Architecture Governance

A Practical Framework for Architectural Governance
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?

- CIO/CTO
- Contract/Asset Management
- Distribution Channels
- Standards Organisations
- Working Groups
- Enterprise Architecture Management
- Technology Providers
- Repository Management
- Business units
- Governance Boards
- Regulatory and Legal Bodies
- Trading Partners
- Sourcing

Manage Risk
Create Value

- Control and guidance
- Stewardship and responsibility
- Tracking and measurement
- Cost effectiveness
- Financial
- Compliance
- Dispensation and ratification
- Statutory Obligations
- Integration and Reporting
- Guidelines
- Enablement and validation
- Communication
- Guidelines
- Grant Dispensation and ratification
- Statutory Obligations
- Integration and Reporting

- Expertise and Cost
- Conformance
- Enterprise Architecture Management
- Technology Providers
- Repository Management

- Manage Risk
- Create Value

Manage Risk
Create Value
Governance environment framework

Context

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

Process
- Take on, retirement
- Policy Management
- Compliance
- Dispensation
- Assessment/selection of
  - Technology and Products
  - Models and Architectures
- Environment Management

Content
- Regulatory Requirements
- SLAs and OLAs
- Authority Structures
- Organisational Standards
- Technology/Product Set
- Architectures

Repository

Process Flow Control
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
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
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
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
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

- Approved architectural space
- Governed change and further architectural definition
- Outside of existing architecture
- Existing inventory
- Exploited
- Integrated
- Developed
- Acknowledged

Scope of enterprise architecture
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?

Governance Environment

CIO/CTO

Stewardship

Develop

Chief Architect

Architecture Board

Enterprise Architects

Domain Architects

Implement

Programme Management Office

Implementation Projects

Deploy

Service Management

Operational Systems

Enterprise Continuum

Architectures

Processes

Solutions

SLAs / OLAs

Regulatory Requirements

Authority Structures

Organisational Standards