

Hyatt Regency Washington on Capitol Hill Washington DC, USA July 16-20, 2012



Advanced Topics for TOGAF® Integrated Management Framework

ROBERT WEISMAN CEO

BUILD THE VISION, INC.

WWW.BUILDTHEVISION.CA

EMAIL: ROBERT.WEISMAN@BUILDTHEVISION.CA





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

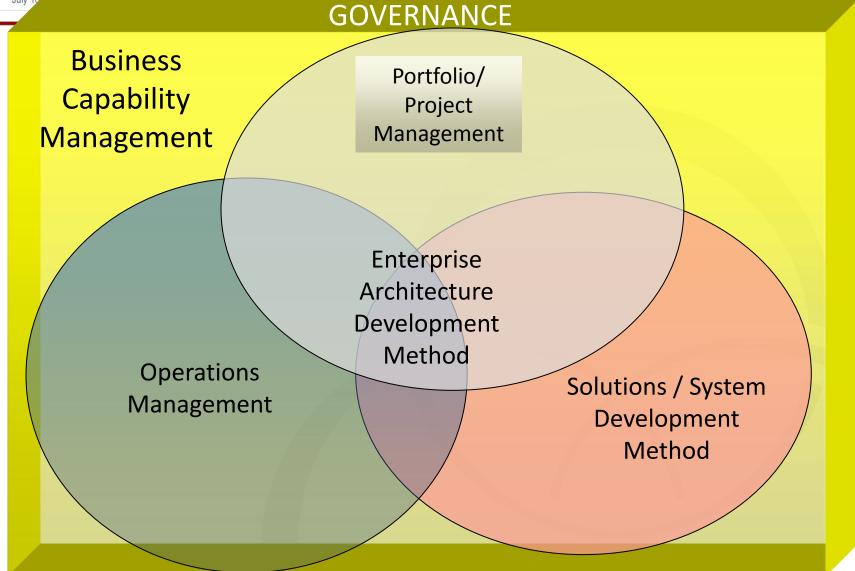




Slide 3

Stakeholders - The Management Frameworks

BUILDTHE







TOGAF and the Other Bodies of Knowledge

Governance COBIT 5

Business Analysis BOK Data Management BOK Software Engineering BOK Project Management BOK PRINCE 2

IT Service Management ITIL V3

Security Management

The Open Group Architecture Framework V9.1

Open Group Standards for Architecture and Management

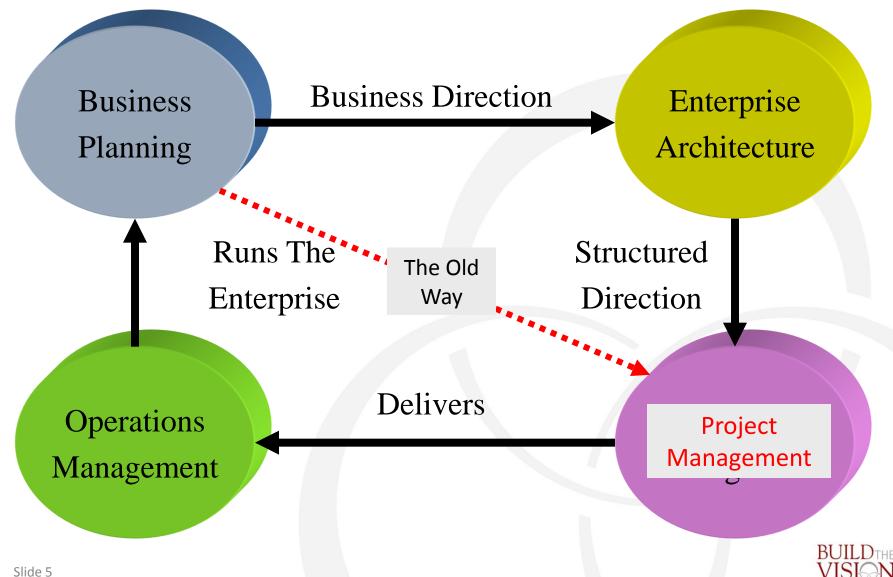
Object Management Group, OASIS, W3C

Implementation Standards





Coordinating the Management Frameworks



Hyatt Regency Washington on Capitol Hill Washington DC, USA July 16-20, 2012



EA and Business Planning



The Open Group - Washington DC Hyatt Regency Washington on Capitol Hill Washington DC, USA July 16-20, 2012

Capability Based Business Planning



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)

