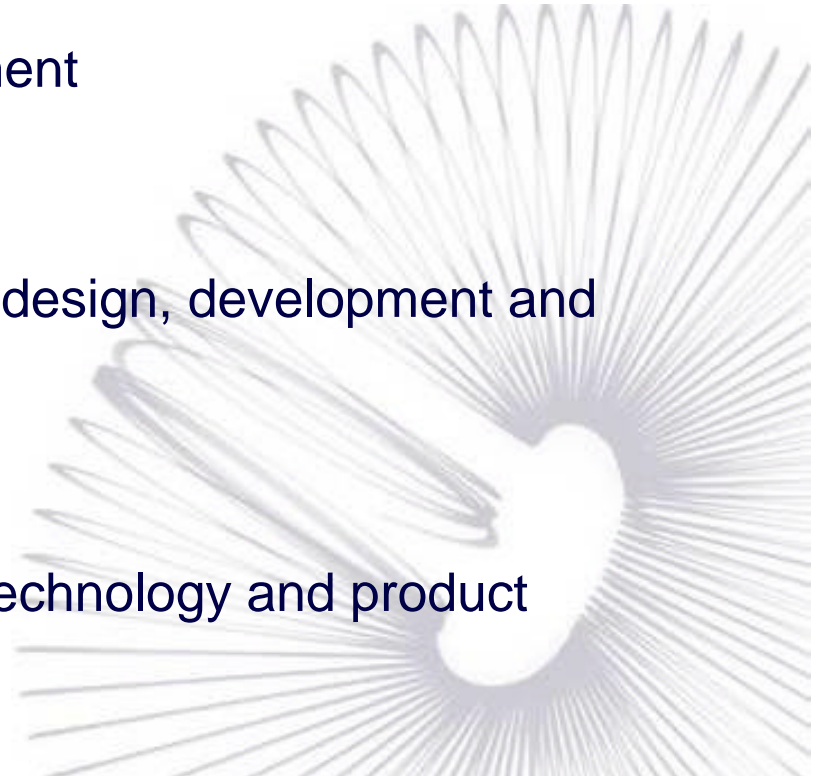
What is architecture **governance**?

- The practice by which enterprise and other architectures are managed
 - Establishing processes to support management of architectural activities
 - Implementing a system to ensure compliance with internal and external standards and regulatory obligations
 - Capturing and managing all relevant architectural artefacts:
 - Architectural models (architecture continuum)
 - Approved product and technology set (solutions continuum)
 - Architecture contracts
- A framework covering the following governance activities:
 - Adoption/take on
 - Compliance
 - Dispensation
 - Retirement and refreshment
- So basically its a framework that ensures the integrity and effectiveness of the organisation's architectures



When is architecture **governance** important?

- Boundaries facing change or challenges through:
 - Outsourcing – before, during and after
 - Corporate transformation including M&A, JVs ...
- Meeting regulatory requirements or environmental issues
 - Lawsuit activity
 - Changing market/industry environment
- Internal improvement
 - All IT processes and procedures
 - Standards, rules and guidelines for design, development and implementation
 - Architectures and related models
 - Metrics for SLAs and OLAs
 - Assessment and selection of both technology and product
 - Roles and responsibilities



