

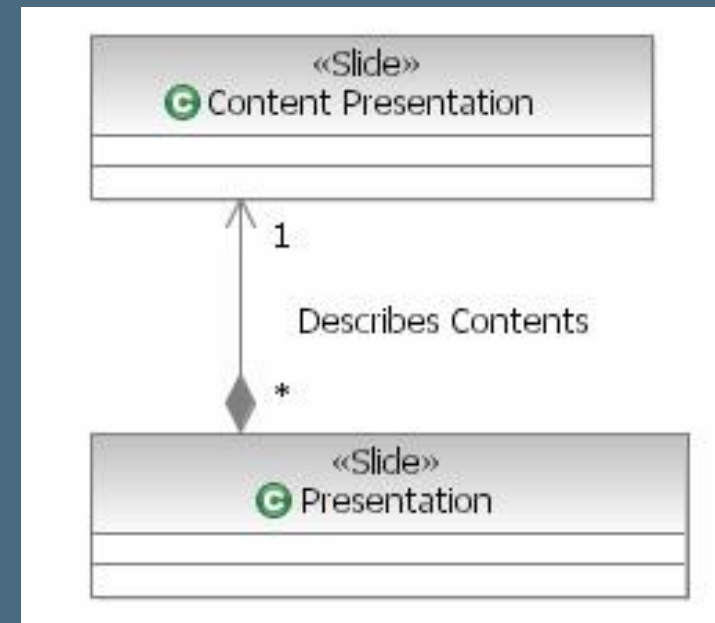
Putting the "Agile" into an Enterprise Architecture Process

Creating an AgileEA Process

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13 March 2007
Version 1.1

Meta-Presentation

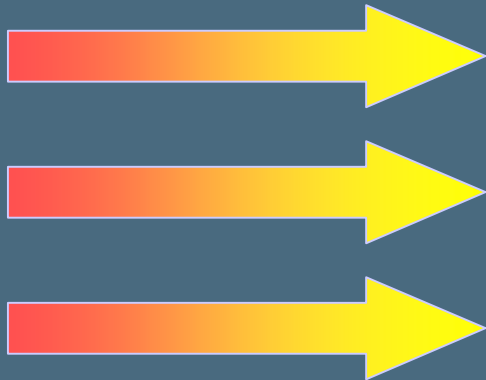
- Context
- The Challenge
 1. The **Agile in EA** part
 2. The **EA Process** part
 3. The **EPF** part
- Conclusion



Context

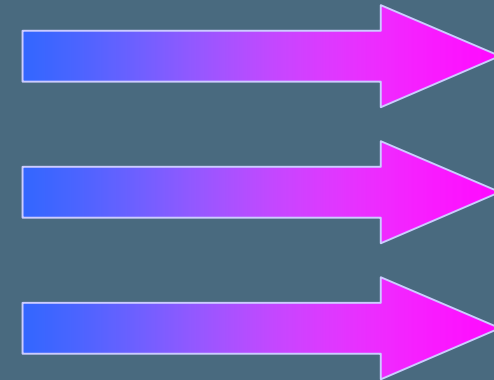
From the past → into the Future

Past Threads
(My background)



**Enterprise
Architecture
Now**

Future Threads
(This Talk)



Where from? (Past Threads)

- **Modelling**

- Flow Charts, Entity-Relationships, Data Flow, IEW & other case tools (80's)
- InfoMet - South Africa - EA modelling (90-97)
- UML 1..2 (from 97 → current),
- Sparx Enterprise Architect (2003),
- ARIS (2005)

- **Enterprise Architect @ Umgeni water (92-95)**

- Tracked SCADA, Telephony, Computing LANs & WANs, incl. GIS and Chemistry Laboratory equipment

- **RUP implementation & iterative mentoring**

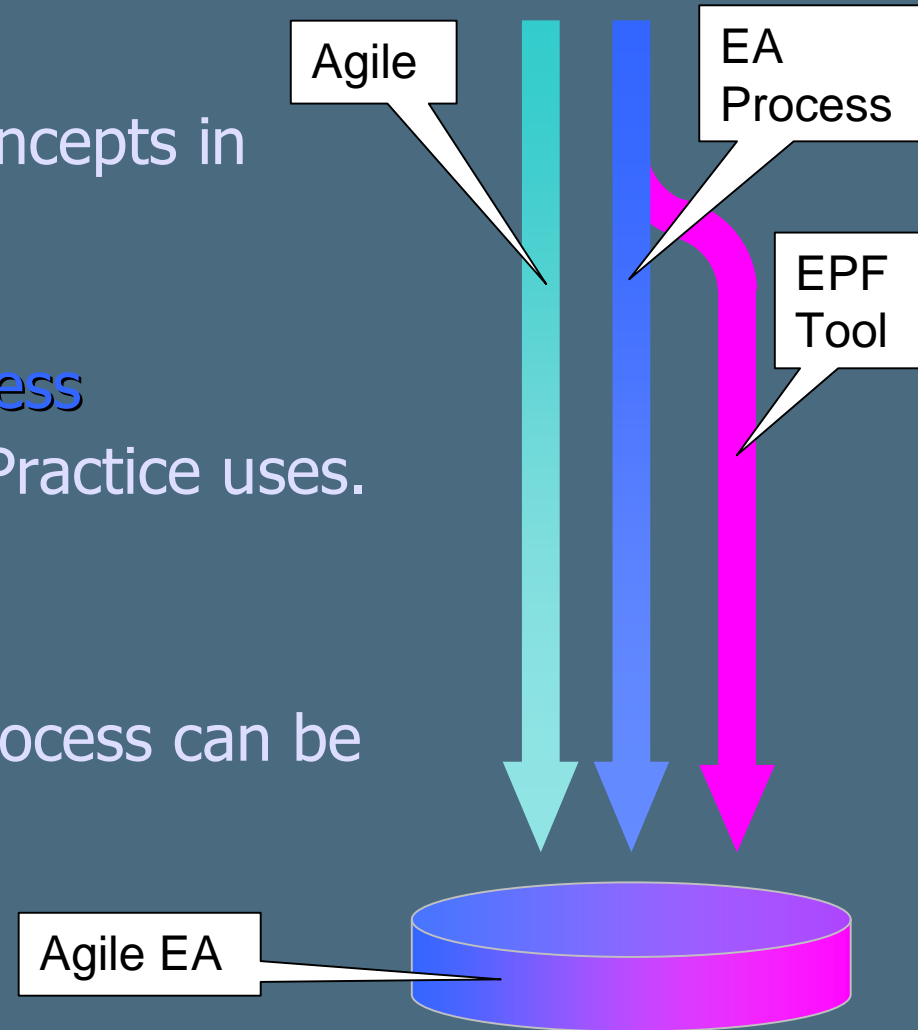
- All IBM Rational Tools & others + RUP (1999-2007)
- Agile Methods, Scrum, XP, Agile Modelling, etc.

- **TOGAF 8.1.1**



Where to? (Future Threads)

- **Agile in EA**
 - How we can use Agile concepts in Enterprise Architecture.
- **Enterprise Architecture Process**
 - The daily process an EA Practice uses.
- **Eclipse Process Framework**
 - Show how an Agile EA process can be simply represented.