Project

Project

Operations Management - Corporate IT Infrastructure

Functional Management (Vertical)







Capability Concept

Capability



Capability Increment



People Dimension

Individual Training
Collective training
Professional Development

Process Dimension

Concepts
Business Processes
Information Mgt

Materiel

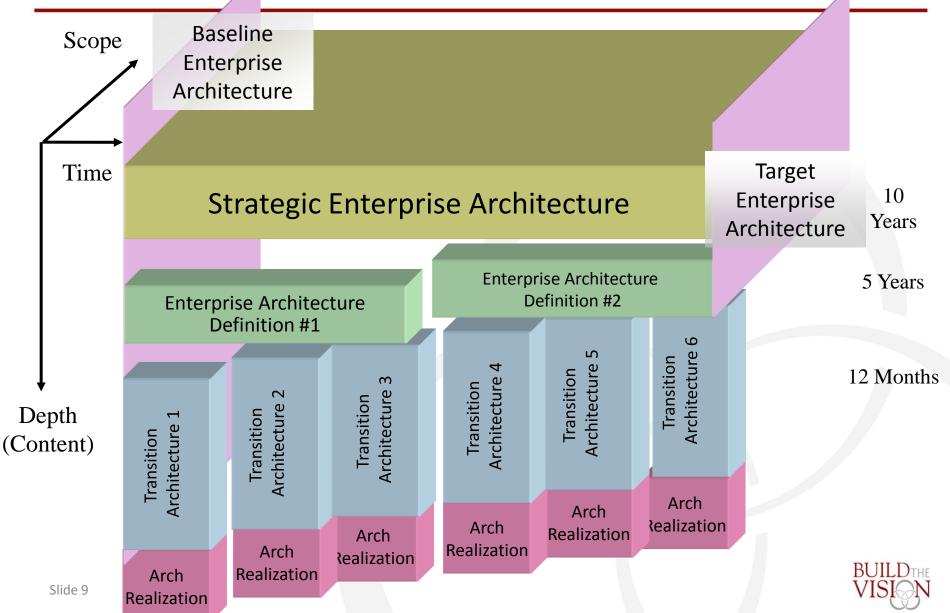
Dimension

Infrastructure
Information Technology
Equipment



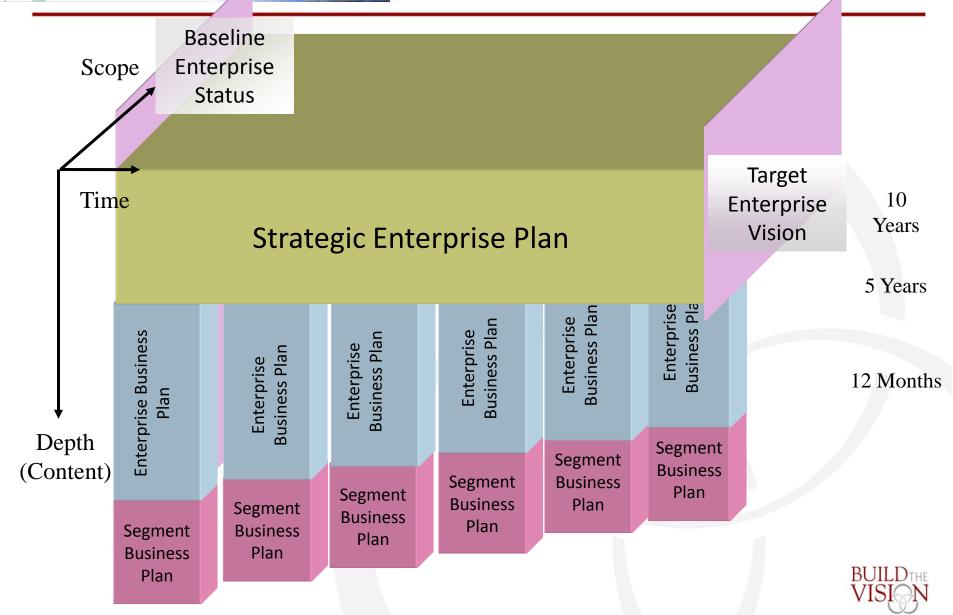
The Open Group - Washington DC Hyatt Regency Washington on Capitol Hill Washington DC, USA July 16-20, 2012