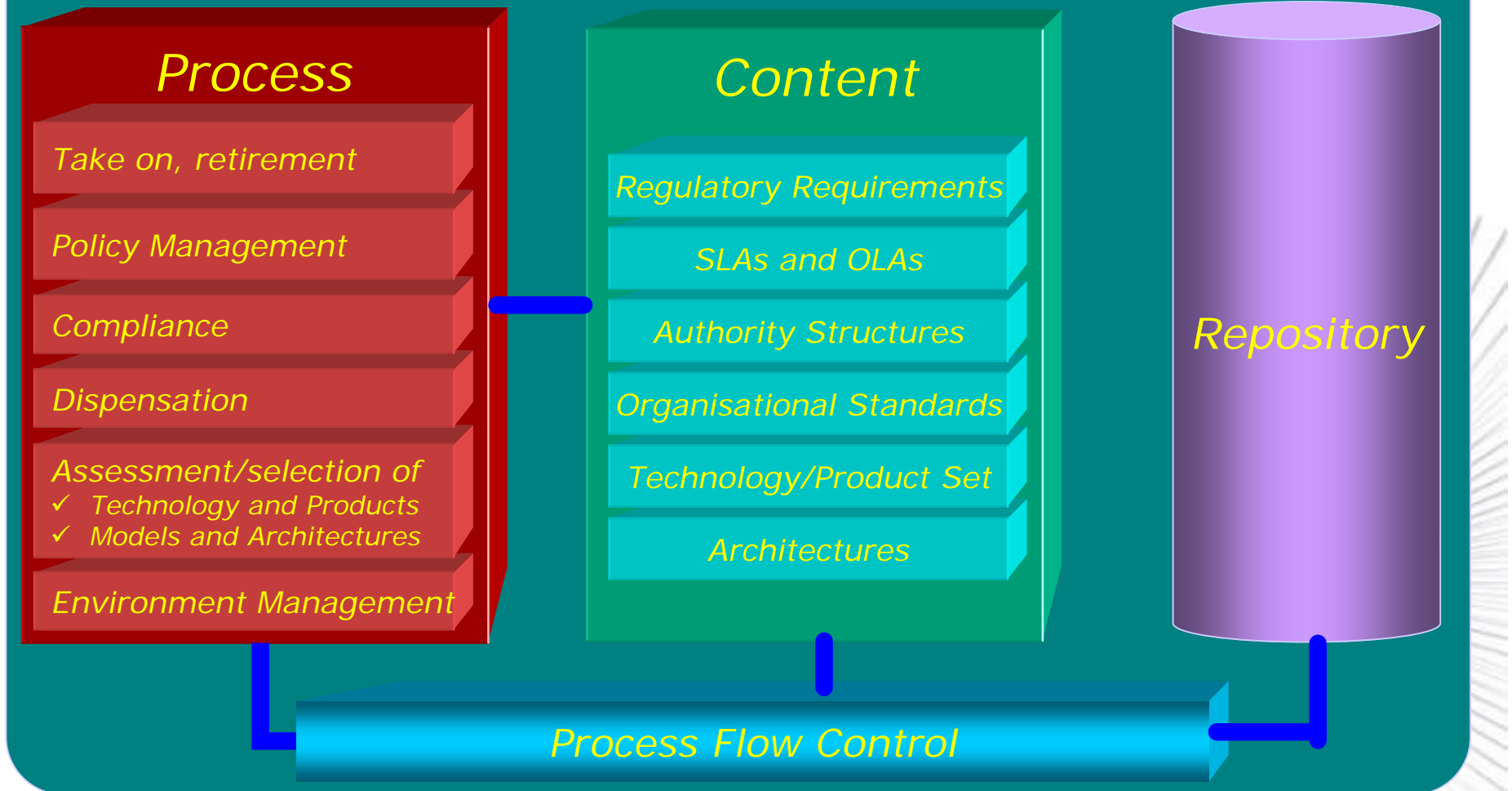
Who is involved?



Governance environment framework

Context

*Drivers (industry, regulatory, political, legislative, legal)
Organisational form*



Environment Management (Enterprise Continuum)

- All services required to ensure that the repository-based environment underpinning the governance framework is effective and efficient
- Formal process ...
 - Register, validate, ratify, manage and publish new or updated content (i.e. architecture artefacts such as models, service agreements, contracts, components)
- Includes ...
 - Physical and logical repository management, access, communication, training and accreditation of all users
 - Administrative processes that include user management, internal SLAs and management information reporting
- Ensures ...
 - Orderly integration with existing governance content so all relevant parties, documents, contracts and supporting information are managed, monitored and audited
- Takes into account industry standards such as COBIT and ITIL

