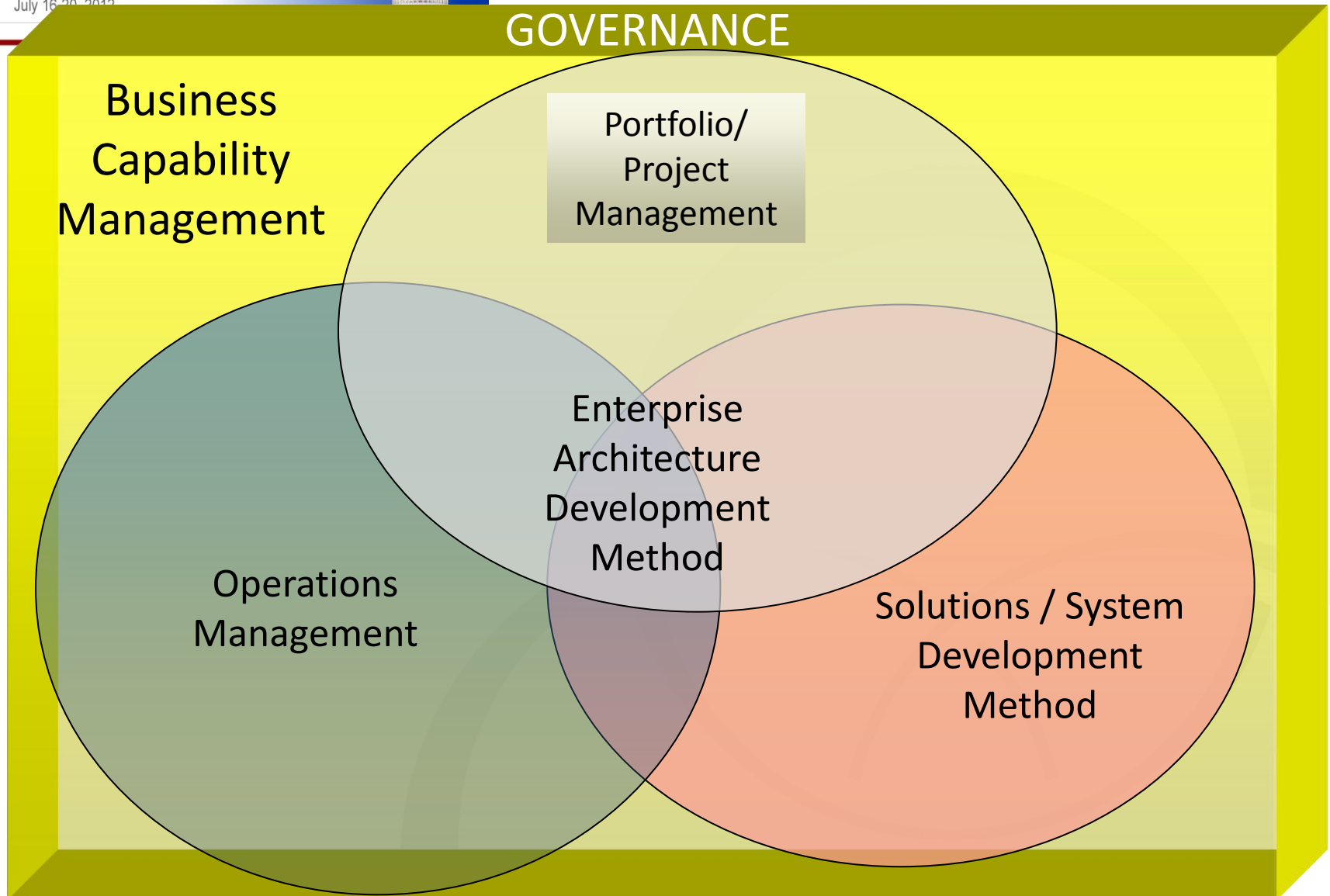




Advanced Topics for TOGAF® Integrated Management Framework

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



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***

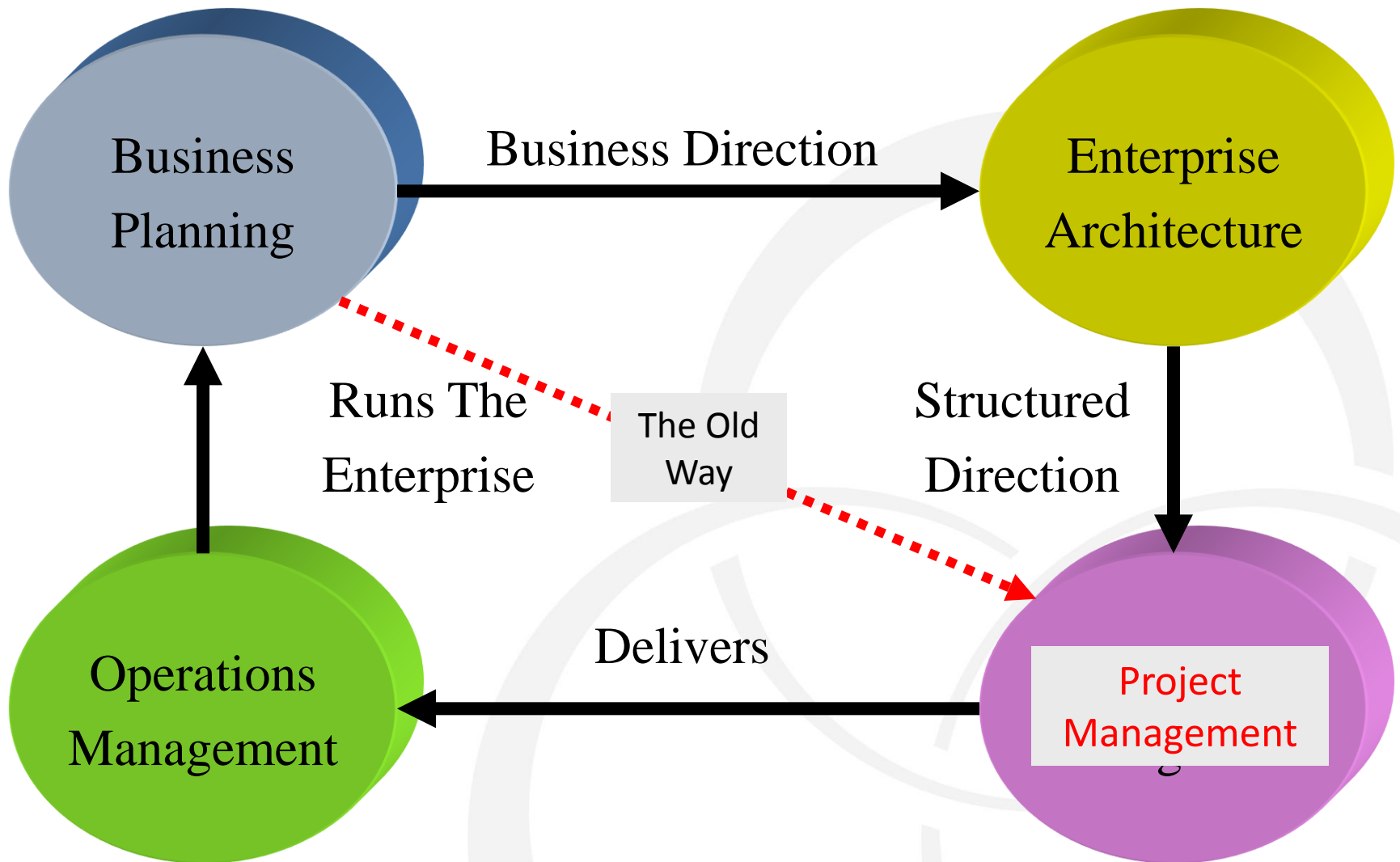
***Security
Management***

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





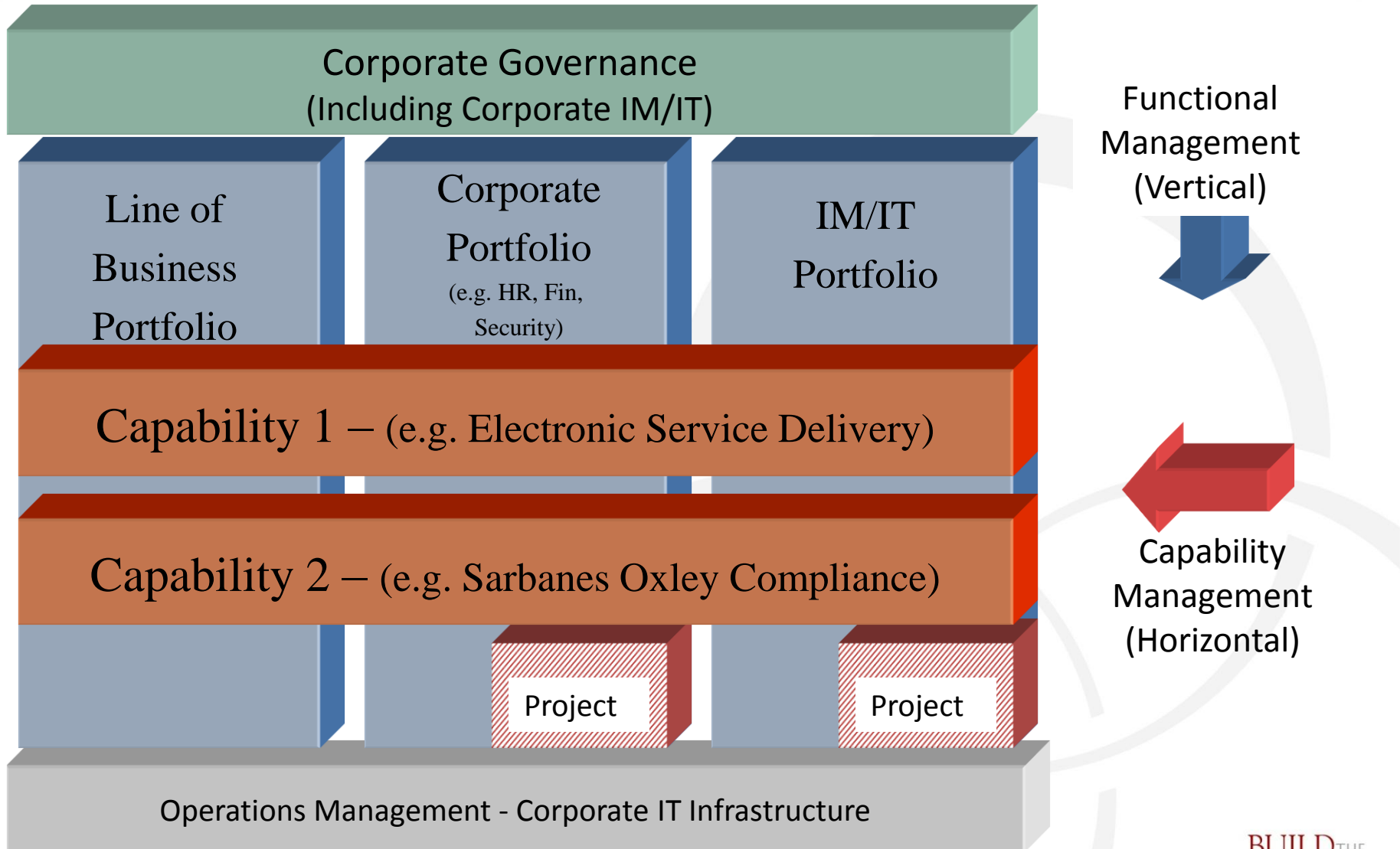
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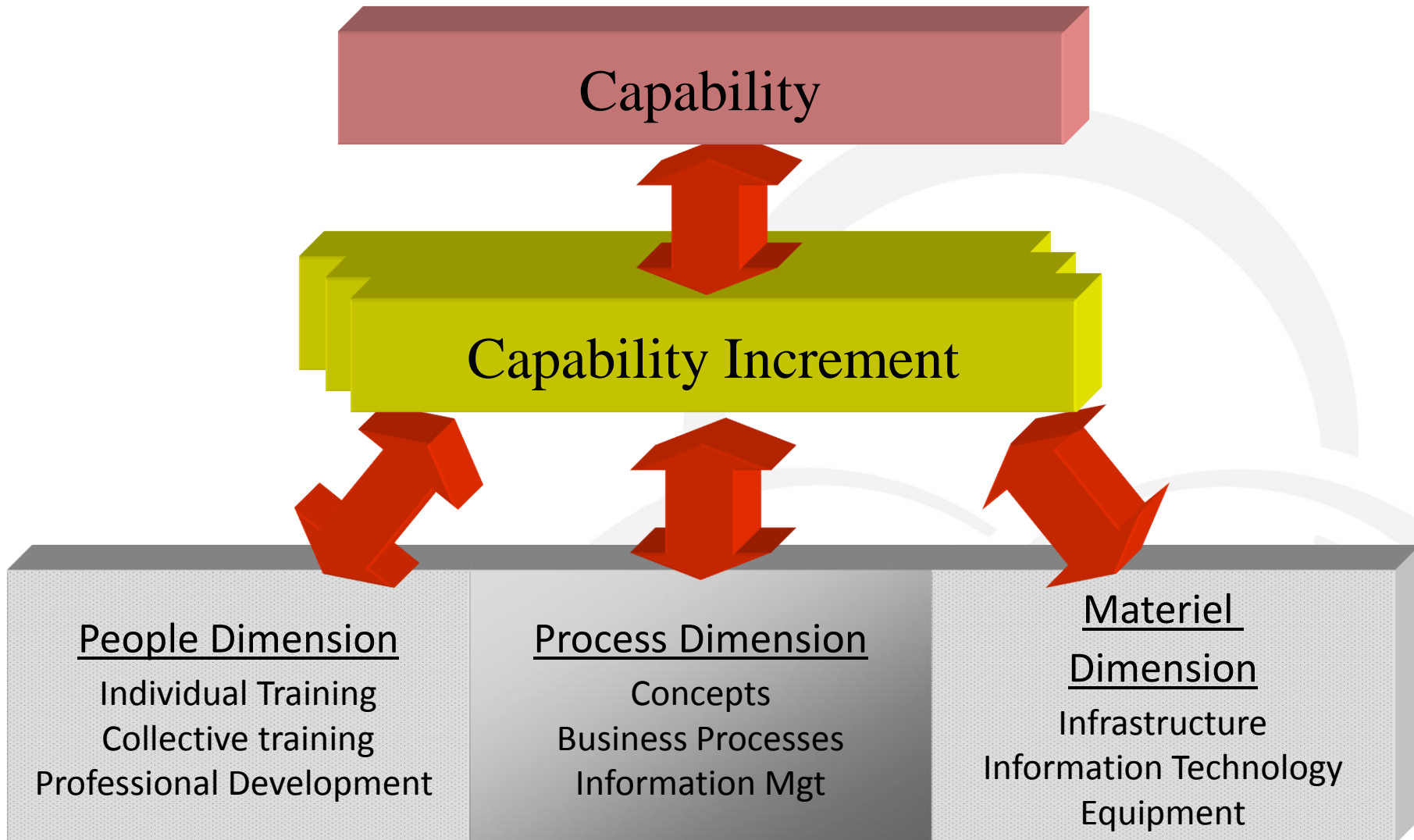
EA and Business Planning