Potential Architecture Relationships





Business Planning Relationships



EA and Business Planning

TOGAF 9 Phase	Main EA Activities and Deliverables	Business Planning Activities and Deliverables (Using Capability or Outcome Based Planning)	
Р	Preliminary Planning • EA Framework • IM/IT Governance	Preliminary Business Planning Planning FrameworkMeasurement & Reporting Framework, e.g. MAFCorporate Governance	
А	Vision Vision Document including Roadmap	Define Vision and Strategies • Enterprise Vision • Enterprise Strategic Plan	
R	Requirements Management	N/A	
B, C, D	Architecture Definition	Identify / Target Capabilities • Corporate Business Plan	
E, F	Architecture TransformationTransition ArchitecturesImplementation and Migration Plan	Identify Capability Increments • Segment Business Plans • Implementation Plans	
G	Architecture Implementation Governance	N/A	
Н	Architecture Change Management	N/A	

Slide 11 VIS

Hyatt Regency Washington on Capitol Hill Washington DC, USA July 16-20, 2012

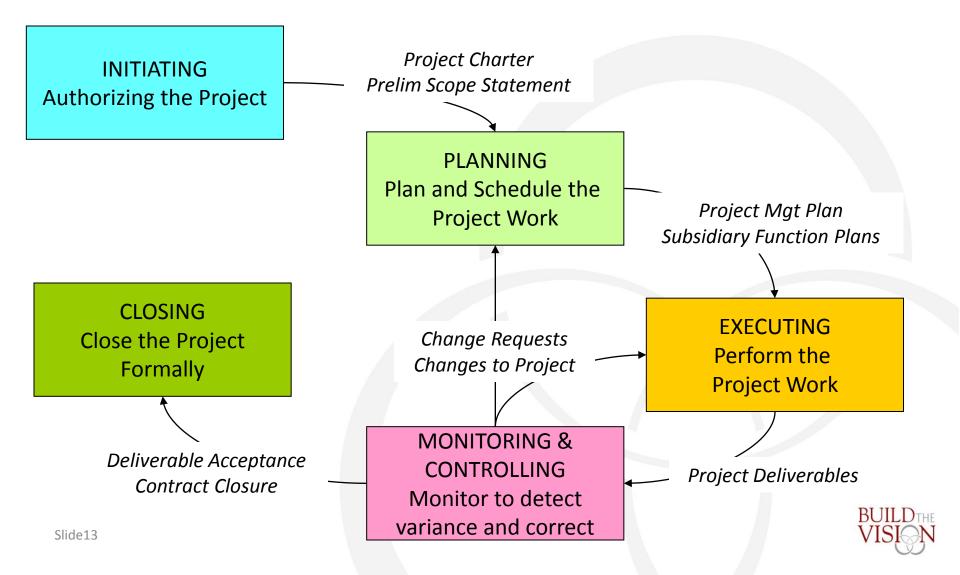


EA and Project Management





Stages of the Project Lifecycle





Architecture Intent – Lessen Burden on Projects

EA Support

Project
Architecture
Scope

Enable Projects to Focus
On Delivery
not Complex Design

Enterprise Architecture

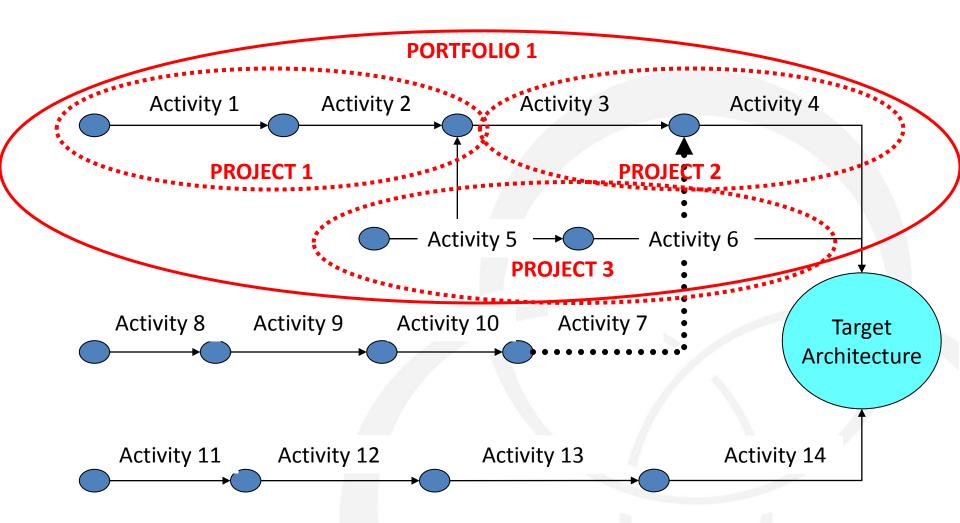
- Agile Architecture
 - Strategic
 - Tactical
 - Transition
 - Operational
- Reusable Patterns,
 Solutions & Standards