The Challenges

Business & IT Environment

- Changes → Come Faster & faster
- Compliance → Gets Tighter & tighter
- Delivery → Needed Sooner & sooner
- Application distribution → Wider & wider
- Stress → Pressure Higher & higher

UNLESS WE CONTROL THIS CHAOS = FAILURE !

Enterprise Architecture Environment

- EA is becoming more relevant → Why?
- Understand the BIG picture in the organisation
- Understand divergence → Converge Architecture
- Understand & enable software component reuse
 - Microsoft's - Software Factory concept
 - Commercial-off-the-shelf (COTS) integrations
 - Reuse of Services in a SOA world
- Understand the growing complexity

**“YOU CAN'T MANAGE WHAT YOU CAN'T
SEE & UNDERSTAND”**

Enterprise Architecture Processes

- As more Companies see the benefit & start up EA
- Look to TOGAF, Zachman, etc. for guidance
- **TOGAF (ADM)** = Architecture Development Method

Some **PROs**

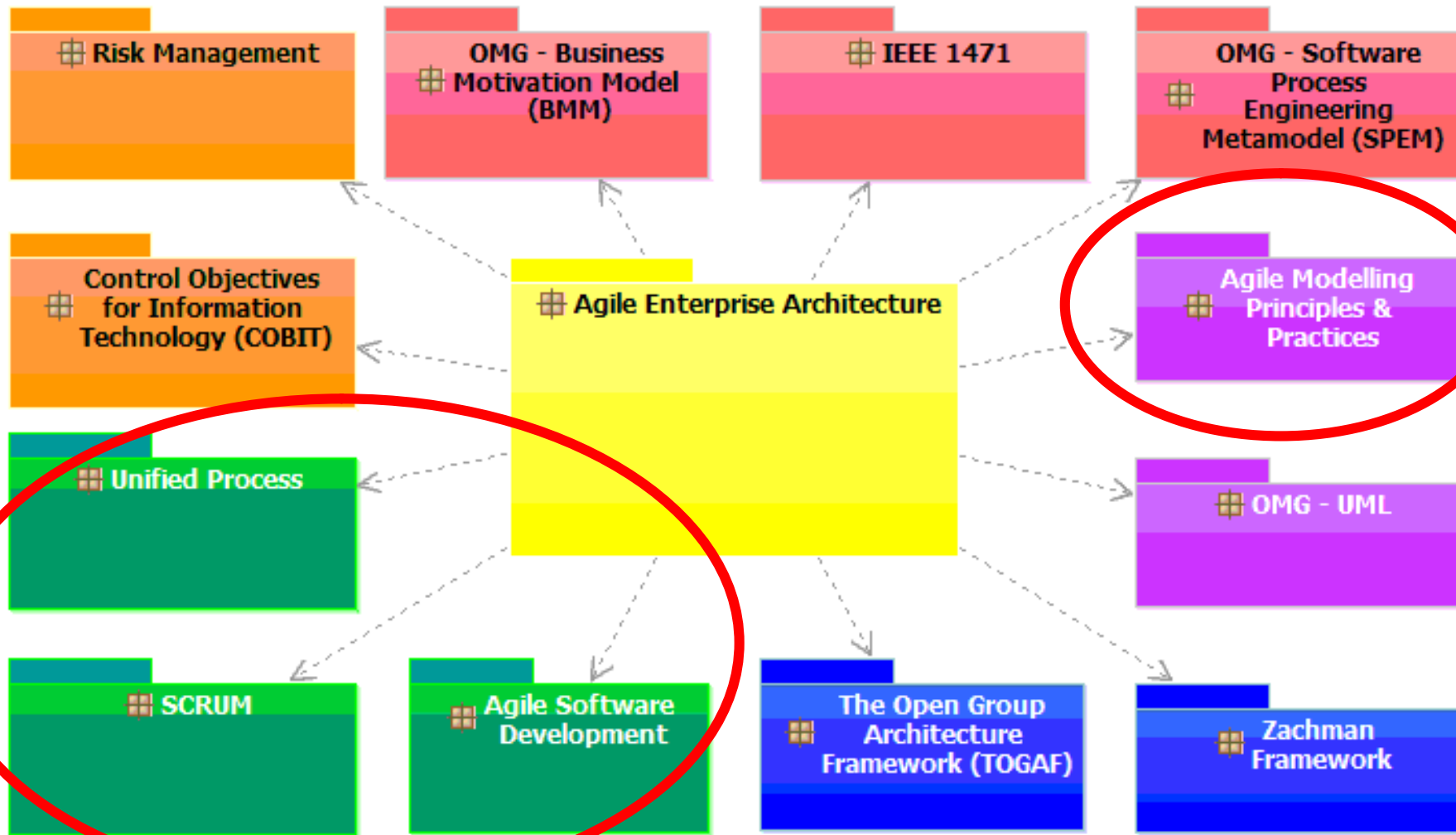
- Generic (purposely)
- Configurable
- Broad Coverage
- Growing
- Open
- Helps governance...

Some **CONs**

- Difficult to know where to start
- No Artefact Meta-Model
- No relationship between
 - Roles, Activities and Artefacts
- 500 Pages of good stuff, but where do I start?...