Capability Based Business Planning

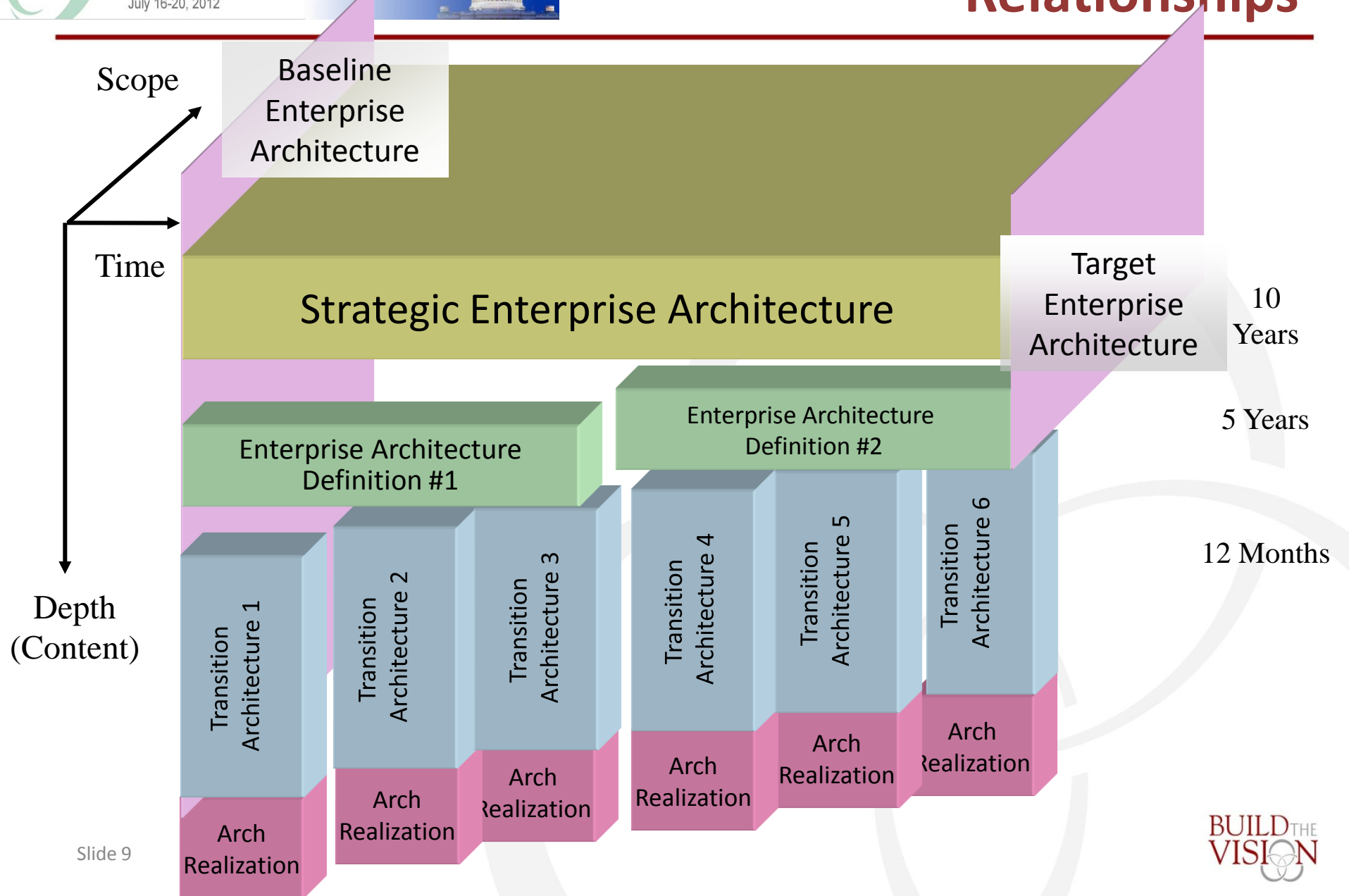




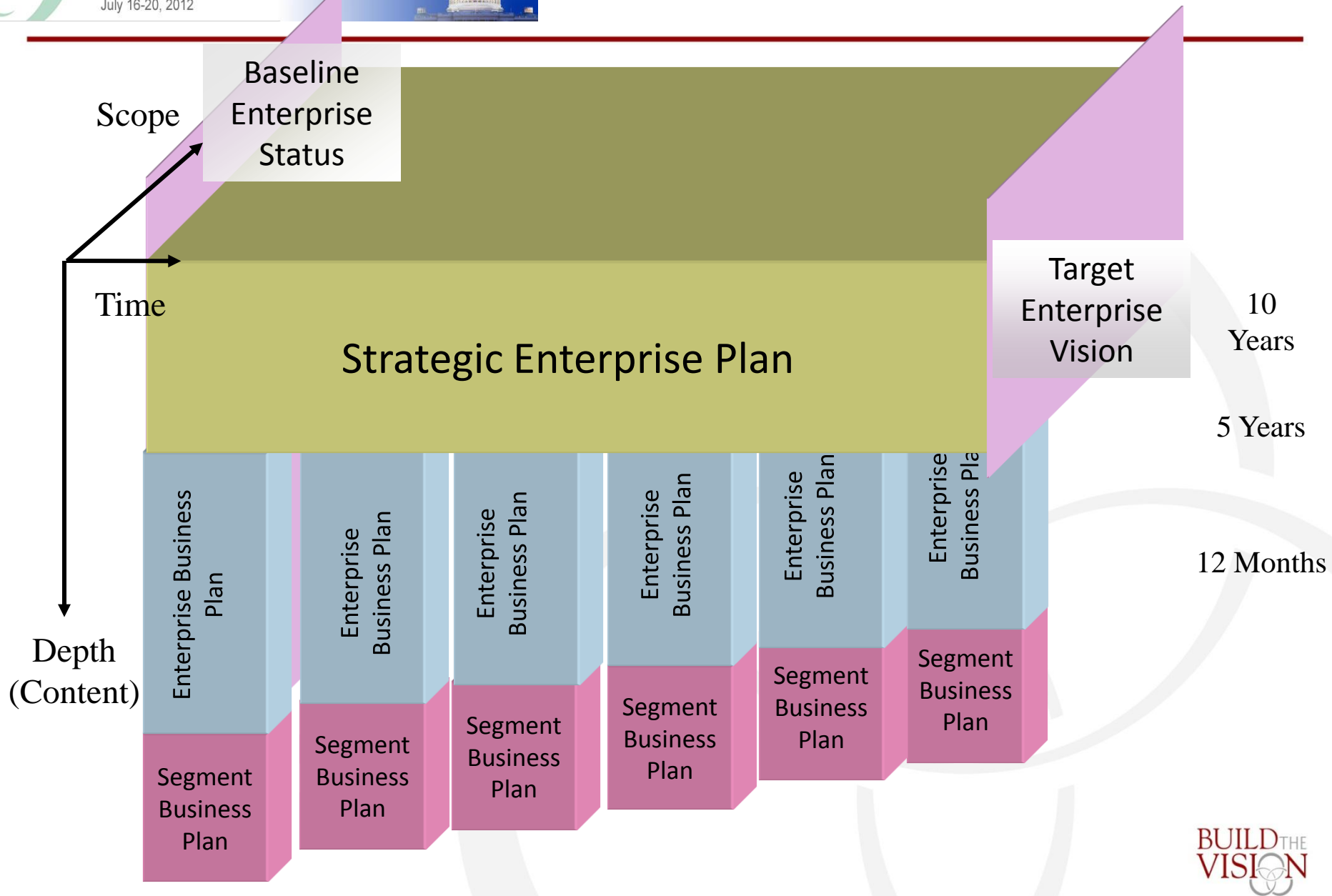
Capability Concept



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)
P	Preliminary Planning <ul style="list-style-type: none"> EA Framework IM/IT Governance 	Preliminary Business Planning <ul style="list-style-type: none"> Planning Framework Measurement & Reporting Framework, e.g. MAF Corporate Governance
A	Vision <ul style="list-style-type: none"> Vision Document including Roadmap 	Define Vision and Strategies <ul style="list-style-type: none"> Enterprise Vision Enterprise Strategic Plan
R	Requirements Management	N/A
B, C, D	Architecture Definition	Identify / Target Capabilities <ul style="list-style-type: none"> Corporate Business Plan
E, F	Architecture Transformation <ul style="list-style-type: none"> Transition Architectures Implementation and Migration Plan 	Identify Capability Increments <ul style="list-style-type: none"> Segment Business Plans Implementation Plans
G	Architecture Implementation Governance	N/A
H	Architecture Change Management	N/A



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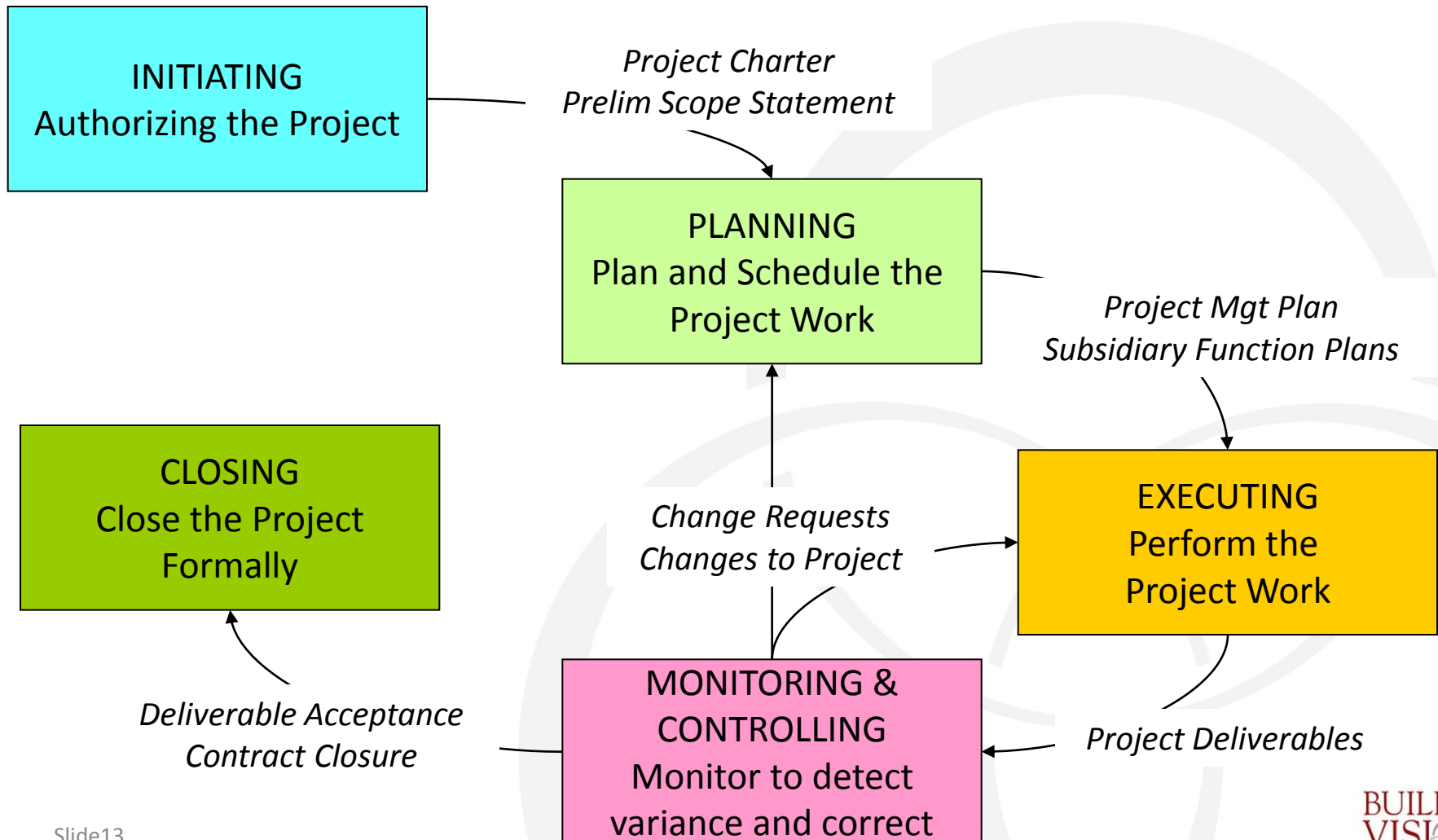