Project
Architecture
Scope





Strategic Roadmap – Phase A Scoping Portfolios and Projects







The Open Group - Washington DC Project Portfolio - Utility Hyatt Regency Washington on Capitol Hill Washington DC, USA July 16-20, 2012 Project Project Project B Project D Project E Value Project Project G Project H On target At Risk Risk In Trouble BUILDTHE Slide 16



Enterprise Architecture Enables Strategic Planning

EA enables proactive Strategic Project Generation

Tactical Project Generation

Tactical IT Project

Tactical IT Need

Tactical Business Need

Strategic
Business Needs

Strategic Enterprise Tech Arch

Strategic IT Project

Governance (Change Advisory Board)

Tactical IT Project

Tactical IT Need

Tactical
Business Need



EA and Project Management

TOGAF 9 Phase	Main EA Activities and Deliverables	Project Management Phases and Deliverables	
Р	Preliminary Planning Framework and Governance	Selection of Portfolio / Project Management Framework	
А	Vision • Vision Document including Roadmap	Portfolio Initiation	
R	Requirements Management	Portfolio Planning Project Planning	
B, C, D	Architecture Definition	Project Initiation	
E, F	Architecture TransformationTransition ArchitecturesImplementation and Migration Plan	Project Planning	
G	Architecture Implementation Governance	Project Execution Monitoring and Controlling	
Н	Architecture Change Management	Monitoring and Controlling	



EA and **PM** Knowledge

Areas

PM Knowledge Areas	TOGAF 9		
Communications Management	 * Preliminary Phase – Stakeholder Management * Chapter 24 – Stakeholder Management 		
Scope Management	 Preliminary Planning – Request for Arch Work A - Vision – Statement of Architecture Work Requirements Management 		
Quality Management	 Requirements Management B-D - Architecture Definition – Service Qualities 		
Human Resource Management	 B-D - Architecture Definition – Service/Technical Reference Models Chapter 52 - Architecture Related Roles 		
Integration Management	 A - Architecture Vision – Strategic Conceptual B – D - Architecture Definition – Logical E - Opportunities and Solutions – Physical Chapter 29 - Interoperability 		
Risk Management	 E - Opportunities and Solutions – Implementation Risk H - Architecture Change Management Chapter 31 – Risk Management 		
Cost Management	A - Vision, B-D Definition and E - Opportunities & Solutions Different levels of cost estimate		
Time Management	• A - Vision and Phase F – Migration Planning BUILI VISI		
Procurement Management	•Not really addressed in TOGAF		

Hyatt Regency Washington on Capitol Hill Washington DC, USA July 16-20, 2012



EA and Service Management

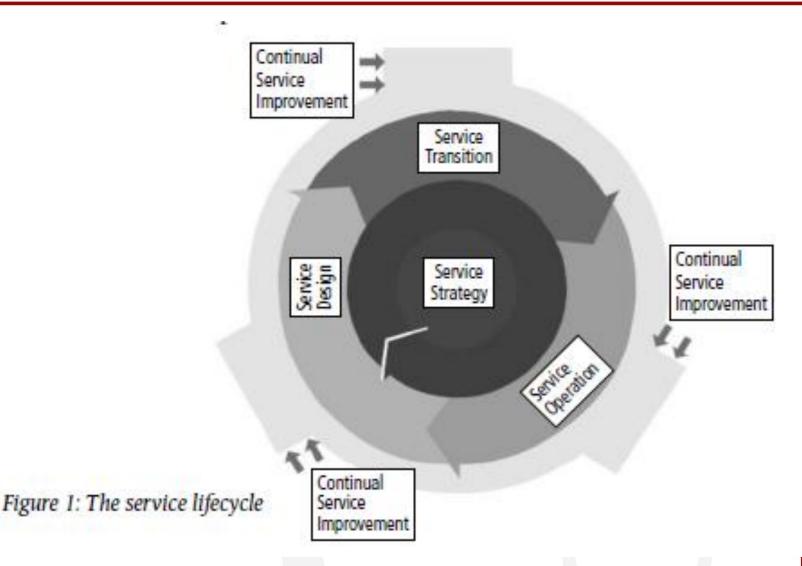
ISO 20000

Information Technology
Infrastructure Library (ITIL)