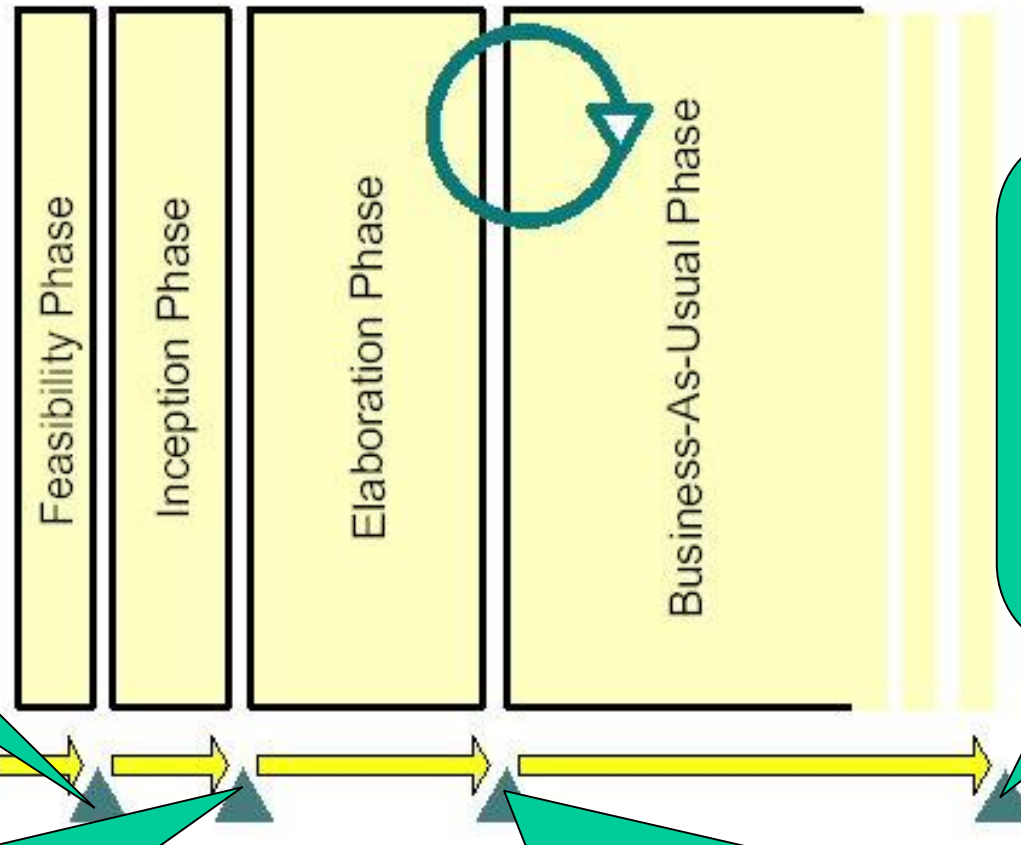
The Agile in EA part

Unified Process & Agile + EA = AgileEA



Phases & Milestones

Enterprise Architecture Practice



Money to start EA department or Project.

On-going: No specific milestone. Could be carved up into any phases. E.g. Annual cycle, Maturity steps, etc.

Time Dimension

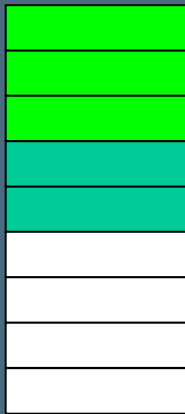
Concepts sold to Business. EA Vision, Business Case, Benefits, etc.

1st baseline of a working EA Practice Process Activities, Roles, Artefacts, Resources, etc.

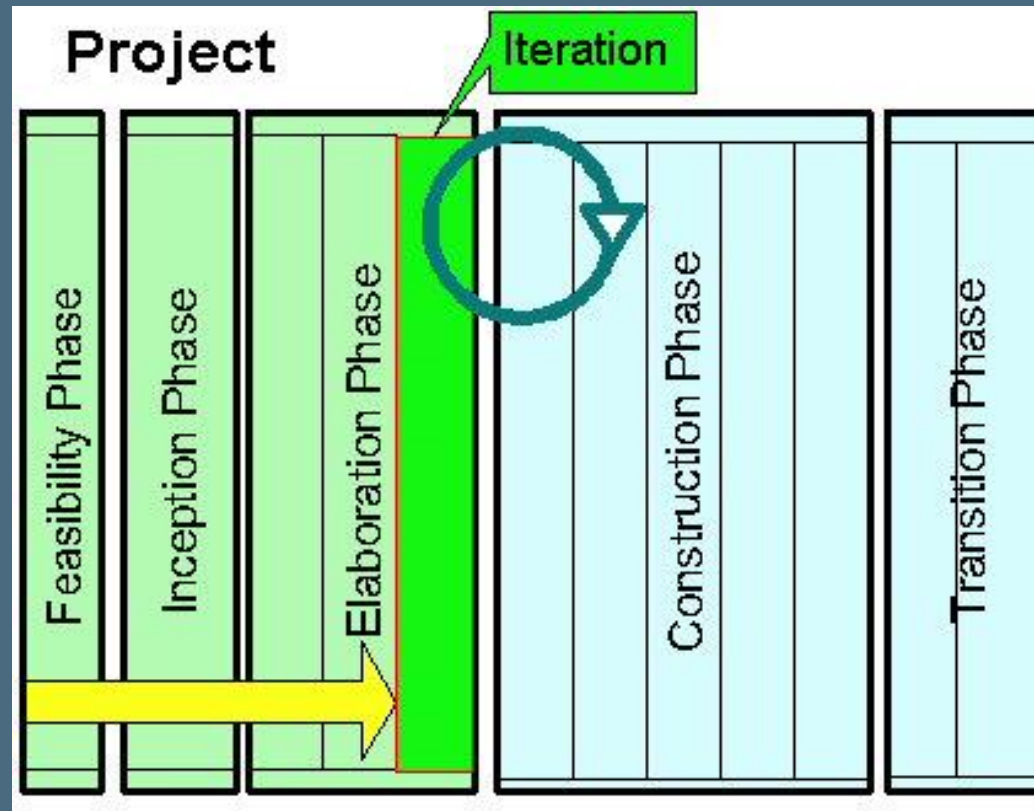
Iterations in EA

- Iteration Activity stack (When Aspect)