EA and Project Management

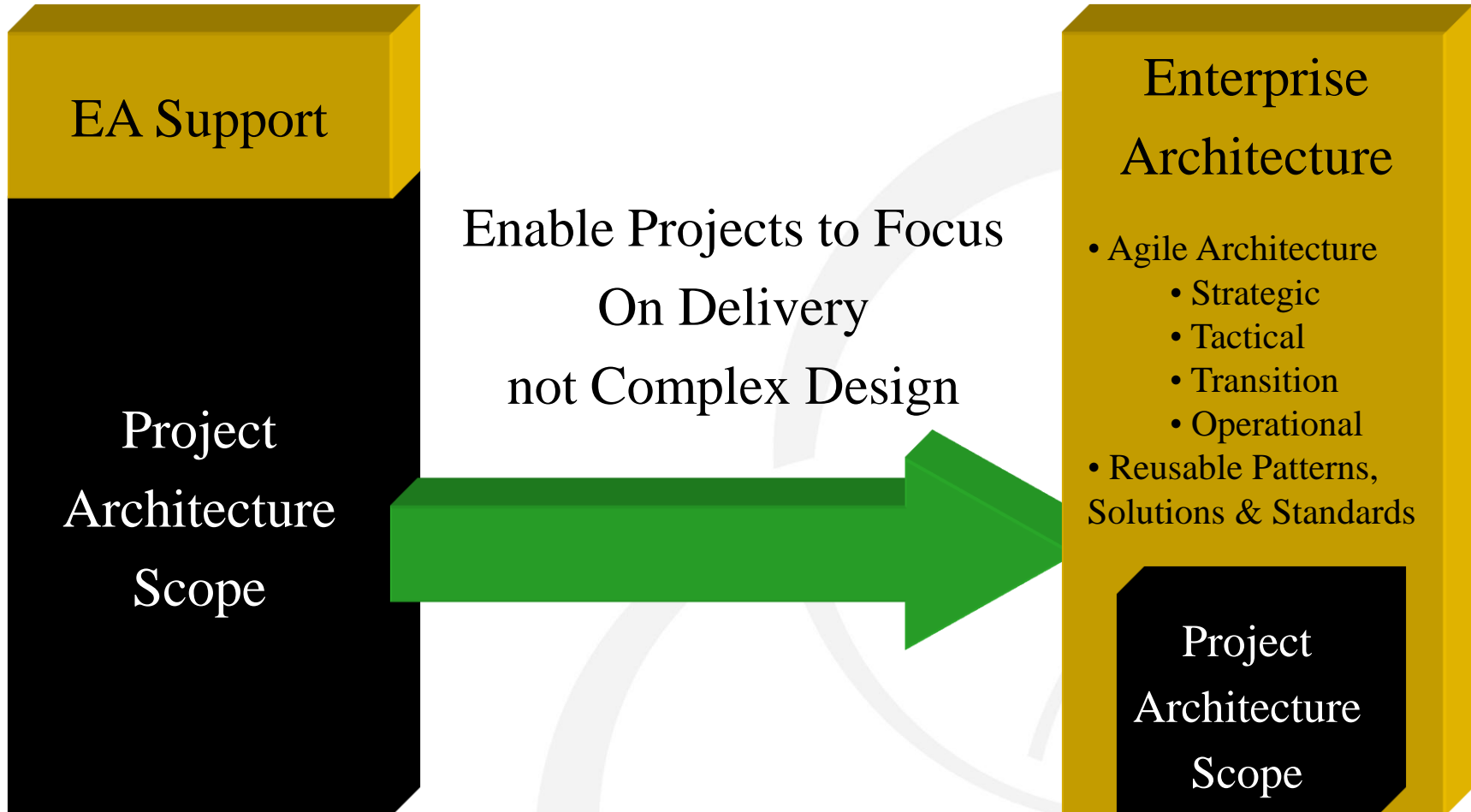




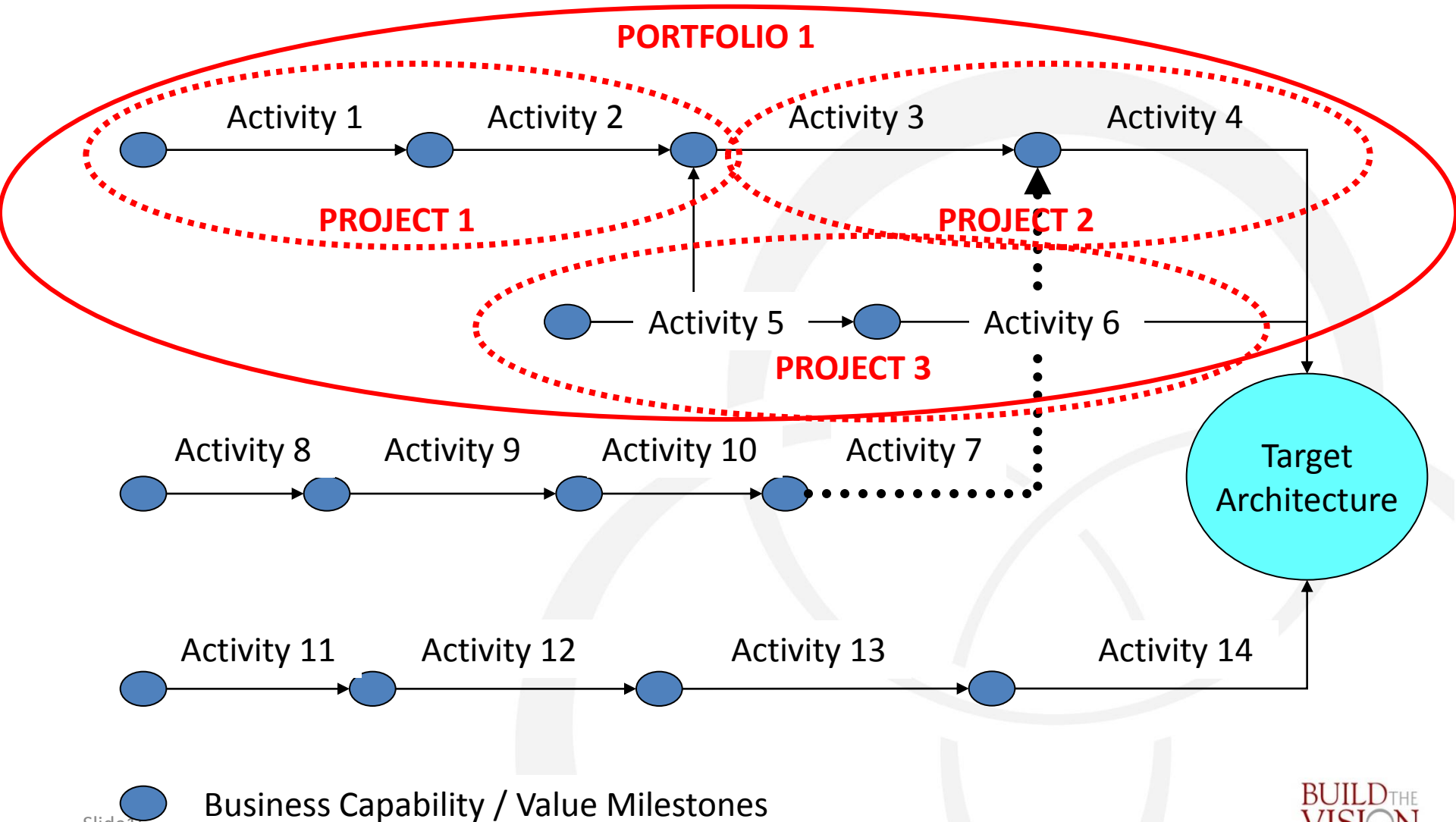
Stages of the Project Lifecycle



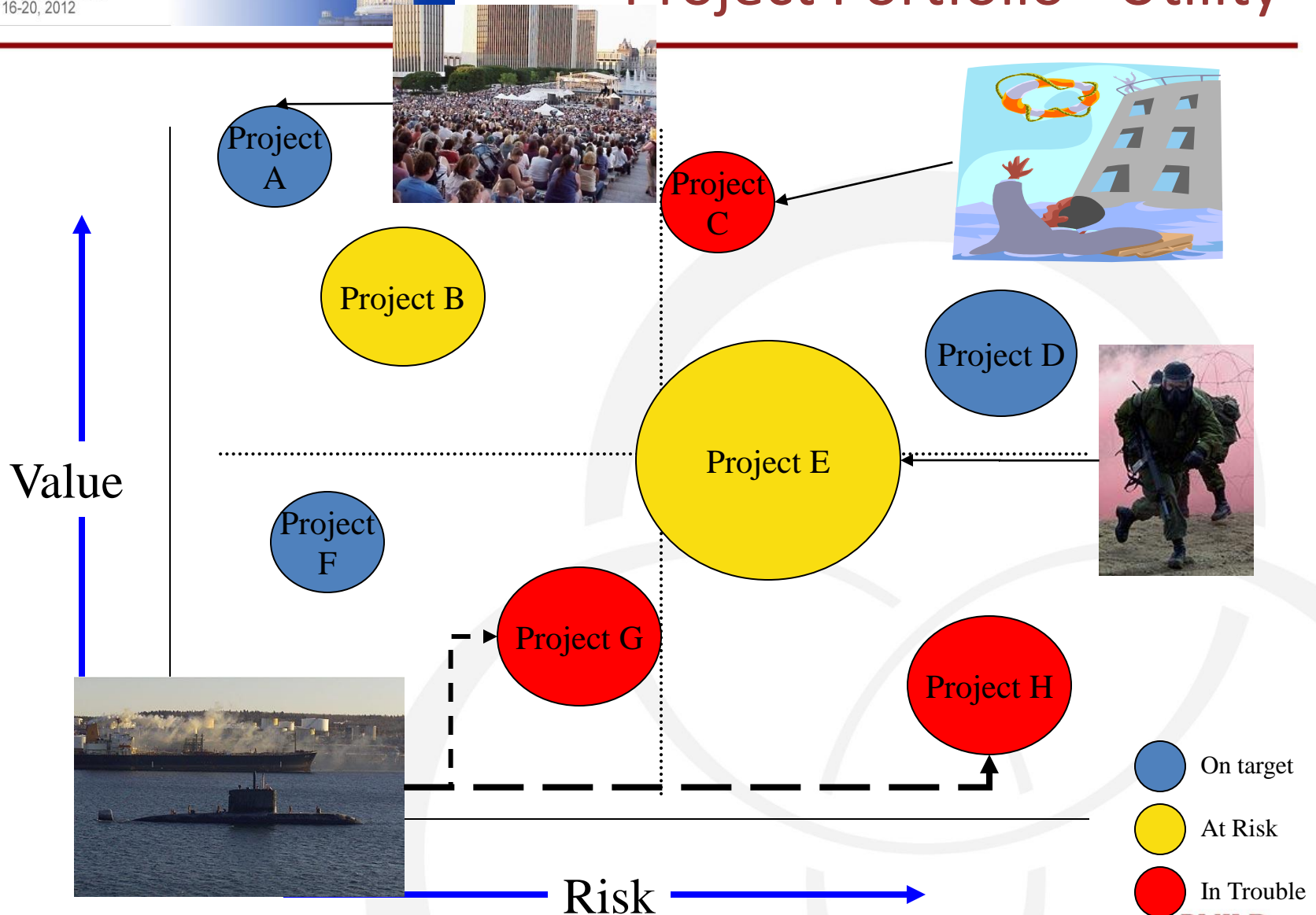
