Advanced Topics for TOGAF®
Integrated Management Framework

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Integrating Best Practice
Frameworks Content

- The Management Frameworks
- EA and Business Planning
- EA and Portfolio Management
- EA and Service Management
- EA and Software Engineering
- Putting it all Together
Stakeholders - The Management Frameworks

GOVERNANCE

- Business Capability Management
- Operations Management
- Portfolio/Project Management
- Enterprise Architecture Development Method
- Solutions / System Development Method

Slide 3
|------------------|-----------------------|---------------------|--------------------------|---------------------------------|-------------------------------|---------------------|

**The Open Group Architecture Framework V9.1**

*Open Group Standards for Architecture and Management*

**Object Management Group, OASIS, W3C**

*Implementation Standards*
Coordinating the Management Frameworks

- Business Planning
  - Business Direction
  - Runs The Enterprise
  - The Old Way
  - Delivers

- Enterprise Architecture
  - Structured Direction
  - Project Management

- Operations Management
  - Deliver

The diagram illustrates the relationship between business planning, enterprise architecture, operations management, and structured direction.
EA and Business Planning
Capability Based Business Planning

- Corporate Governance (Including Corporate IM/IT)
- Line of Business Portfolio
- Corporate Portfolio (e.g. HR, Fin, Security)
- IM/IT Portfolio
- Capability 1 — (e.g. Electronic Service Delivery)
- Capability 2 — (e.g. Sarbanes Oxley Compliance)
- Operations Management - Corporate IT Infrastructure

Functional Management (Vertical)
Capability Management (Horizontal)
Capability Concept

Capability

Capability Increment

People Dimension
- Individual Training
- Collective training
- Professional Development

Process Dimension
- Concepts
- Business Processes
- Information Mgt

Materiel Dimension
- Infrastructure
- Information Technology
- Equipment
Potential Architecture Relationships

Strategic Enterprise Architecture

Baseline Enterprise Architecture

Enterprise Architecture Definition #1

Transition Architecture 1

Arch Realization

Enterprise Architecture Definition #2

Transition Architecture 2

Transition Architecture 3

Arch Realization

Arch Realization

Arch Realization

Arch Realization

Target Enterprise Architecture

Scope

Time

Depth (Content)

12 Months

5 Years

10 Years
Business Planning Relationships

Time

Depth (Content)

Baseline Enterprise Status

Target Enterprise Vision

Strategic Enterprise Plan

- 10 Years
- 5 Years
- 12 Months

Segment Business Plan
Enterprise Business Plan
Segment Business Plan
## EA and Business Planning

<table>
<thead>
<tr>
<th>TOGAF 9 Phase</th>
<th>Main EA Activities and Deliverables</th>
<th>Business Planning Activities and Deliverables (Using Capability or Outcome Based Planning)</th>
</tr>
</thead>
<tbody>
<tr>
<td>P</td>
<td>Preliminary Planning</td>
<td>Preliminary Business Planning</td>
</tr>
<tr>
<td></td>
<td>• EA Framework</td>
<td>• Planning Framework</td>
</tr>
<tr>
<td></td>
<td>• IM/IT Governance</td>
<td>• Measurement &amp; Reporting Framework, e.g. MAF</td>
</tr>
<tr>
<td>A</td>
<td>Vision</td>
<td>Define Vision and Strategies</td>
</tr>
<tr>
<td></td>
<td>• Vision Document including Roadmap</td>
<td>• Enterprise Vision</td>
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<tr>
<td></td>
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<td>• Enterprise Strategic Plan</td>
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<tr>
<td>R</td>
<td>Requirements Management</td>
<td>N/A</td>
</tr>
<tr>
<td>B, C, D</td>
<td>Architecture Definition</td>
<td>Identify / Target Capabilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Corporate Business Plan</td>
</tr>
<tr>
<td>E, F</td>
<td>Architecture Transformation</td>
<td>Identify Capability Increments</td>
</tr>
<tr>
<td></td>
<td>• Transition Architectures</td>
<td>• Segment Business Plans</td>
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<td>• Implementation and Migration Plan</td>
<td>• Implementation Plans</td>
</tr>
<tr>
<td>G</td>
<td>Architecture Implementation Governance</td>
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<tr>
<td>H</td>
<td>Architecture Change Management</td>
<td>N/A</td>
</tr>
</tbody>
</table>
EA and Project Management
Stages of the Project Lifecycle

**INITIATING**
Authorizing the Project

**PLANNING**
Plan and Schedule the Project Work
- Project Charter
- Prelim Scope Statement
- Project Mgt Plan
- Subsidiary Function Plans

**EXECUTING**
Perform the Project Work
- Change Requests
- Changes to Project
- Project Deliverables

**CLOSING**
Close the Project Formally
- Deliverable Acceptance
- Contract Closure
- Change Requests
- Changes to Project
- Project Deliverables

**MONITORING & CONTROLLING**
Monitor to detect variance and correct
Architecture Intent – Lessen Burden on Projects

Enable Projects to Focus On Delivery not Complex Design

• Agile Architecture
  • Strategic
  • Tactical
  • Transition
  • Operational
• Reusable Patterns, Solutions & Standards