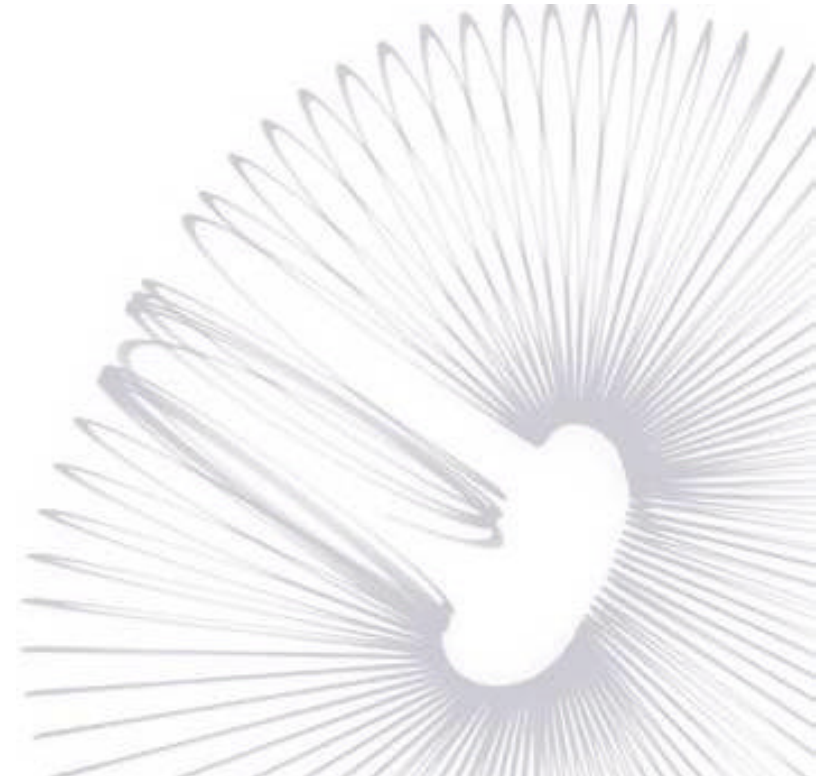




IT training and consulting

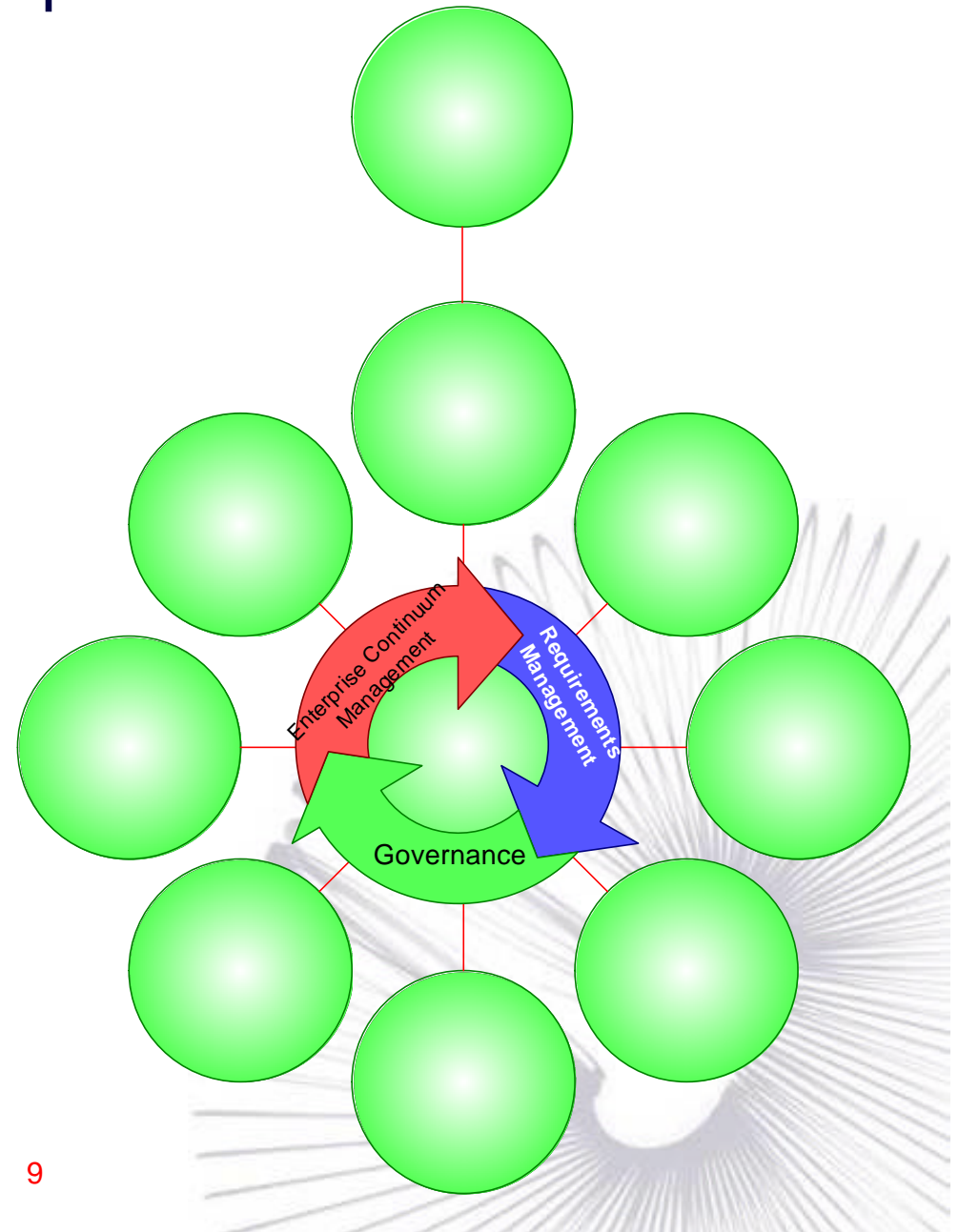
TOGAF 8.1

- Significant update and enhancement to Part IV Resources
 - Section on Governance significantly expanded to include:
 - Architecture governance framework
 - Architecture board
 - Architecture compliance
 - Architecture contracts



TOGAF 9 – ADM Update

- Key changes under discussion
 - Introduce governance as a practice across all phases
 - All transitions and content supporting these to come under governance
 - Enterprise continuum (repository) management and governance are ongoing processes within architecture development

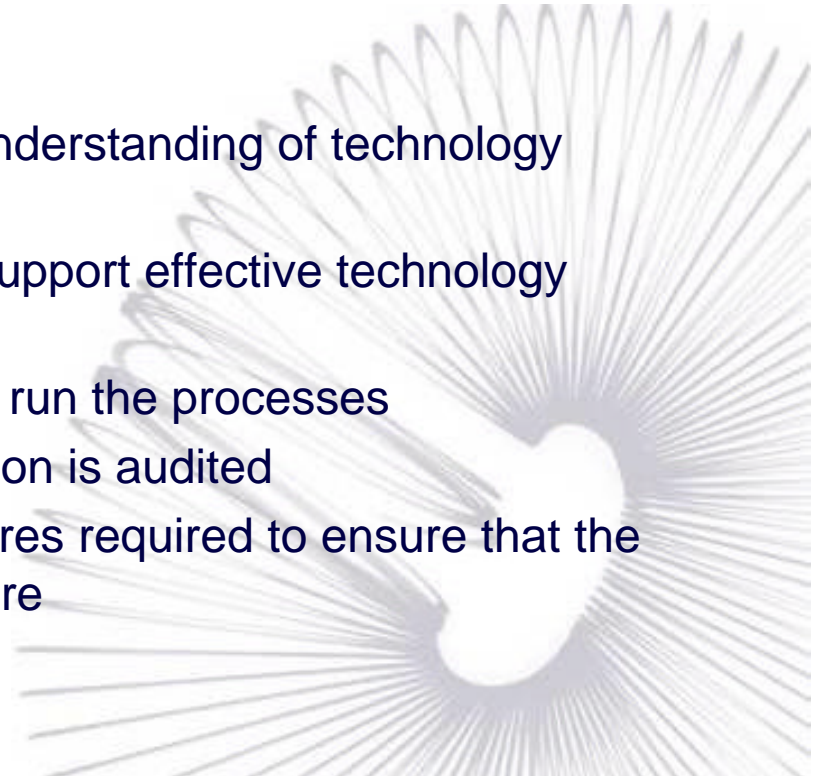




IT training and consulting

QA Case Study - Overview

- QA was engaged to assist a major UK financial institution meet its regulatory obligations with regard to the Banking Act/FSA Section 39 covering:
 - Control of technology change
 - Auditable processes
 - Records management
- Requirements
 - Identify and articulate a common understanding of technology governance for the bank
 - Design the processes required to support effective technology governance
 - Create the environment in which to run the processes
 - Ensure that every action and decision is audited
 - Establish the organisational structures required to ensure that the processes became part of the culture





IT training and consulting

QA Case Study - Activities

- Reviewed
 - Approved product and technology sets
 - Infrastructure definition and management
 - Service and user views supported by each of the above
 - Existing governance processes and repository support
- Considered existing
 - Design authorities
 - Sourcing
 - Management controls
- Developed
 - Enriched technology/product set proforma and documentation
 - Streamlined processes for product and technology selection and sourcing alignment
 - Common approach for use across multiple business units
 - Automated system for compliance assessments, audit management and governance process control