Architecture Intent – Lessen Burden on Projects



Strategic Roadmap – Phase A Scoping Portfolios and Projects



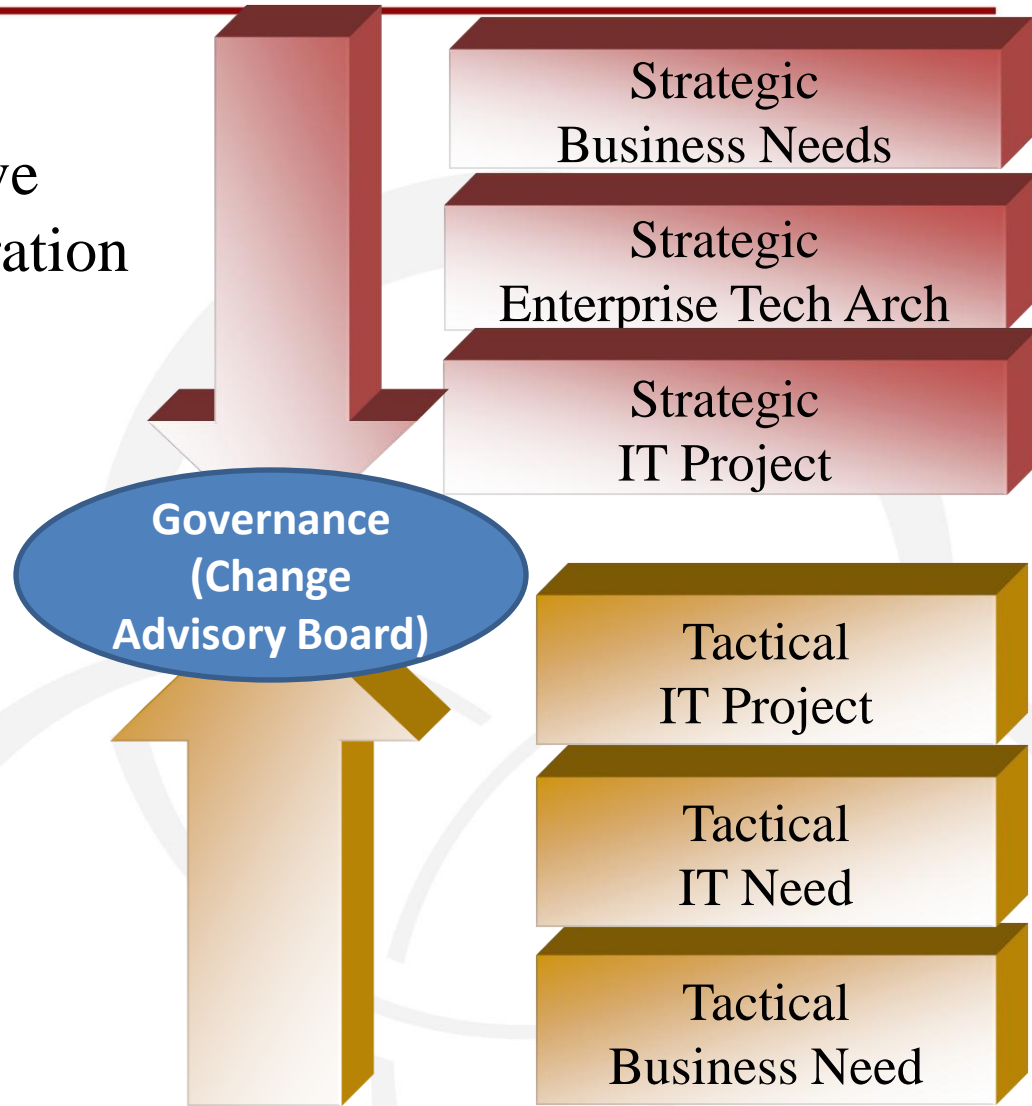
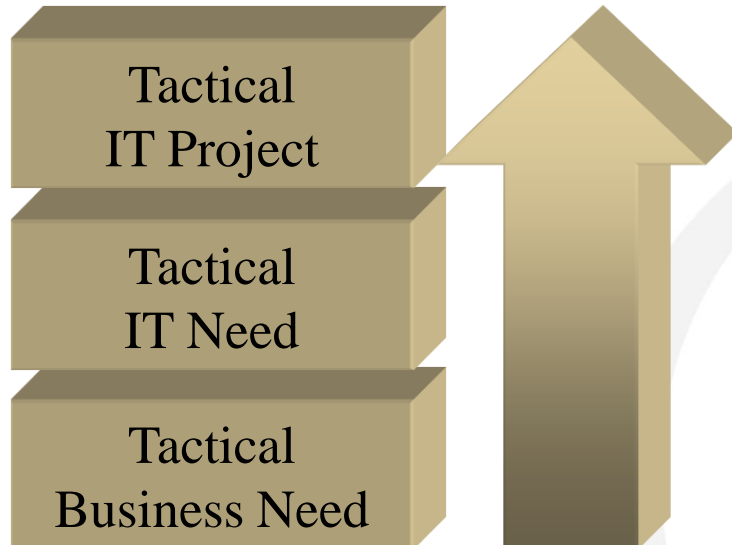
Project Portfolio - Utility