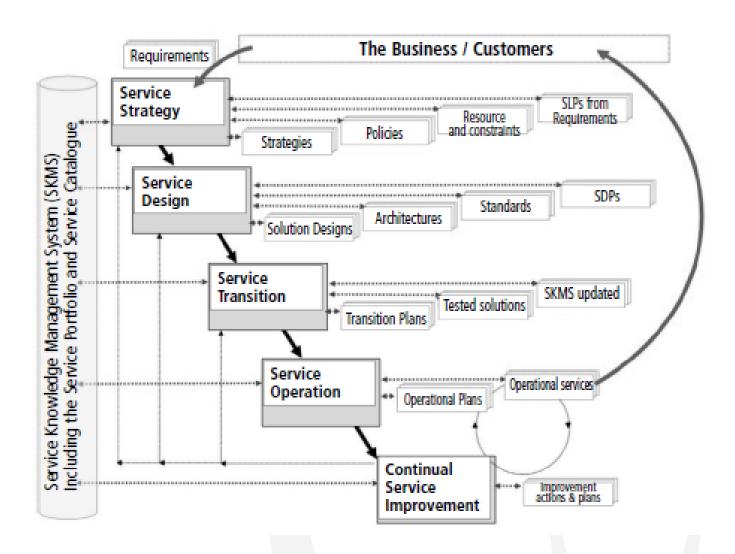


ITIL Service Lifecycle





ITIL Service Phases





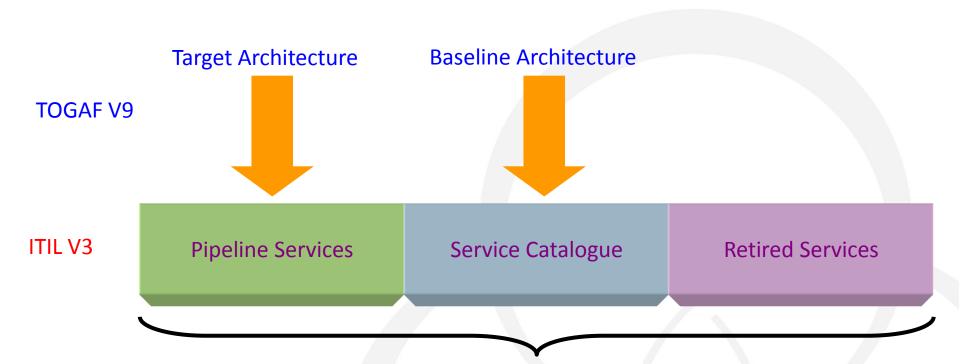


ITIL V3 – Service Areas and Main Deliverables

Service Strategy	Service Design	Service Transition	Service Operation	Continuous Service Improvement
 Financial Mgt Service Portfolio Mgt Demand Mgt 	1. Service Catalogue Mgt 2. Service Level Mgt 3. Capacity Mgt 4. Availability Mgt 5. IT Service Continuity Mgt 6. Information Security Mgt 7. Supplier Mgt	 Change Mgt Service Asset and Configuration Mgt Knowledge Mgt Release and Deployment Mgt Service Validation and Testing Evaluation Transition Planning and Support 	 Event Mgt Incident Mgt Request Fulfilment Access Mgt Problem Mgt Functions Service Desk Technical Mgt Application Mgt IT Ops Mgt 	Service Improvement Service Measurement Service Reporting
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 BUILD VISION VISION PLANT OF THE



Service Portfolio Concept



Service Portfolio



EA and Service Management

TOGAF 9 Phase	Main EA Activities and Deliverables	Service Management Phases and Deliverables
Р	Preliminary Planning • Framework and Governance	ITIL Framework
A	Vision • Vision Document including Roadmap	Service Strategy
R	Requirements Management	Service Knowledge Management System (SKMS)
B, C, D	Architecture Definition	Service Design
E, F	Architecture TransformationTransition ArchitecturesImplementation and Migration Plan	Service Transition
G	Architecture Implementation Governance	Service Transition
Н	Architecture Change Management	Service Operation Continual Service Improvement



Hyatt Regency Washington on Capitol Hill Washington DC, USA July 16-20, 2012



EA and Software Engineering

ISO 42010





System Development Life Cycle (SDLC)



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.