IT training and consulting

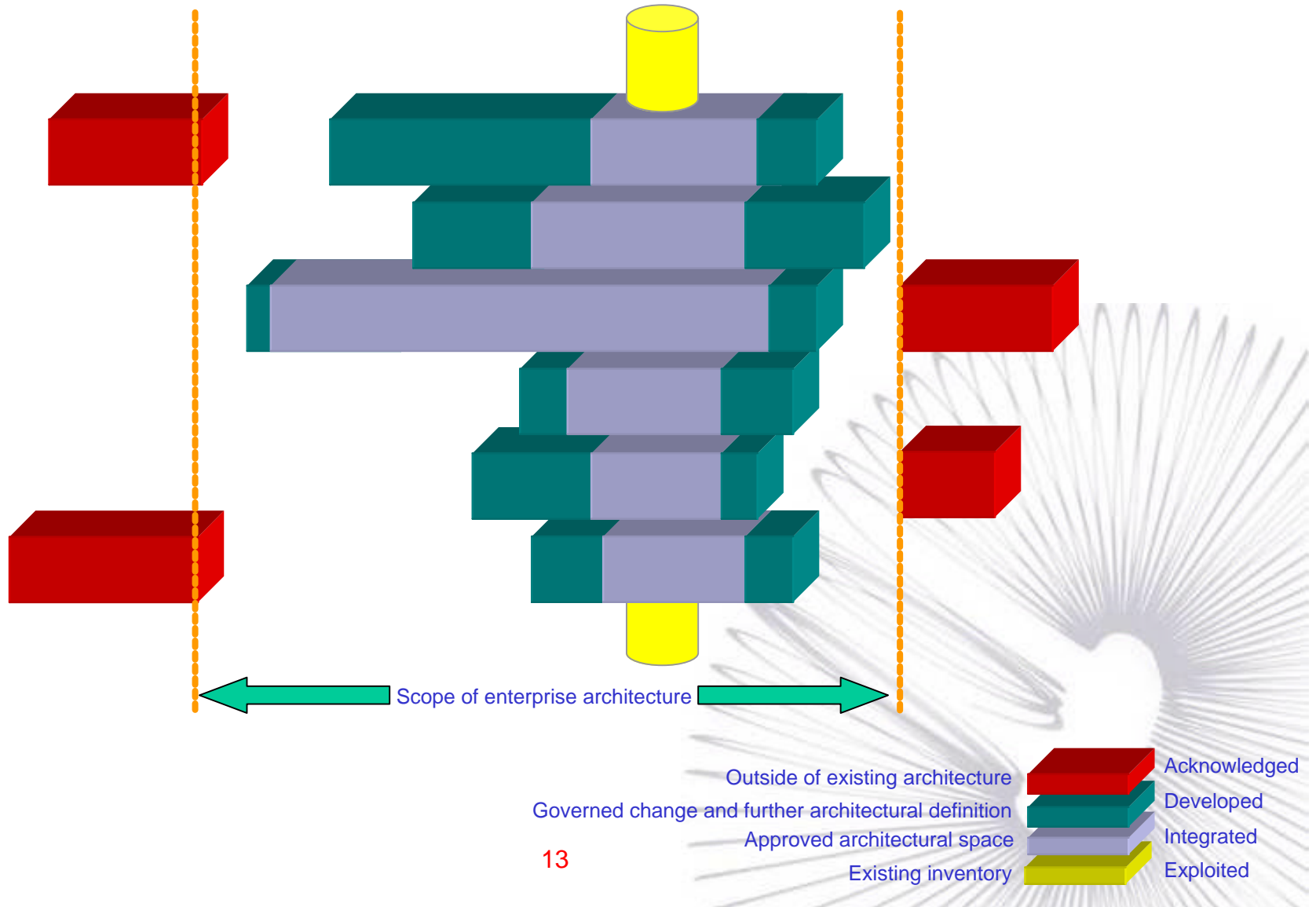
QA Case Study – Results and benefits

- Clear guidelines on build services engagement with new governance processes
 - Extension of current compliance activities to increase effectiveness
- People-based authority and accountability
 - Consistent, common language
 - Support for differing levels of empowerment to support local autonomy but global reporting and control
- Automated support for group technology governance
 - Repository-based workflow environment supporting reusable governance processes
 - Defined integration points with existing systems, technologies and methodologies
- Met the requirements of the Banking Act/FSA



Architectural Integration

Business Model



Linking Architecture Governance with the Project Lifecycle

- Governance [processes] complement existing processes by:
 - Allowing embedded best practice to continue and promoting its exploitation
 - Highlighting critical points when compliance or dispensation is necessary
- Governance processes do not replace or reduce the requirement for a managed project lifecycle
 - Is integral in the Prince2 framework
 - Is implemented at project level through project boards and steering committees
- Governance is an integrative approach supported by a framework that ensures best practice, control, guidance and communication effectively used



Workshop – Does this work for you?