Enterprise Architecture Enables Strategic Planning

EA enables proactive
Strategic Project Generation

Tactical Project
Generation



EA and Project Management

TOGAF 9 Phase	Main EA Activities and Deliverables	Project Management Phases and Deliverables
P	Preliminary Planning <ul style="list-style-type: none"> Framework and Governance 	Selection of Portfolio / Project Management Framework
A	Vision <ul style="list-style-type: none"> Vision Document including Roadmap 	Portfolio Initiation
R	Requirements Management	Portfolio Planning Project Planning
B, C, D	Architecture Definition	Project Initiation
E, F	Architecture Transformation <ul style="list-style-type: none"> Transition Architectures Implementation and Migration Plan 	Project Planning
G	Architecture Implementation Governance	Project Execution Monitoring and Controlling
H	Architecture Change Management	Monitoring and Controlling

EA and PM Knowledge Areas

PM Knowledge Areas	TOGAF 9
Communications Management	<ul style="list-style-type: none"> * Preliminary Phase – Stakeholder Management * Chapter 24 – Stakeholder Management
Scope Management	<ul style="list-style-type: none"> • Preliminary Planning – Request for Arch Work • A - Vision – Statement of Architecture Work • Requirements Management
Quality Management	<ul style="list-style-type: none"> • Requirements Management • B-D - Architecture Definition – Service Qualities
Human Resource Management	<ul style="list-style-type: none"> • B-D - Architecture Definition – Service/Technical Reference Models • Chapter 52 - Architecture Related Roles
Integration Management	<ul style="list-style-type: none"> • A - Architecture Vision – Strategic Conceptual • B – D - Architecture Definition – Logical • E - Opportunities and Solutions – Physical • Chapter 29 - Interoperability
Risk Management	<ul style="list-style-type: none"> • E - Opportunities and Solutions – Implementation Risk • H - Architecture Change Management • Chapter 31 – Risk Management
Cost Management	<ul style="list-style-type: none"> • A - Vision, B-D Definition and E - Opportunities & Solutions <ul style="list-style-type: none"> – Different levels of cost estimate
Time Management	<ul style="list-style-type: none"> • A - Vision and Phase F – Migration Planning
Procurement Management	<ul style="list-style-type: none"> • Not really addressed in TOGAF



EA and Service Management

ISO 20000 Information Technology Infrastructure Library (ITIL)



ITIL Service Lifecycle

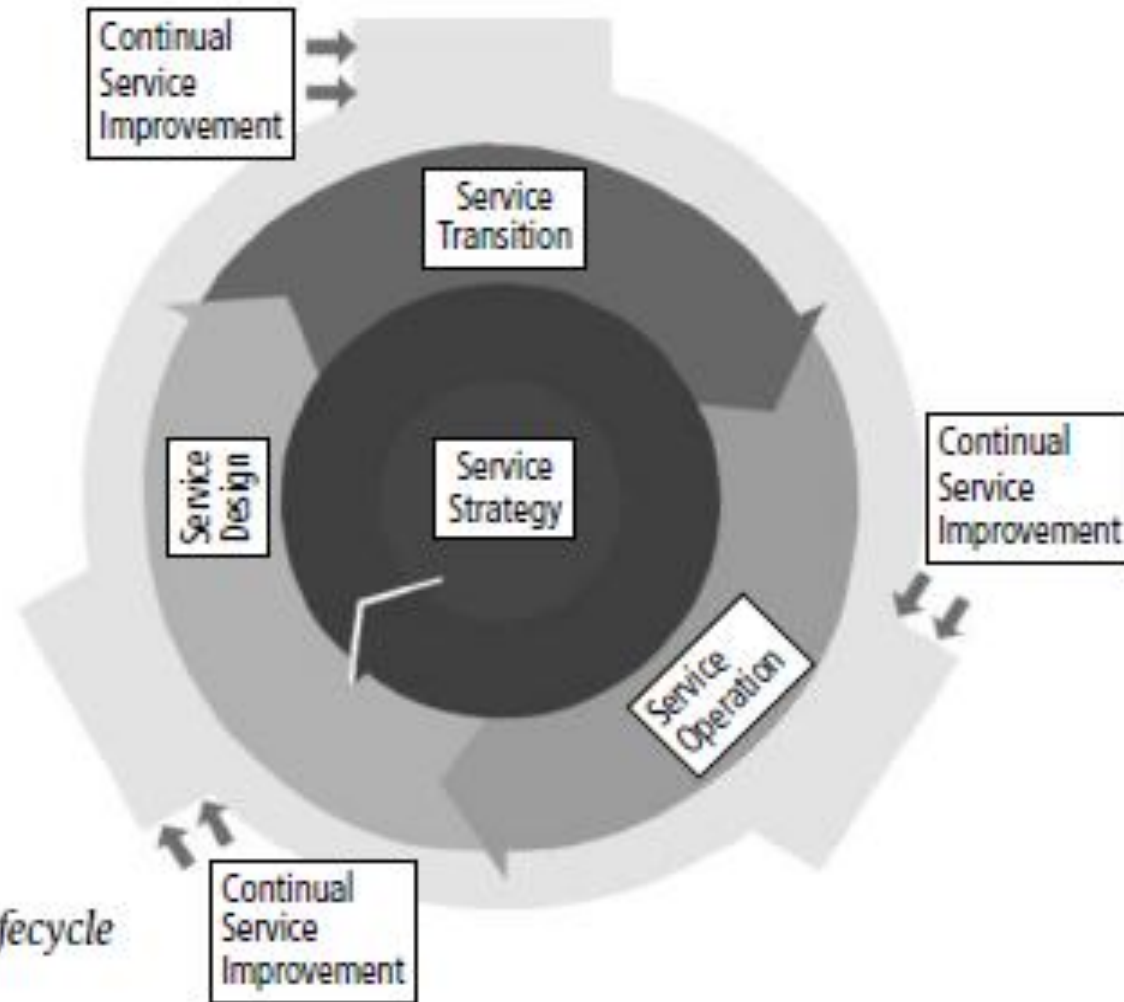
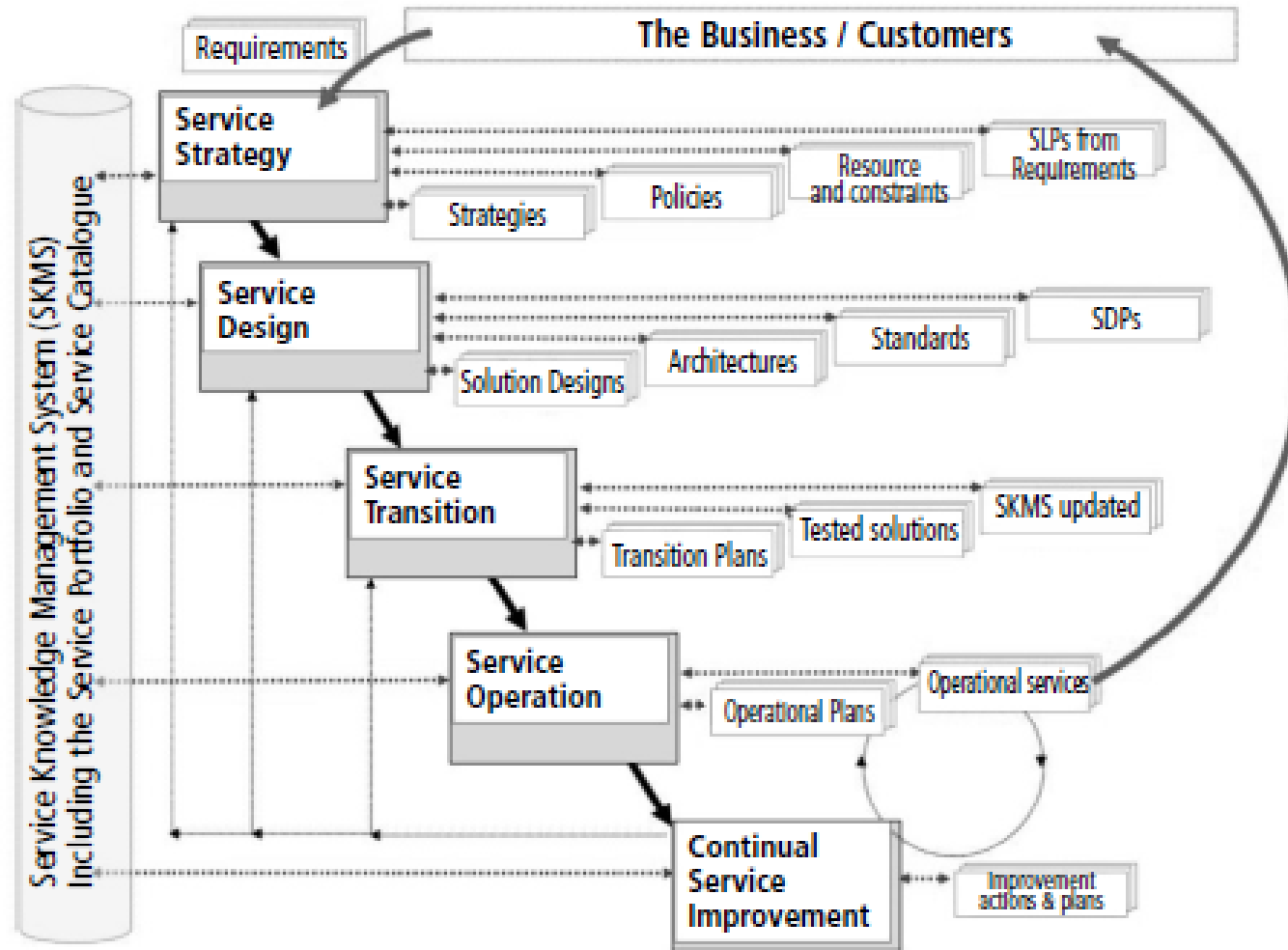