BUILD

EA and Software Engineering

TOGAF 9 Phase	Main EA Activities and Deliverables	ISO 42010 Deliverables
Р	Preliminary Planning • Framework and Governance	 List of stakeholders and concerns Viewpoint / Perspectives Library Views : Perspectives mapping Quality review and/or governance model
A	Vision • Vision Document including Roadmap	 Architectural Principles Functional, Information views (high-level)
R	Requirements Management	N/A
B, C, D	Architecture Definition	Functional, Information, Concurrency views
E, F	Architecture TransformationTransition ArchitecturesImplementation and Migration Plan	Development, Deployment, Operational views
G	Architecture Implementation Governance	Architectural Assessment Alignment Report
Н	Architecture Change Management	Architectural Assessment Alignment Report



Hyatt Regency Washington on Capitol Hill Washington DC, USA July 16-20, 2012



Putting the Concepts Together





Capability Based Planning in Context

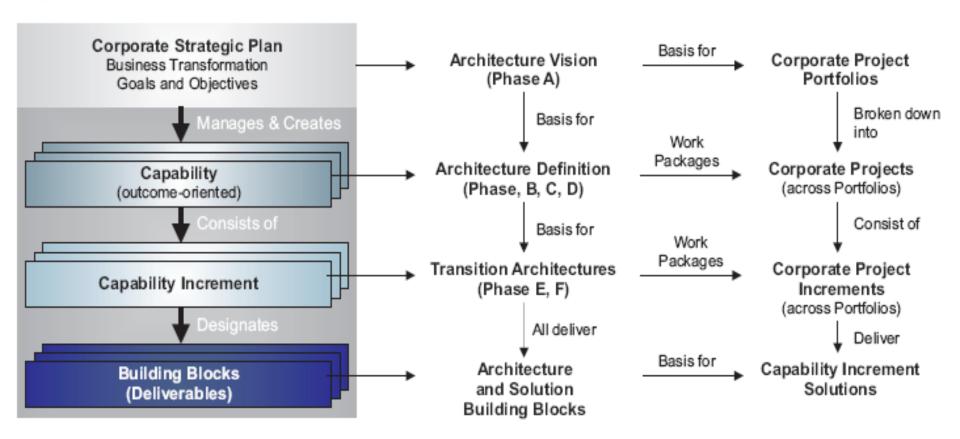
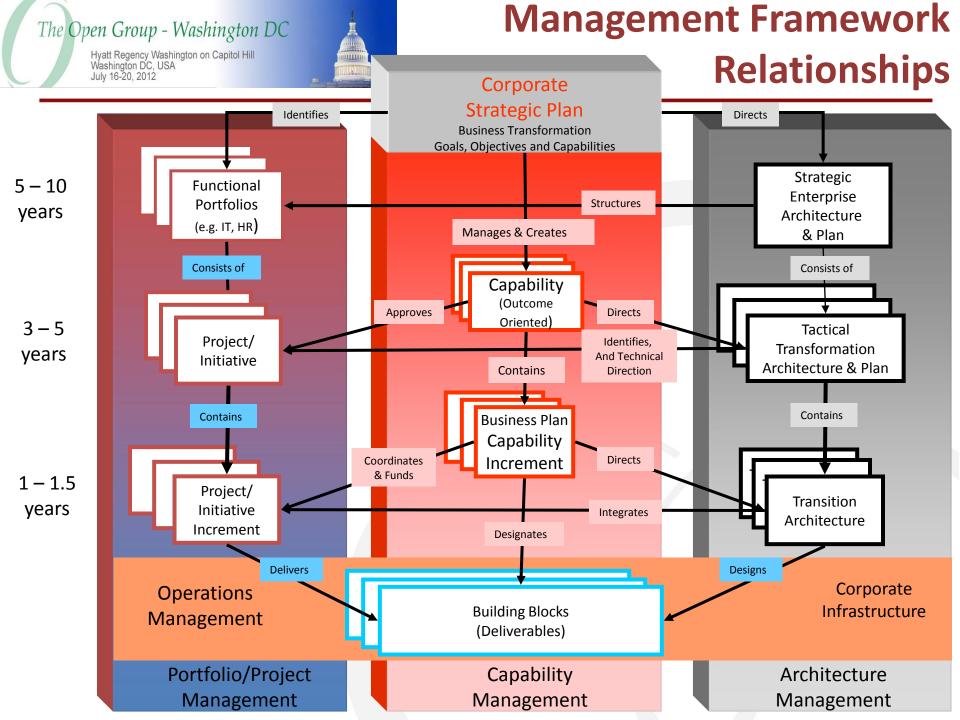
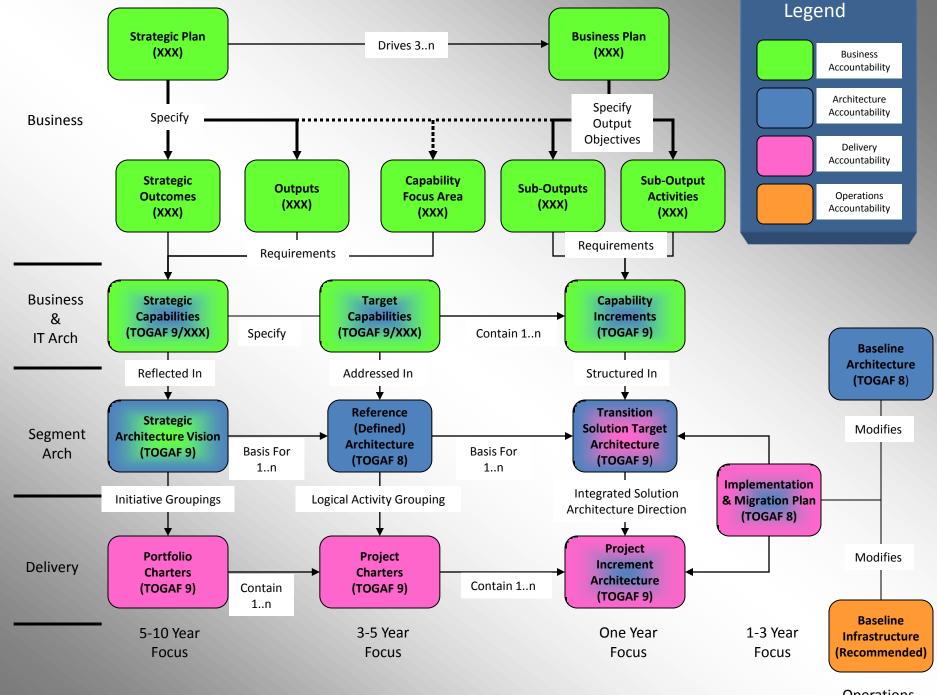