Content Dimension



Time Dimension



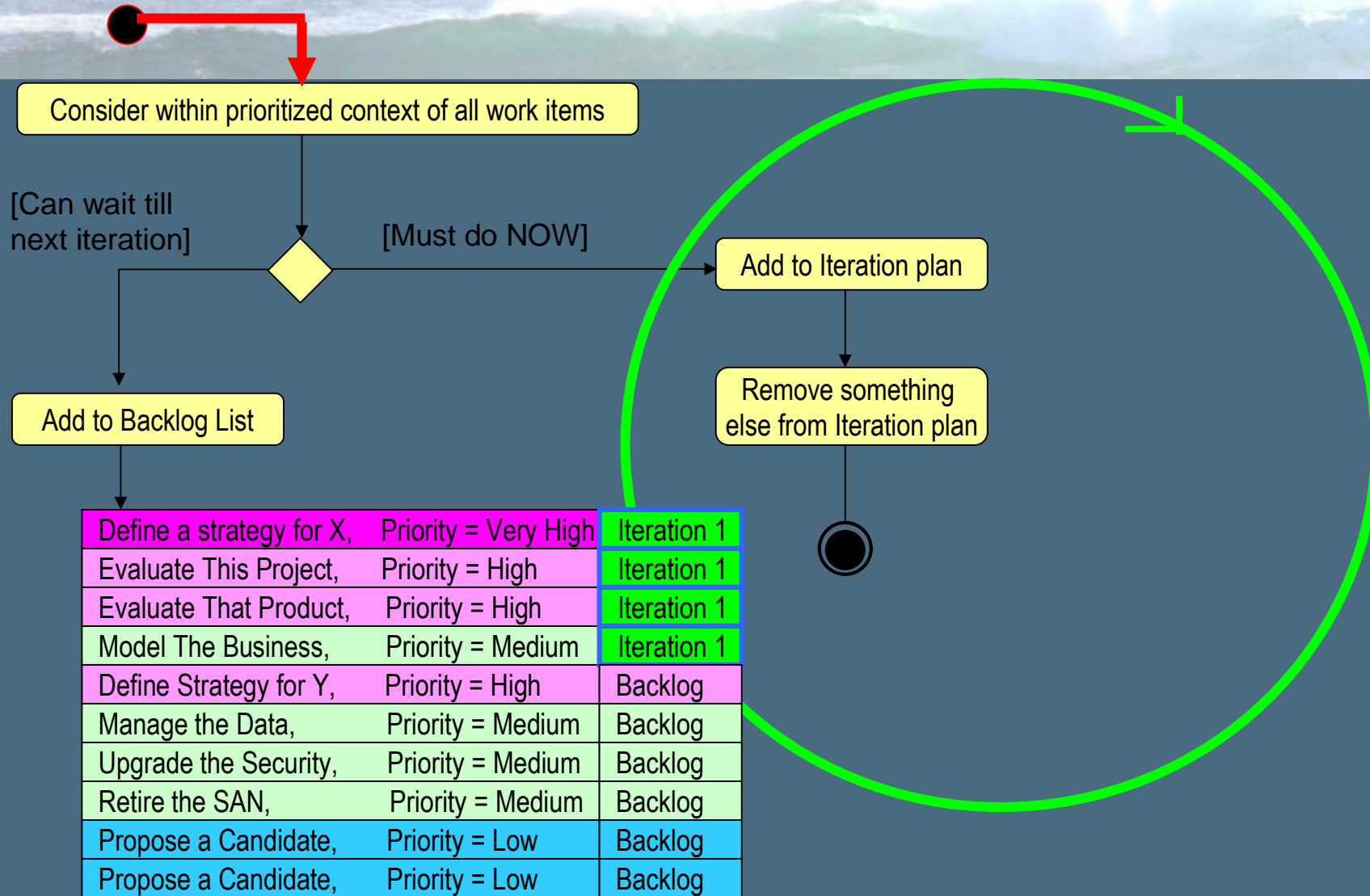
Use SCRUM management

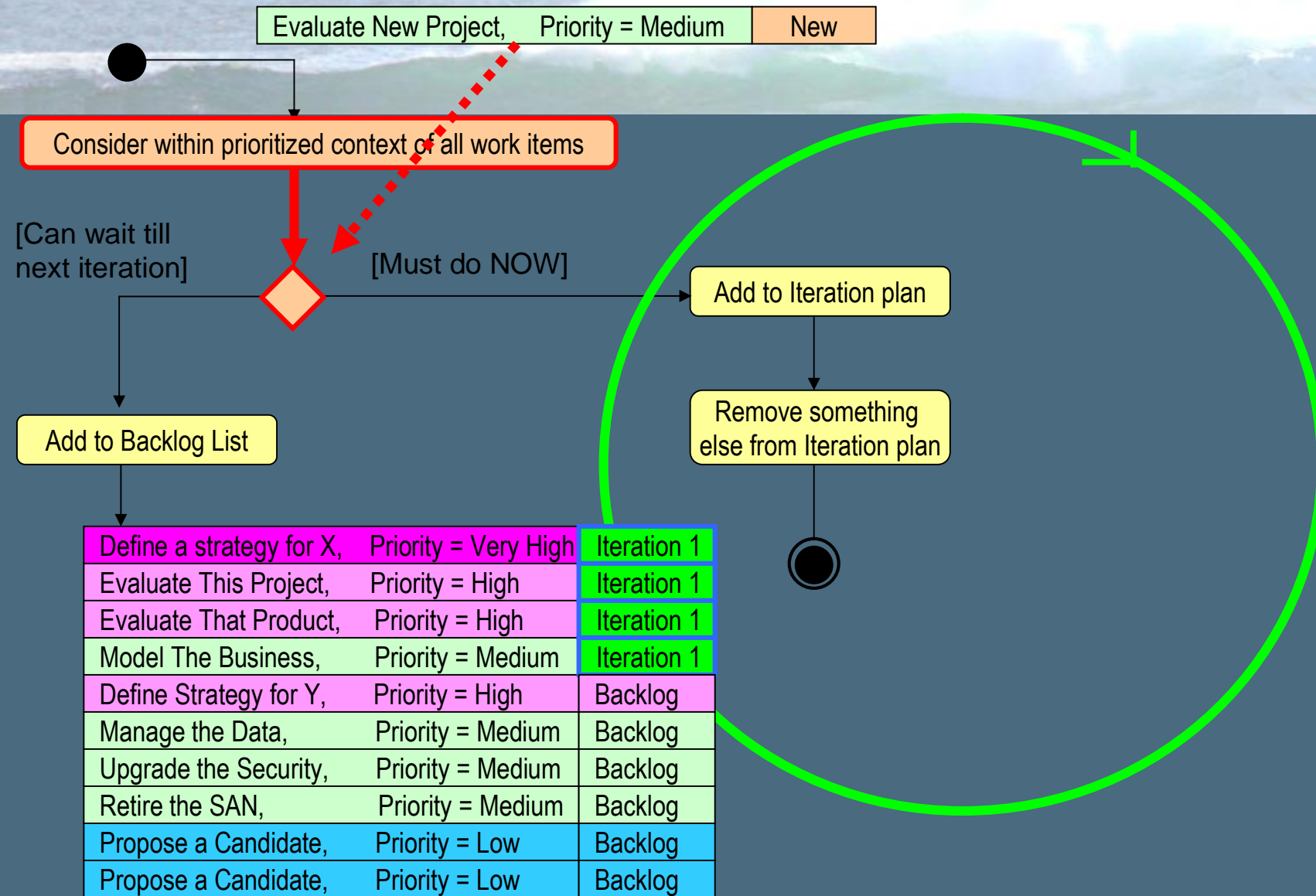
Its intended use is for management of software development projects, and it has been successfully used to "wrap" Extreme Programming and other development methodologies. **However, it can theoretically be applied to any context where a group of people need to work together to achieve a common goal** – such as setting up a small school, scientific research projects or planning a wedding. (Wikipedia) [2] – EA Practice??