Figure 1: The service lifecycle



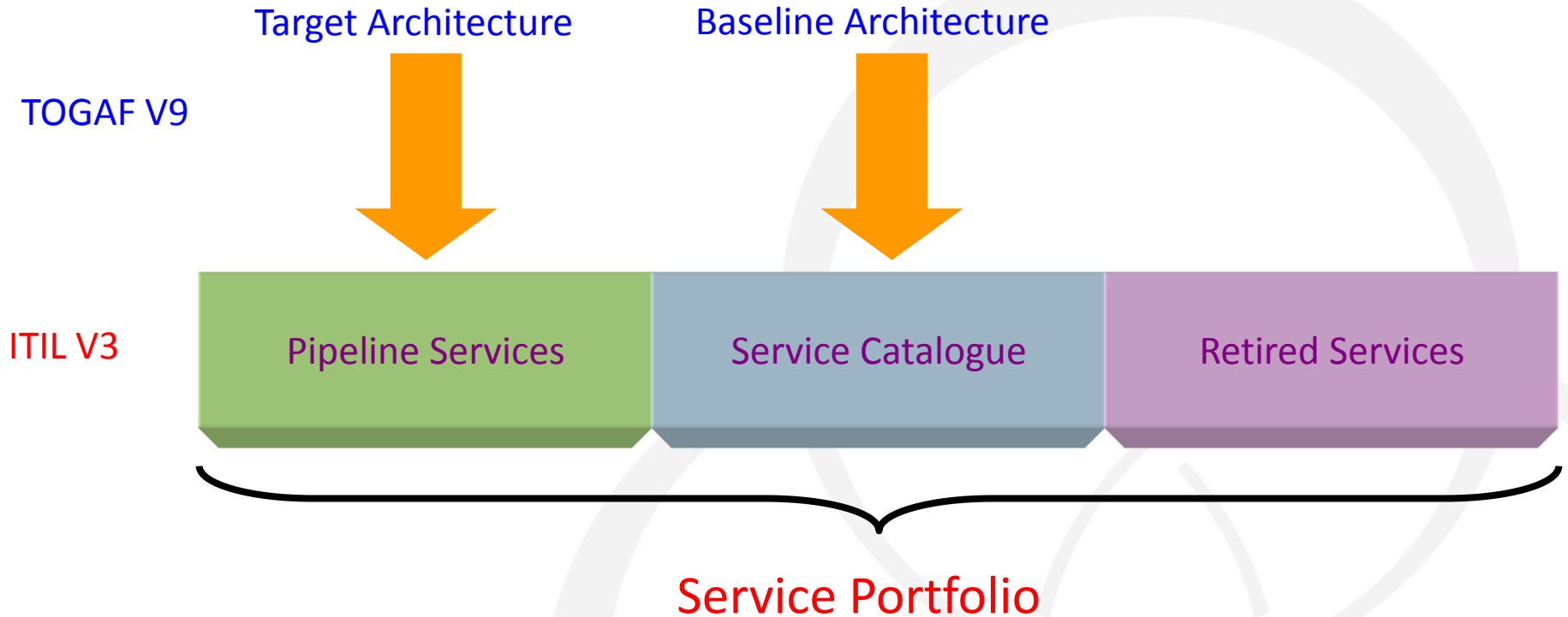
ITIL Service Phases



ITIL V3 – Service Areas and Main Deliverables

Service Strategy	Service Design	Service Transition	Service Operation	Continuous Service Improvement
<ol style="list-style-type: none"> 1. Financial Mgt 2. Service Portfolio Mgt 3. Demand Mgt 	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. Change Mgt 2. Service Asset and Configuration Mgt 3. Knowledge Mgt 4. Release and Deployment Mgt 5. Service Validation and Testing 6. Evaluation 7. Transition Planning and Support 	<ol style="list-style-type: none"> 1. Event Mgt 2. Incident Mgt 3. Request Fulfilment 4. Access Mgt 5. Problem Mgt <p><i>Functions</i></p> <ul style="list-style-type: none"> • Service Desk • Technical Mgt • Application Mgt • IT Ops Mgt 	<ol style="list-style-type: none"> 1. Service Improvement 2. Service Measurement 3. Service Reporting
Deliverables				
<ul style="list-style-type: none"> • Strategies • Policies • Resource Constraints • Service Level Packages (SLP) 	<ul style="list-style-type: none"> • Solution Design • Architectures • Standards • Service Design Package (SDP) 	<ul style="list-style-type: none"> • Transition Plans • Tested Solutions • Service Knowledge Management System (SKMS) 	<ul style="list-style-type: none"> • Operational Plans • Operational Services 	<ul style="list-style-type: none"> • Improvement Actions and Plans

Service Portfolio Concept



EA and Service Management

TOGAF 9 Phase	Main EA Activities and Deliverables	Service Management Phases and Deliverables
P	Preliminary Planning <ul style="list-style-type: none"> • Framework and Governance 	ITIL Framework
A	Vision <ul style="list-style-type: none"> • Vision Document including Roadmap 	Service Strategy
R	Requirements Management	Service Knowledge Management System (SKMS)
B, C, D	Architecture Definition	Service Design
E, F	Architecture Transformation <ul style="list-style-type: none"> • Transition Architectures • Implementation and Migration Plan 	Service Transition
G	Architecture Implementation Governance	Service Transition
H	Architecture Change Management	Service Operation Continual Service Improvement



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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.

EA and Software Engineering

TOGAF 9 Phase	Main EA Activities and Deliverables	ISO 42010 Deliverables
P	Preliminary Planning <ul style="list-style-type: none"> • Framework and Governance 	<ul style="list-style-type: none"> • List of stakeholders and concerns • Viewpoint / Perspectives Library • Views : Perspectives mapping • <i>Quality review and/or governance model</i>
A	Vision <ul style="list-style-type: none"> • Vision Document including Roadmap 	<ul style="list-style-type: none"> • <i>Architectural Principles</i> • Functional, Information views (high-level)
R	Requirements Management	N/A
B, C, D	Architecture Definition	<ul style="list-style-type: none"> • Functional, Information, Concurrency views
E, F	Architecture Transformation <ul style="list-style-type: none"> • Transition Architectures • Implementation and Migration Plan 	<ul style="list-style-type: none"> • Development, Deployment, Operational views
G	Architecture Implementation Governance	<ul style="list-style-type: none"> • <i>Architectural Assessment Alignment Report</i>
H	Architecture Change Management	<ul style="list-style-type: none"> • <i>Architectural Assessment Alignment Report</i>



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Putting the Concepts Together