EA Support

Enterprise Architecture

Project Architecture Scope

Project Architecture Scope
Strategic Roadmap – Phase A
Scoping Portfolios and Projects

PORTFOLIO 1

Activity 1 → Activity 2 → Activity 3 → Activity 4

PROJECT 1

Activity 1

PROJECT 2

Activity 3 → Activity 5 → Activity 6

PROJECT 3

Activity 8 → Activity 9 → Activity 10 → Activity 7

Activity 11 → Activity 12 → Activity 13 → Activity 14

Target Architecture

Business Capability / Value Milestones
Project Portfolio - Utility

Value

Risk

Project A
Project B
Project C
Project D
Project E
Project F
Project G
Project H

On target
At Risk
In Trouble
Enterprise Architecture Enables Strategic Planning

EA enables proactive Strategic Project Generation

Tactical Project Generation
- Tactical IT Project
- Tactical IT Need
- Tactical Business Need

Governance (Change Advisory Board)

Strategic IT Project
- Tactical IT Project
- Tactical IT Need
- Tactical Business Need

Strategic Enterprise Tech Arch
- Strategic Business Needs

Strategic IT Project
## EA and Project Management

<table>
<thead>
<tr>
<th>TOGAF 9 Phase</th>
<th>Main EA Activities and Deliverables</th>
<th>Project Management Phases and Deliverables</th>
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</thead>
<tbody>
<tr>
<td>P</td>
<td>Preliminary Planning</td>
<td>Selection of Portfolio / Project Management Framework</td>
</tr>
<tr>
<td></td>
<td>• Framework and Governance</td>
<td></td>
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<tr>
<td>A</td>
<td>Vision</td>
<td>Portfolio Initiation</td>
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<td>• Vision Document including Roadmap</td>
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<td>R</td>
<td>Requirements Management</td>
<td>Portfolio Planning</td>
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<td>Project Planning</td>
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<td>B, C, D</td>
<td>Architecture Definition</td>
<td>Project Initiation</td>
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<td>E, F</td>
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<td>Project Planning</td>
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<td>• Transition Architectures</td>
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<td>Architecture Implementation</td>
<td>Project Execution</td>
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<td>Architecture Change Management</td>
<td>Monitoring and Controlling</td>
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<tr>
<td>PM Knowledge Areas</td>
<td>TOGAF 9</td>
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<td>Communications Management</td>
<td>* Preliminary Phase – Stakeholder Management</td>
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<tr>
<td></td>
<td>* Chapter 24 – Stakeholder Management</td>
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<tr>
<td>Scope Management</td>
<td>• Preliminary Planning – Request for Arch Work</td>
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<tr>
<td></td>
<td>• A - Vision – Statement of Architecture Work</td>
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<td>• Requirements Management</td>
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<tr>
<td>Quality Management</td>
<td>• Requirements Management</td>
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<td></td>
<td>• B-D - Architecture Definition – Service Qualities</td>
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<td></td>
<td>• Chapter 52 - Architecture Related Roles</td>
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<tr>
<td>Integration Management</td>
<td>• A - Architecture Vision – Strategic Conceptual</td>
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<td>• B – D - Architecture Definition – Logical</td>
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<td>• E - Opportunities and Solutions – Physical</td>
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<td>• Chapter 29 - Interoperability</td>
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<td>Risk Management</td>
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<td>• H - Architecture Change Management</td>
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<tr>
<td></td>
<td>• Chapter 31 – Risk Management</td>
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<tr>
<td>Cost Management</td>
<td>• A - Vision, B-D Definition and E - Opportunities &amp; Solutions</td>
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<td></td>
<td>– Different levels of cost estimate</td>
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<tr>
<td>Time Management</td>
<td>• A - Vision and Phase F – Migration Planning</td>
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<tr>
<td>Procurement Management</td>
<td>• Not really addressed in TOGAF</td>
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</tbody>
</table>
EA and Service Management

ISO 20000
Information Technology Infrastructure Library (ITIL)
Figure 1: The service lifecycle
ITIL Service Phases

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement

The Business / Customers

- Policies
- Resource and constraints
- SLPs from Requirements
- SDPs
- Standards
- Architectures
- Solution Designs
- Strategies

Service Knowledge Management System (SKMS)

Including the Service Portfolio, and Service Catalogue
## ITIL V3 – Service Areas and Main Deliverables

<table>
<thead>
<tr>
<th>Service Strategy</th>
<th>Service Design</th>
<th>Service Transition</th>
<th>Service Operation</th>
<th>Continuous Service Improvement</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>4. Availability Mgt</td>
<td>4. Release and Deployment Mgt</td>
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<td>5. IT Service Continuity Mgt</td>
<td>5. Service Validation and Testing</td>
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<td>7. Supplier Mgt</td>
<td>7. Transition Planning and Support</td>
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</tbody>
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### Deliverables

- Strategies
- Policies
- Resource Constraints
- Service Level Packages (SLP)