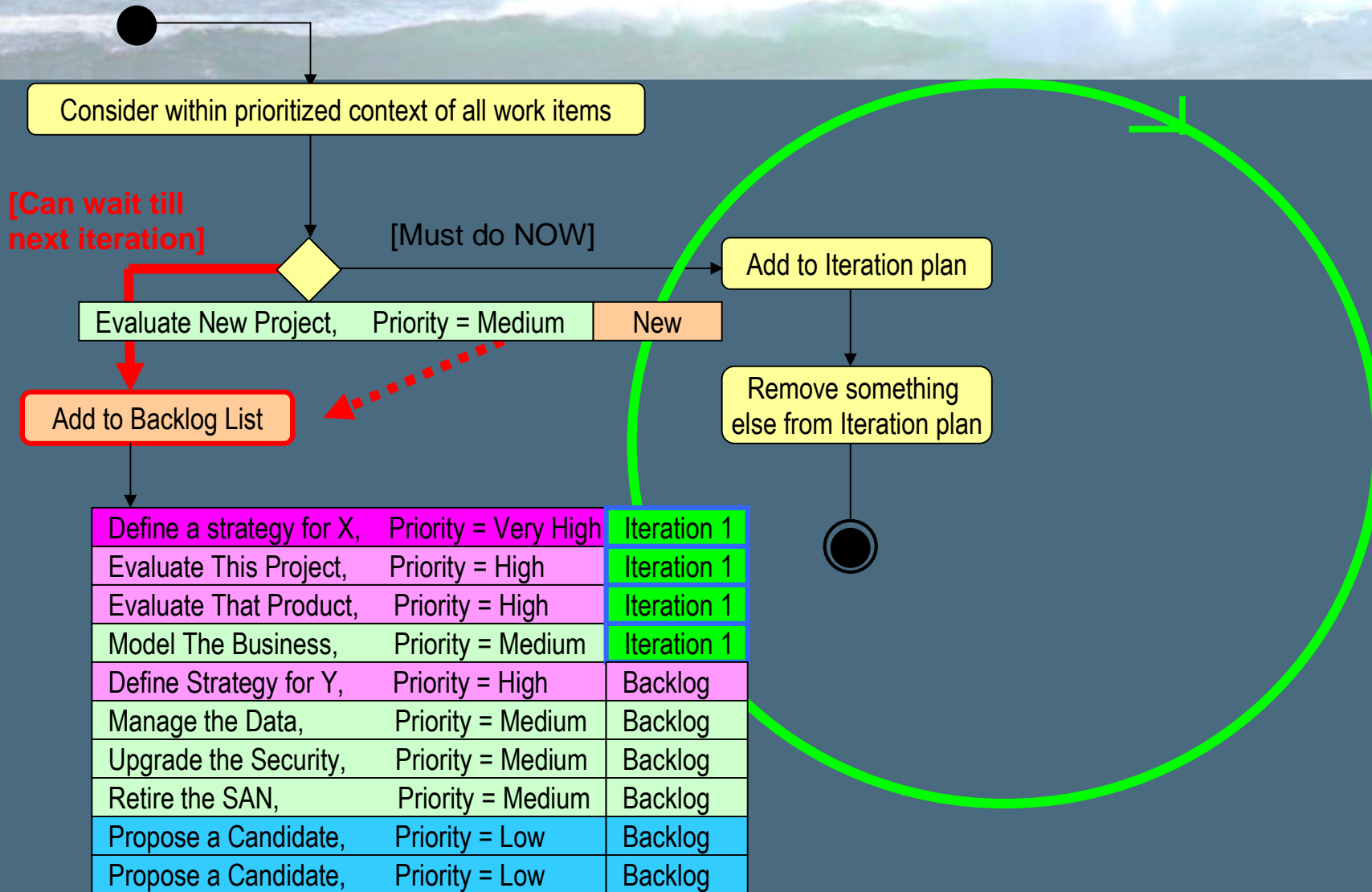
- A *living backlog* of prioritized work to be done;
- Completion of a largely fixed set of backlog items in short *sprints*;
- Brief *daily meeting* (*scrum*), at which progress is explained, upcoming work is described and impediments are raised.
- A brief *planning session* in which the backlog items for the sprint will be defined. (At the end of sprint once per sprint)
- A brief *heartbeat retrospective*, at which all team members reflect about the past sprint. (At the end of sprint once per sprint) [3][4]