Figure 32-4 Relationship Between Capabilities, Enterprise Architecture, and Projects





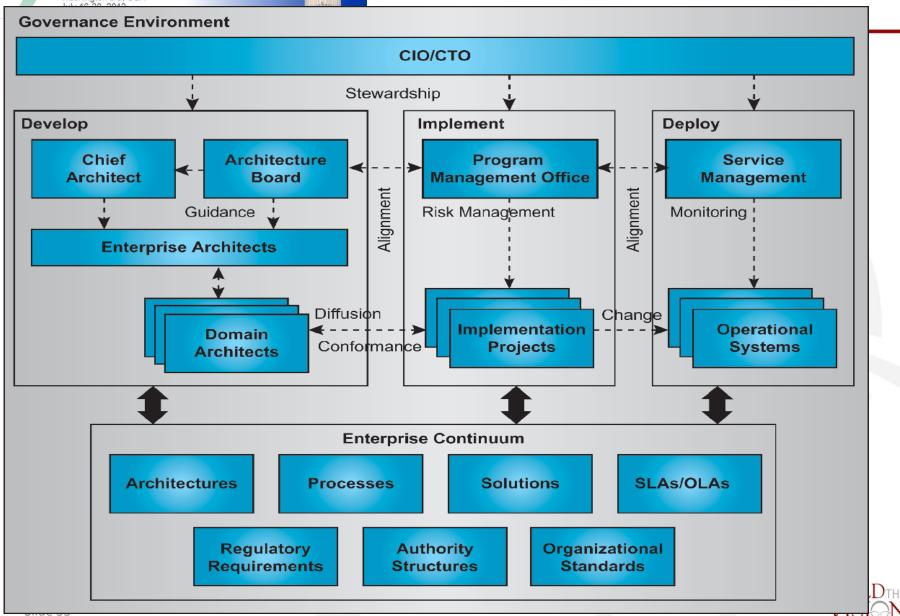


Operations

Hyatt Regency Washington on Capitol Hill Washington DC, USA

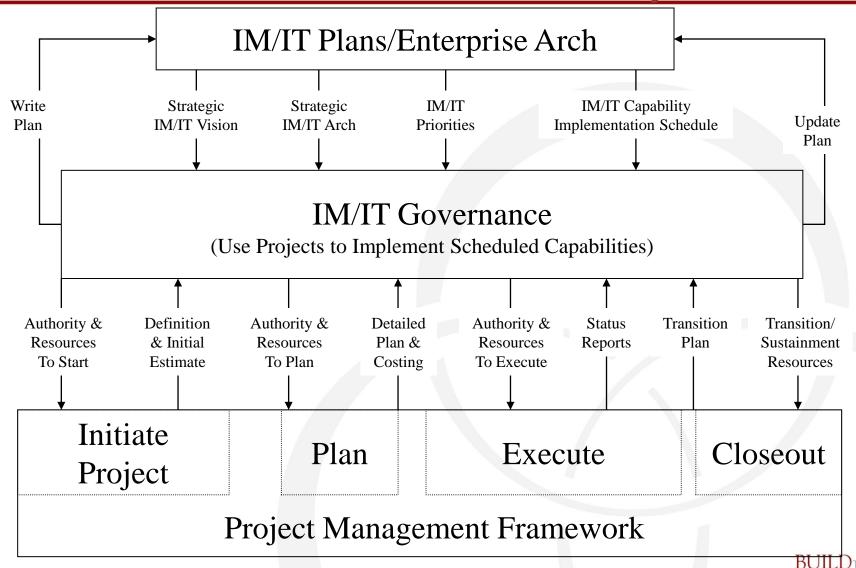


Organizational Structure





Initiative Synchronization Case Study— It All Fits





Integrating the Concepts

Level of Detail

Levels of	ADNA Dhacas	EA Focus		
Abstraction	ADM Phases	Strategy	Program	Project
Contextual	PP			
Conceptual	Α	Architecture Building Blocks		
Logical	B, C, D			
Physical	E, F	Solution Building Blocks		
Physical (Out of Context)	G, H (Projects)			
Operational System	ITIL	Existing Services (Operational Building Blocks ?) (Baseline Architecture)		

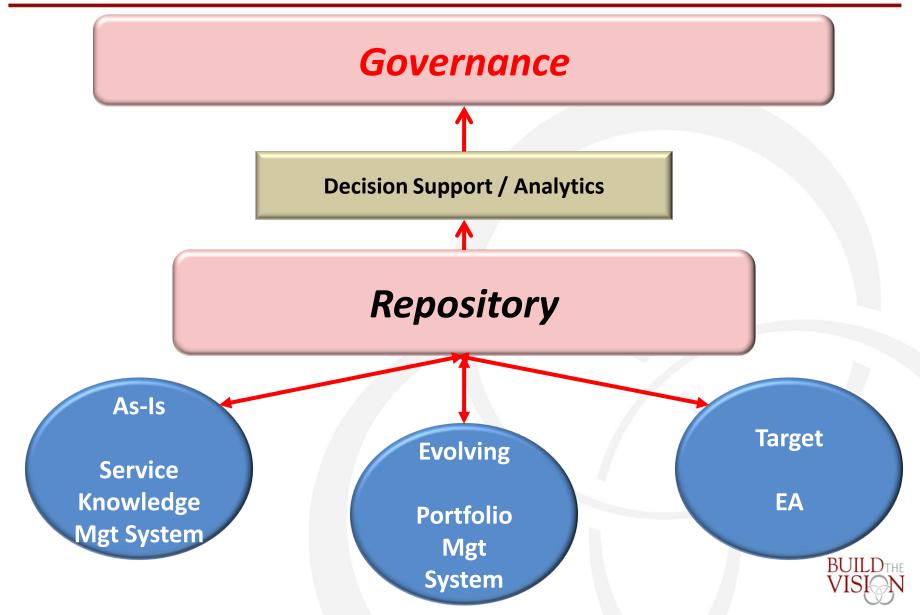
Level of Detail



Hyatt Regency Washington on Capitol Hill Washington DC, USA July 16-20, 2012



A Repository to Support All of Governance





Concluding Material

- 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







Hyatt Regency Washington on Capitol Hill Washington DC, USA July 16-20, 2012



Advanced Topics for TOGAF® Integrated Management Framework

QUESTIONS?

ROBERT WEISMAN
CEO
BUILD THE VISION, INC.

WWW.BUILDTHEVISION.CA

EMAIL: ROBERT.WEISMAN@BUILDTHEVISION.CA