Capability Based Planning in Context

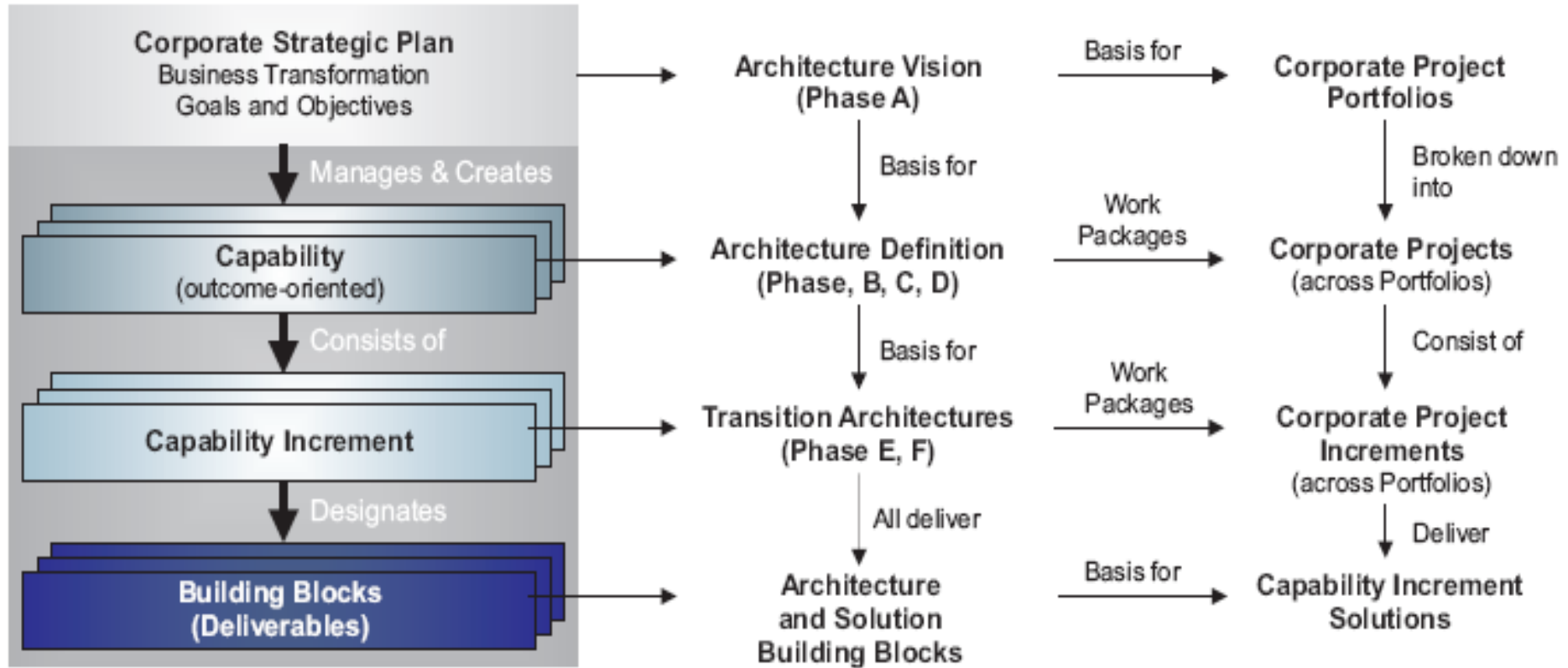
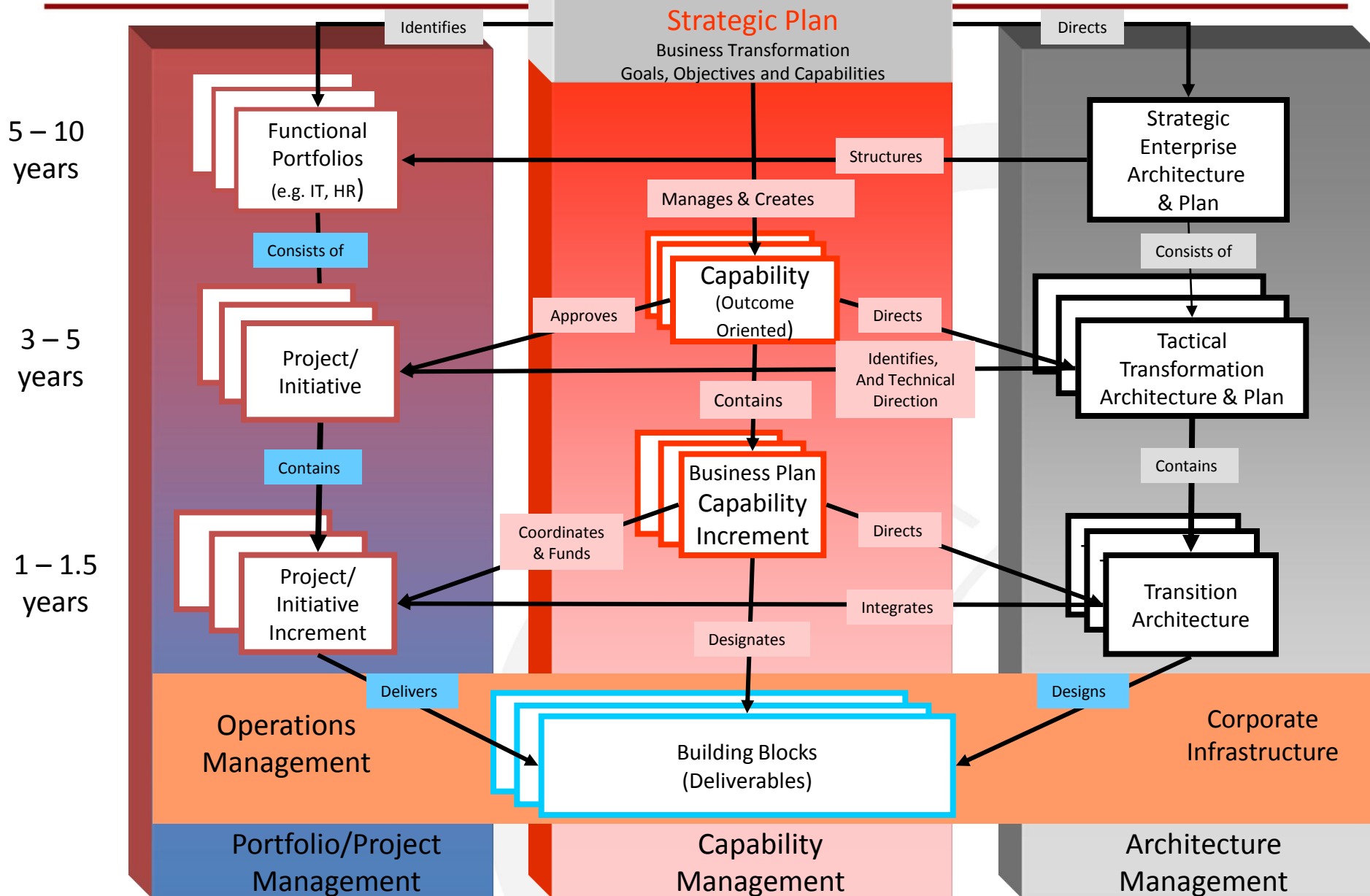
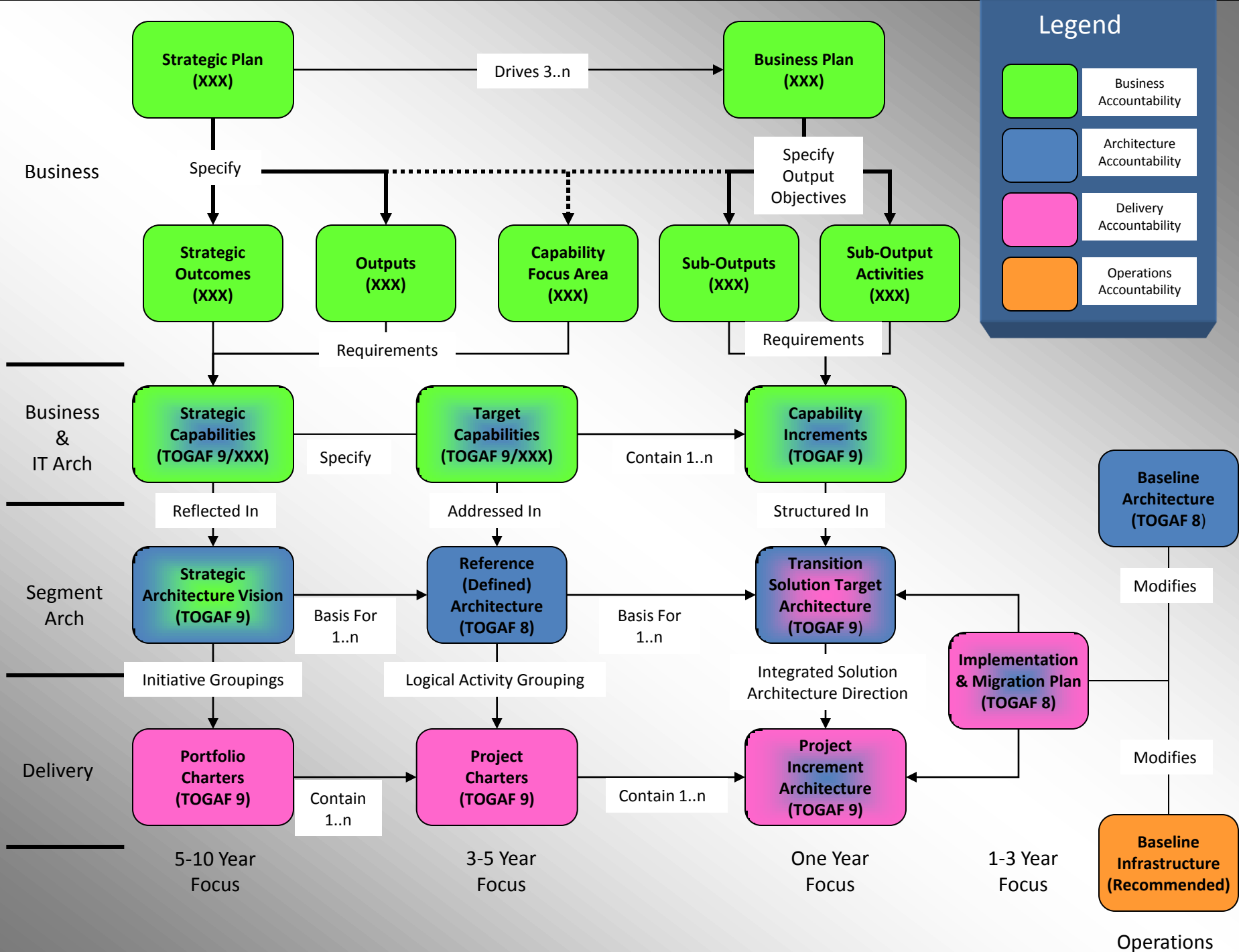


Figure 32-4 Relationship Between Capabilities, Enterprise Architecture, and Projects