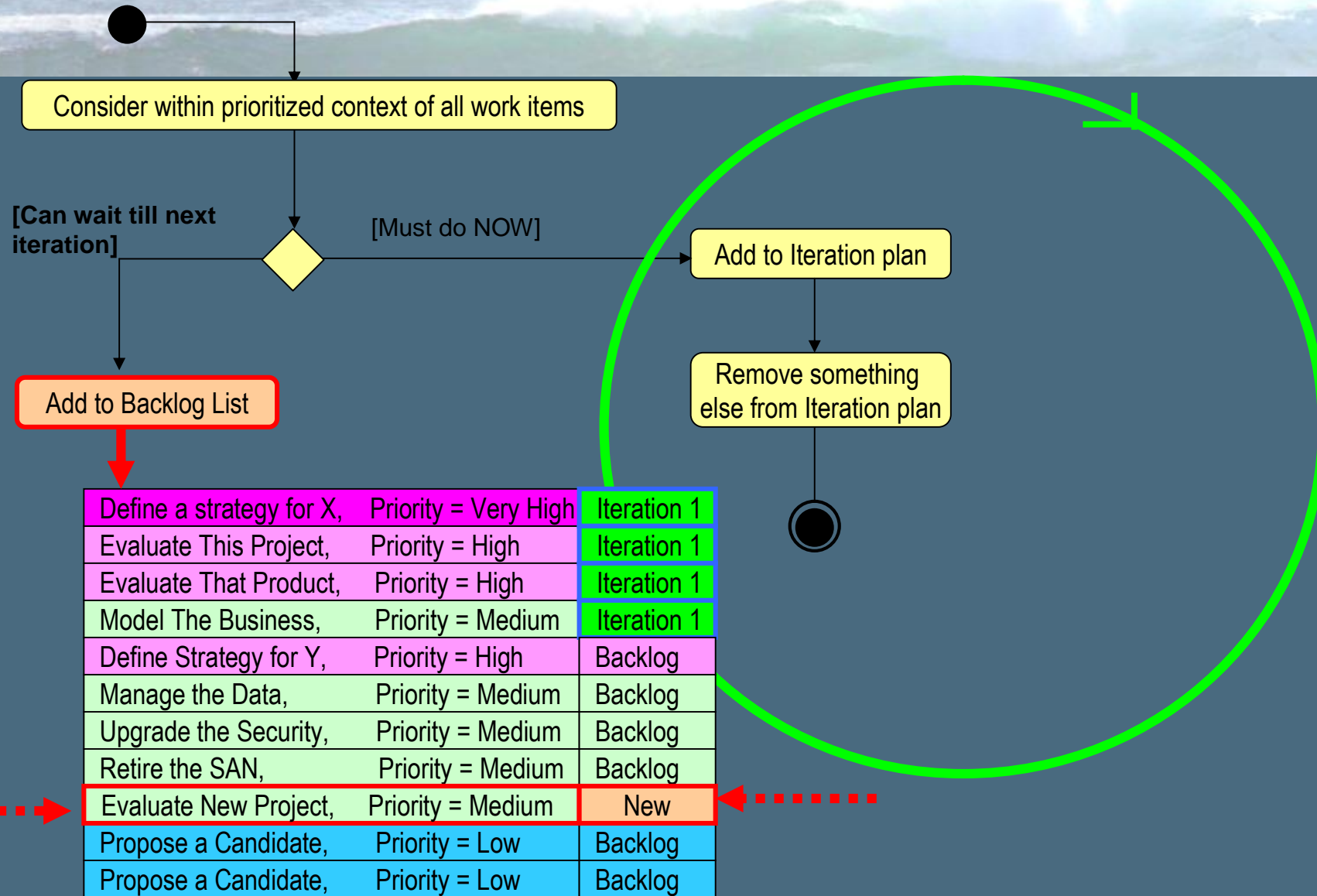
Normal Scenario - new work item arrives

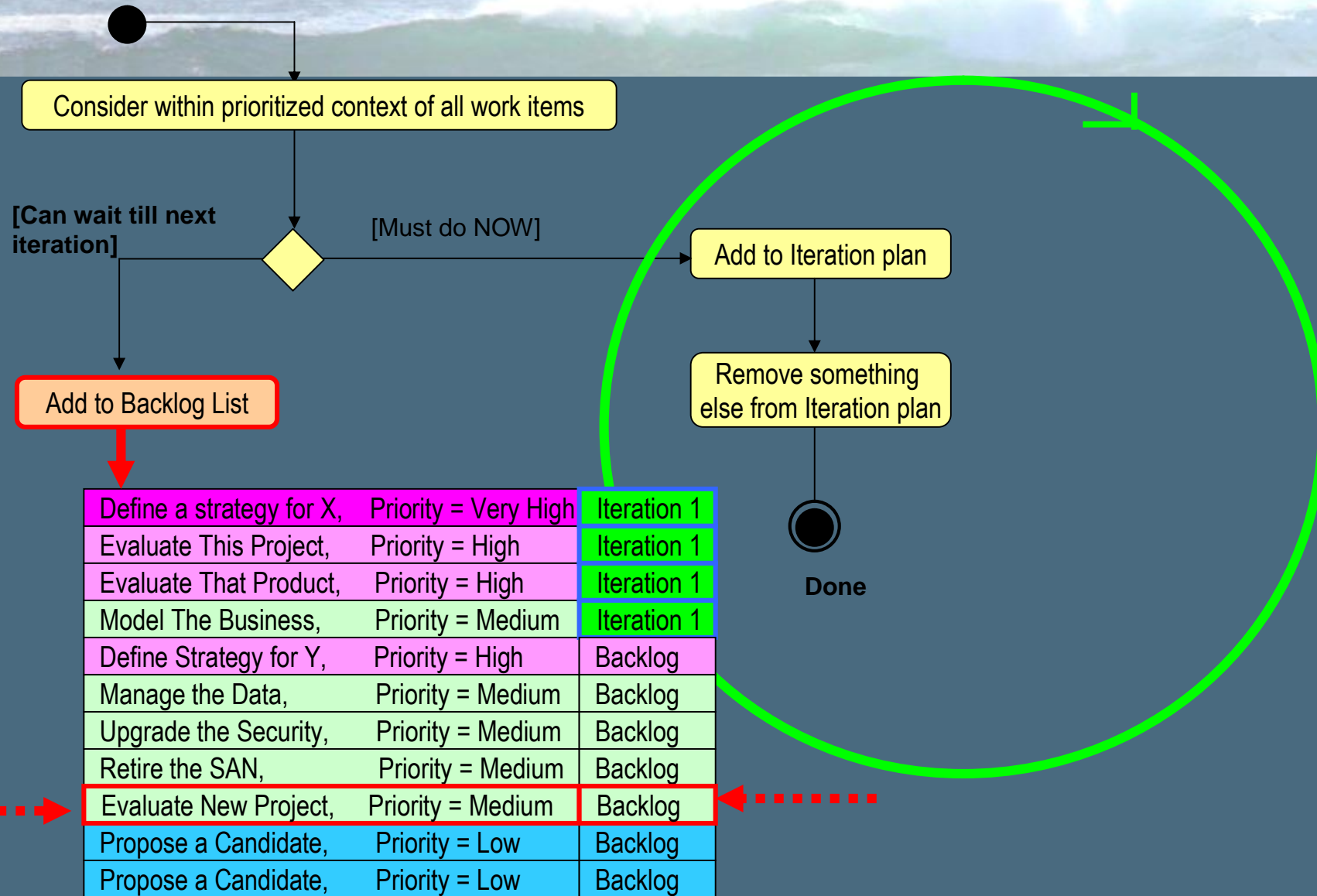
Start