- Solution Design
- Architectures
- Standards
- Service Design Package (SDP)

- Transition Plans
- Tested Solutions
- Service Knowledge Management System (SKMS)

- Operational Plans
- Operational Services

- Improvement Actions and Plans
Service Portfolio Concept

Service Portfolio

- Pipeline Services
- Service Catalogue
- Retired Services

Target Architecture
Baseline Architecture

TOGAF V9
ITIL V3
## EA and Service Management

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<td>• Framework and Governance</td>
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<tr>
<td>A</td>
<td>Vision</td>
<td>Service Strategy</td>
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<td>• Vision Document including Roadmap</td>
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<tr>
<td>R</td>
<td>Requirements Management</td>
<td>Service Knowledge Management System (SKMS)</td>
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<tr>
<td>B, C, D</td>
<td>Architecture Definition</td>
<td>Service Design</td>
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<tr>
<td>E, F</td>
<td>Architecture Transformation</td>
<td>Service Transition</td>
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<td>H</td>
<td>Architecture Change Management</td>
<td>Service Operation</td>
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<td></td>
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<td>Continual Service Improvement</td>
</tr>
</tbody>
</table>
EA and Software Engineering

ISO 42010
Architecture descriptions created:

• guided by enterprise architecture principles
• in accordance with enterprise standards for architecture descriptions

Architecture descriptions used:

• to ensure system/solution built and delivered according to architecture
• as reference during operation and maintenance and as baseline for future maturation of enterprise

A standard for architecture descriptions provides benefits through all phases of SDLC. ISO 42010 is one such standard.
### Main EA Activities and Deliverables

<table>
<thead>
<tr>
<th>TOGAF 9 Phase</th>
<th>Main EA Activities and Deliverables</th>
<th>ISO 42010 Deliverables</th>
</tr>
</thead>
</table>
| P             | Preliminary Planning                | • List of stakeholders and concerns  
|               | • Framework and Governance          | • Viewpoint / Perspectives Library  
|               |                                    | • Views : Perspectives mapping  
|               |                                    | • Quality review and/or governance model |
| A             | Vision                              | • Architectural Principles  
|               | • Vision Document including Roadmap | • Functional, Information views (high-level) |
| R             | Requirements Management              | N/A                     |
| B, C, D       | Architecture Definition             | • Functional, Information, Concurrency views |
| E, F          | Architecture Transformation         | • Development, Deployment, Operational views |
|               | • Transition Architectures          |                        |
|               | • Implementation and Migration Plan |                        |
| G             | Architecture Implementation Governance | • Architectural Assessment Alignment Report |
| H             | Architecture Change Management      | • Architectural Assessment Alignment Report |
Putting the Concepts Together
Figure 32-4 Relationship Between Capabilities, Enterprise Architecture, and Projects
Baseline Architecture (TOGAF 8)

Baseline Infrastructure (Recommended)

Implementation & Migration Plan (TOGAF 8)

Operations Accountability

Legend

Business Accountability
Architecture Accountability
Delivery Accountability
Operations Accountability

Strategic Plan (XXX)

Business & IT Arch

Business Plan (XXX)

Strategic Capabilities (TOGAF 9/XXX)

Target Capabilities (TOGAF 9/XXX)

Capability Increments (TOGAF 9)

Transition Solution Target Architecture (TOGAF 9)

Integrates Solution Architecture Direction

Portfolio Charters (TOGAF 9)

Project Charters (TOGAF 9)

Project Increment Architecture (TOGAF 9)

Legend

Business Accountability
Architecture Accountability
Delivery Accountability
Operations Accountability

5-10 Year Focus

3-5 Year Focus

One Year Focus

1-3 Year Focus
## Integrating the Concepts

<table>
<thead>
<tr>
<th>Levels of Abstraction</th>
<th>ADM Phases</th>
<th>EA Focus</th>
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<tbody>
<tr>
<td></td>
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<td><strong>EA Focus</strong></td>
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<tr>
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<td><strong>Strategy</strong></td>
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<td>Conceptual</td>
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<td>Logical</td>
<td>B, C, D</td>
<td>Architecture Building Blocks</td>
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<tr>
<td>Physical</td>
<td>E, F</td>
<td>Solution Building Blocks</td>
</tr>
<tr>
<td>Physical (Out of Context)</td>
<td>G, H (Projects)</td>
<td>Existing Services (Operational Building Blocks ?) (Baseline Architecture)</td>
</tr>
<tr>
<td>Operational System</td>
<td>ITIL</td>
<td></td>
</tr>
</tbody>
</table>
A Repository to Support All of Governance

Governance

Decision Support / Analytics

Repository

As-Is
Service Knowledge Mgt System

Evolving
Portfolio Mgt System

Target
EA
• Enterprise Architecture cannot be independent of other management frameworks
• EA is an integrative framework that provides value for all elements of the enterprise
• TOGAF facilitates integration of the other frameworks
Advanced Topics for TOGAF®
Integrated Management Framework

QUESTIONS?

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