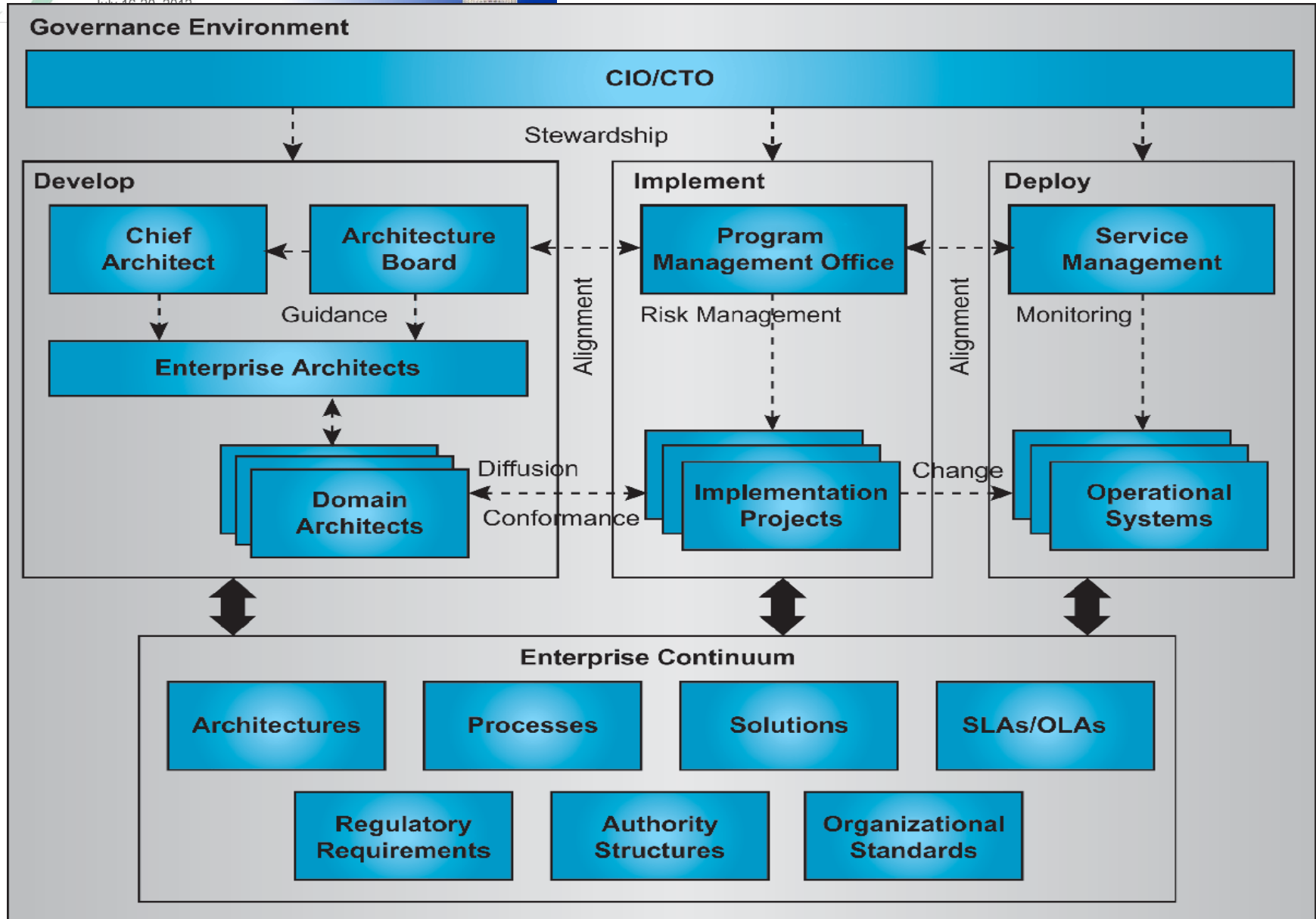
Management Framework Relationships





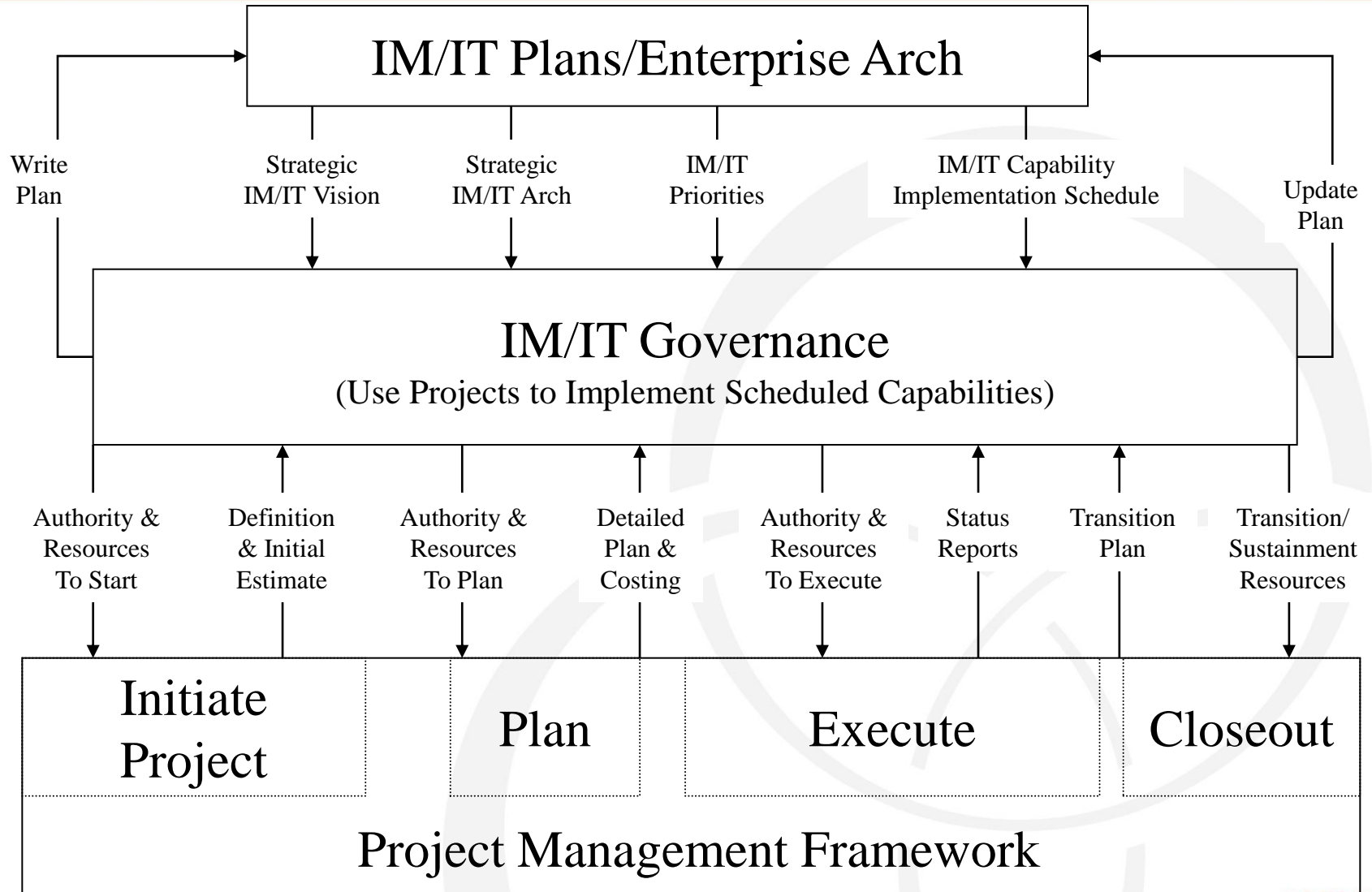


Organizational Structure

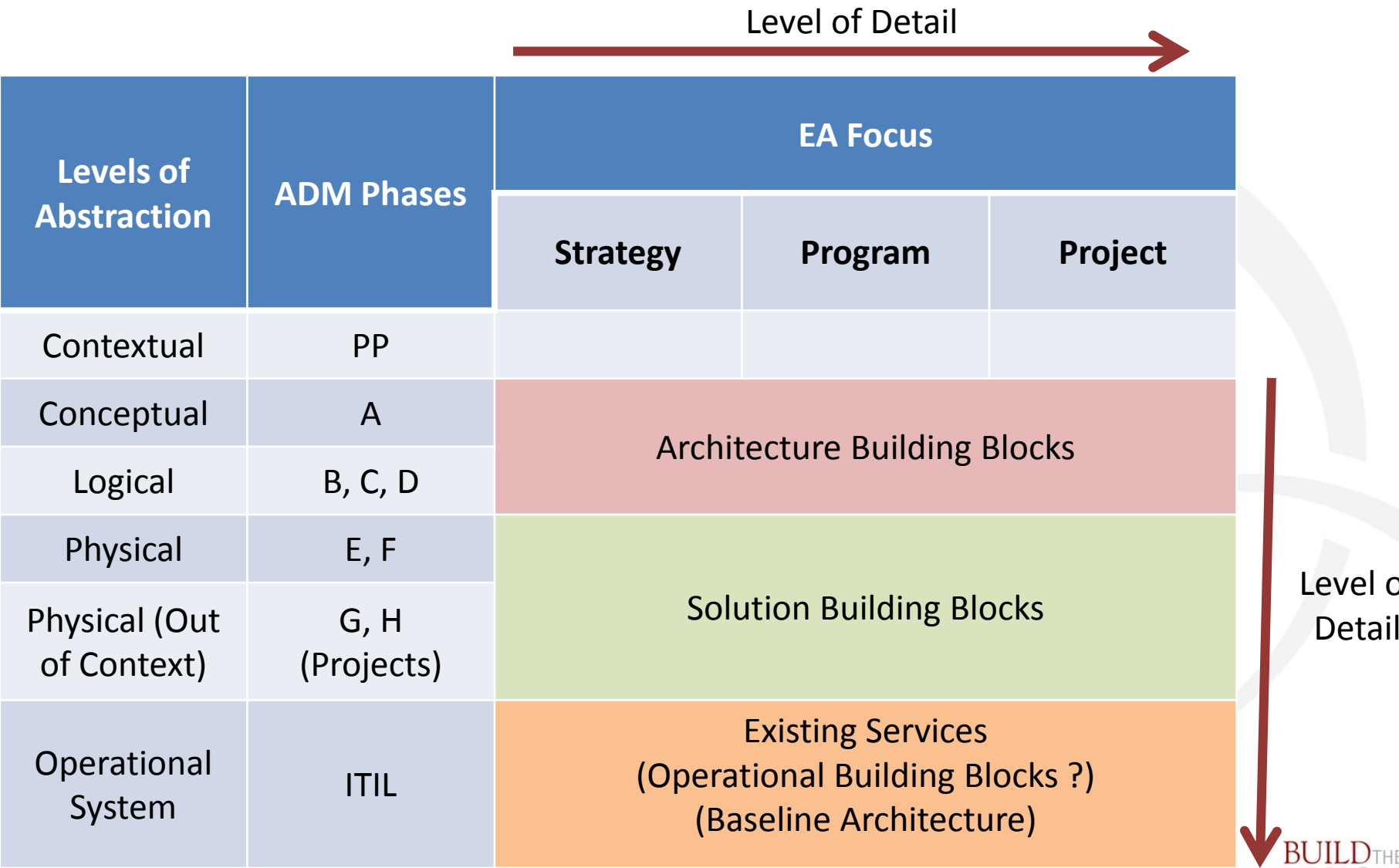


Initiative Synchronization

Case Study– It All Fits

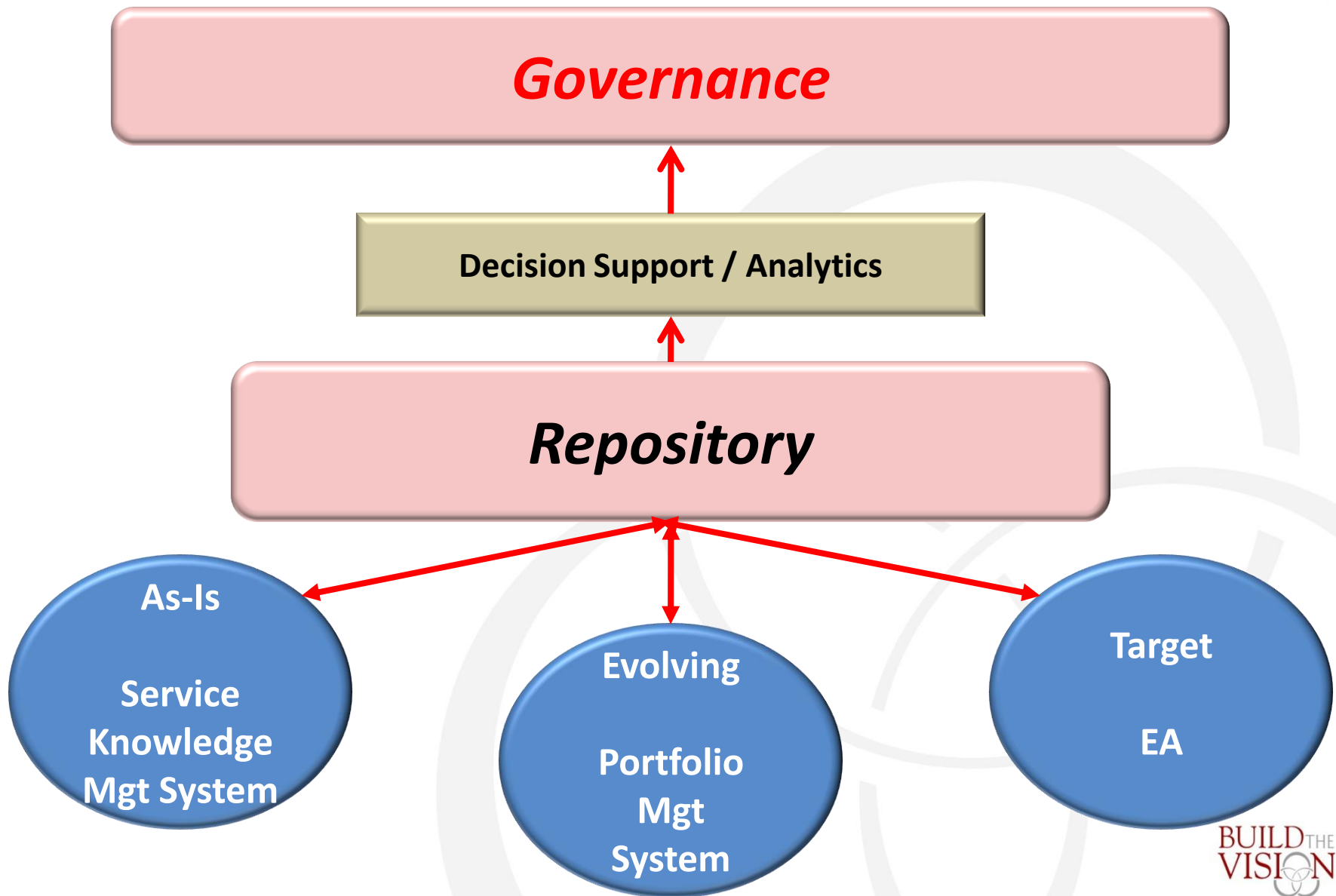


Integrating the Concepts





A Repository to Support All of Governance



- **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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