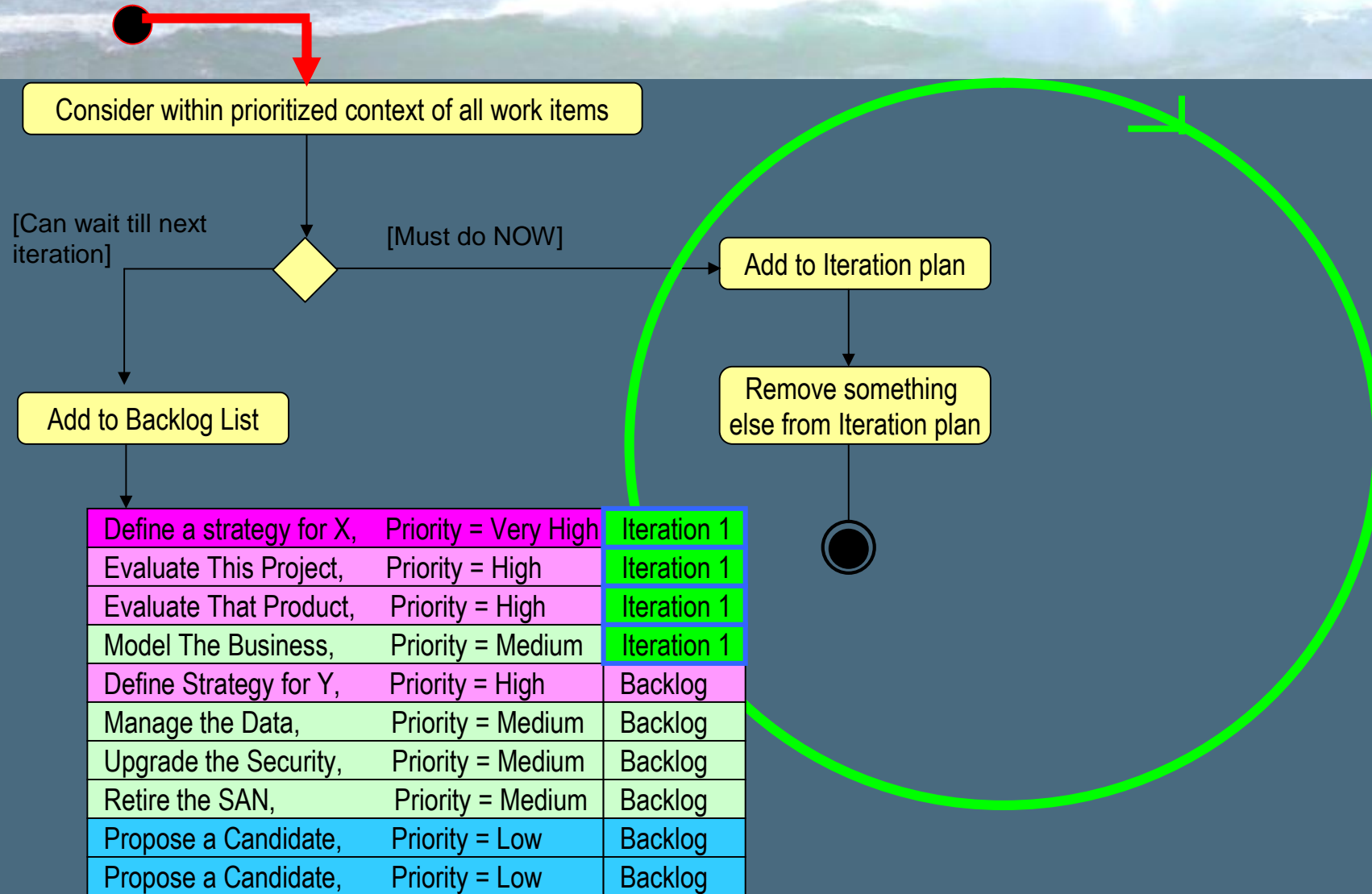


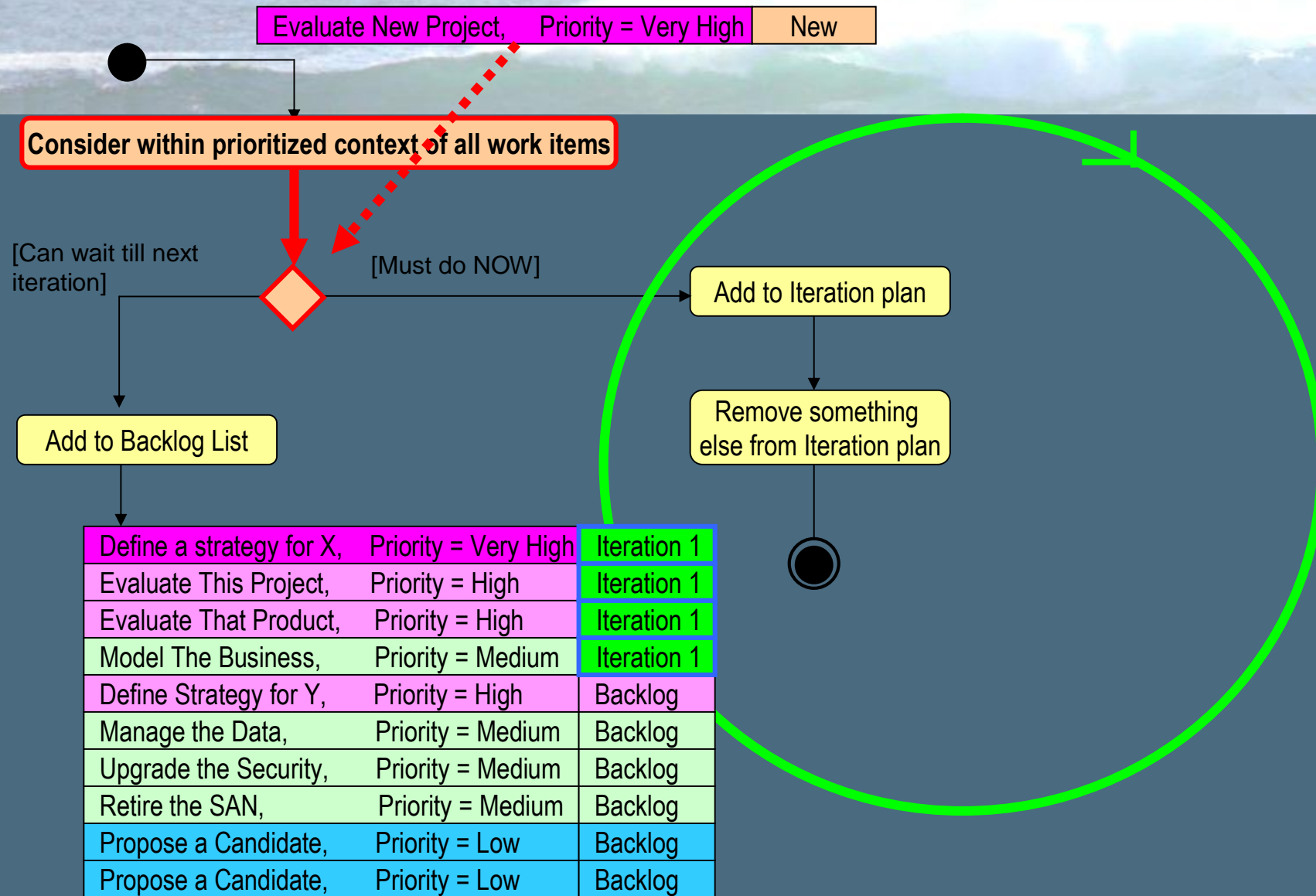


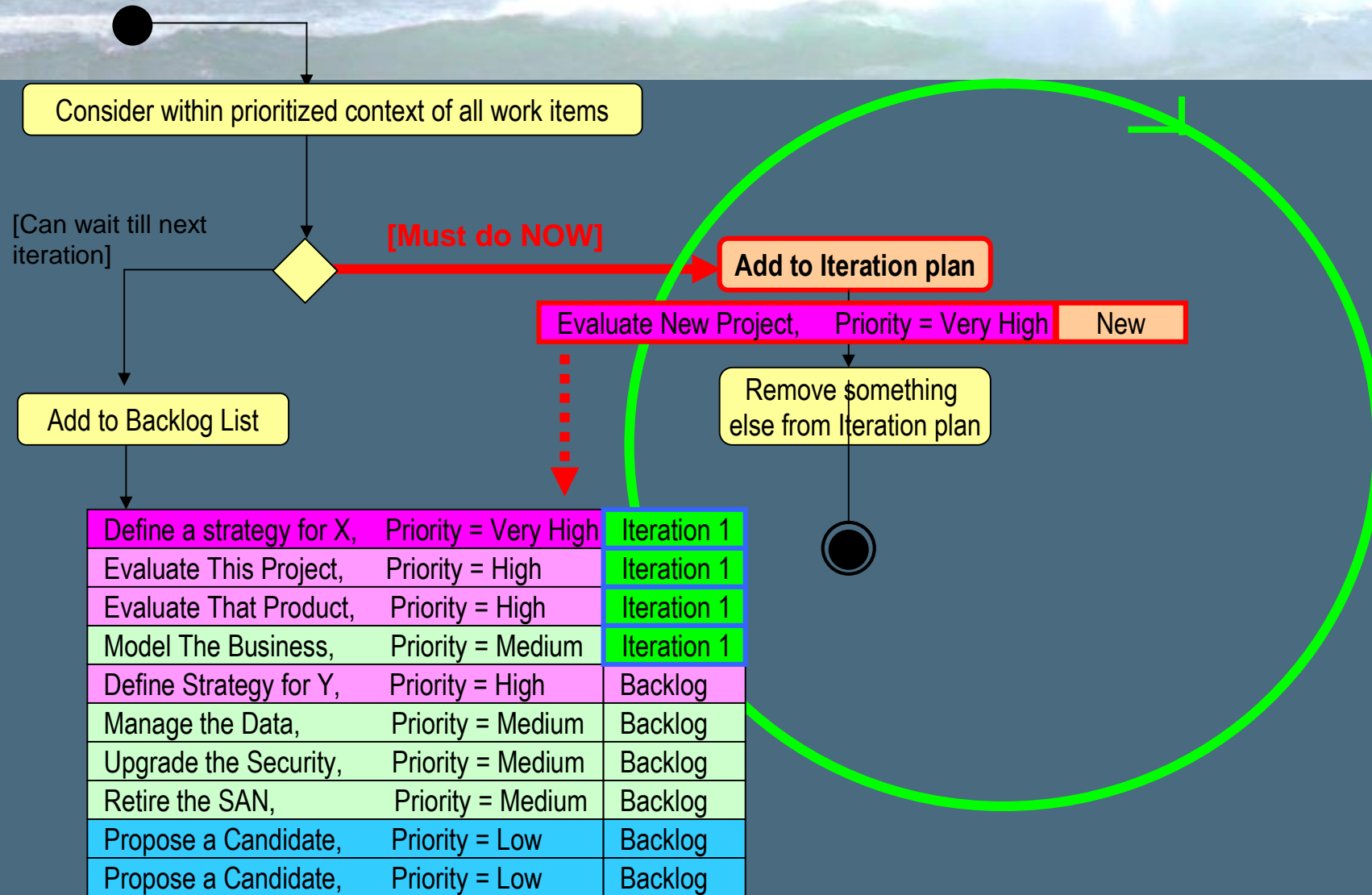
ProcessWave

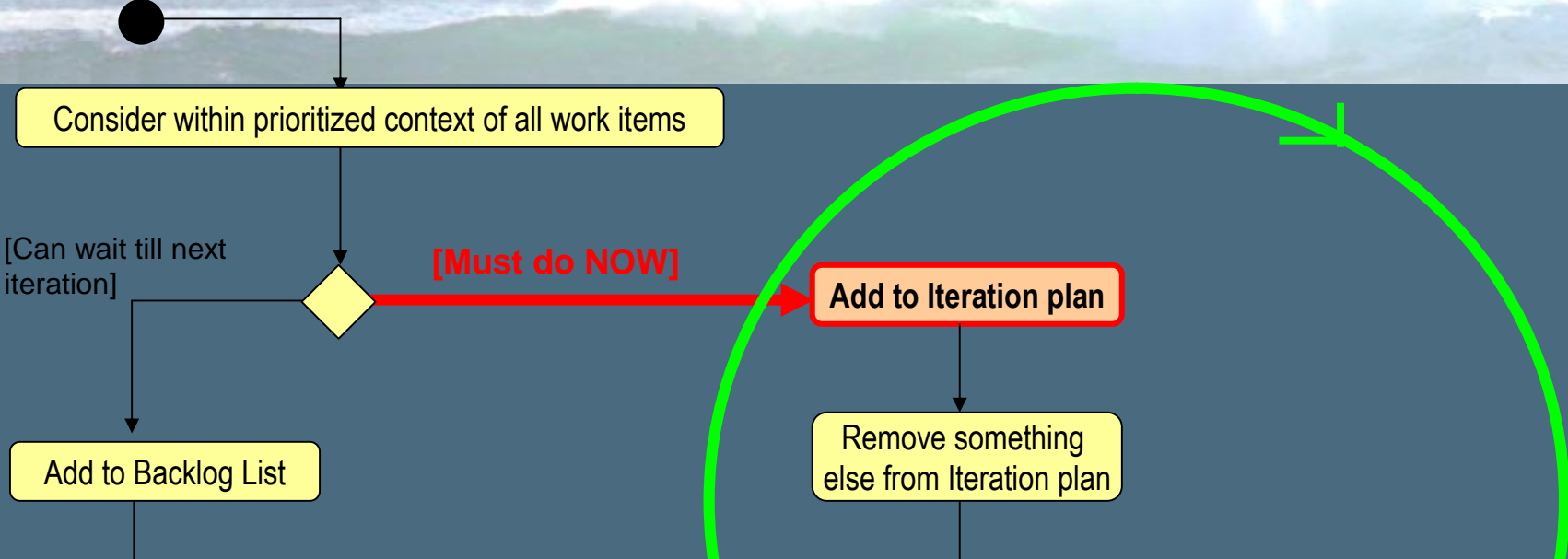
High Priority scenario - new work item arrives

Start

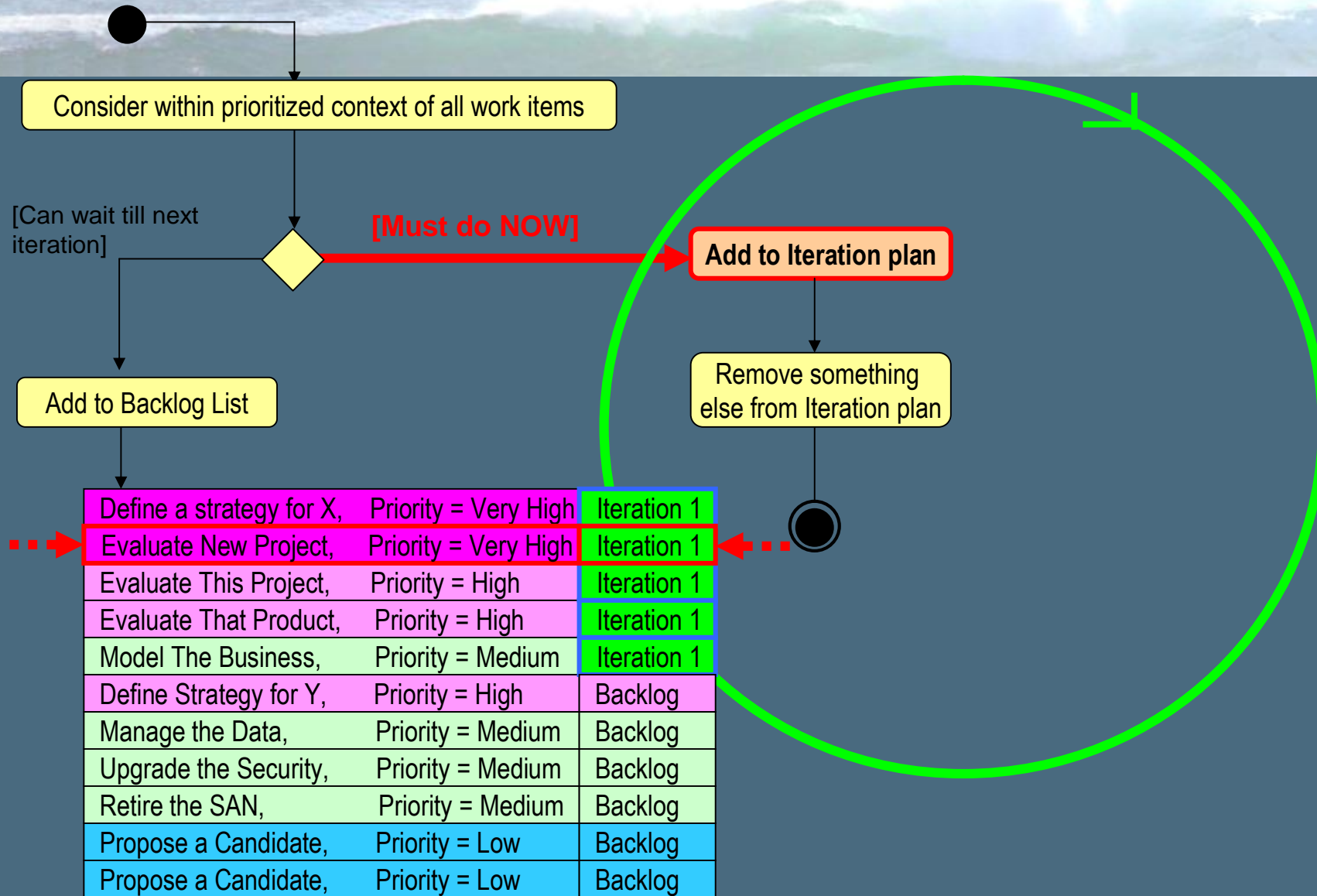


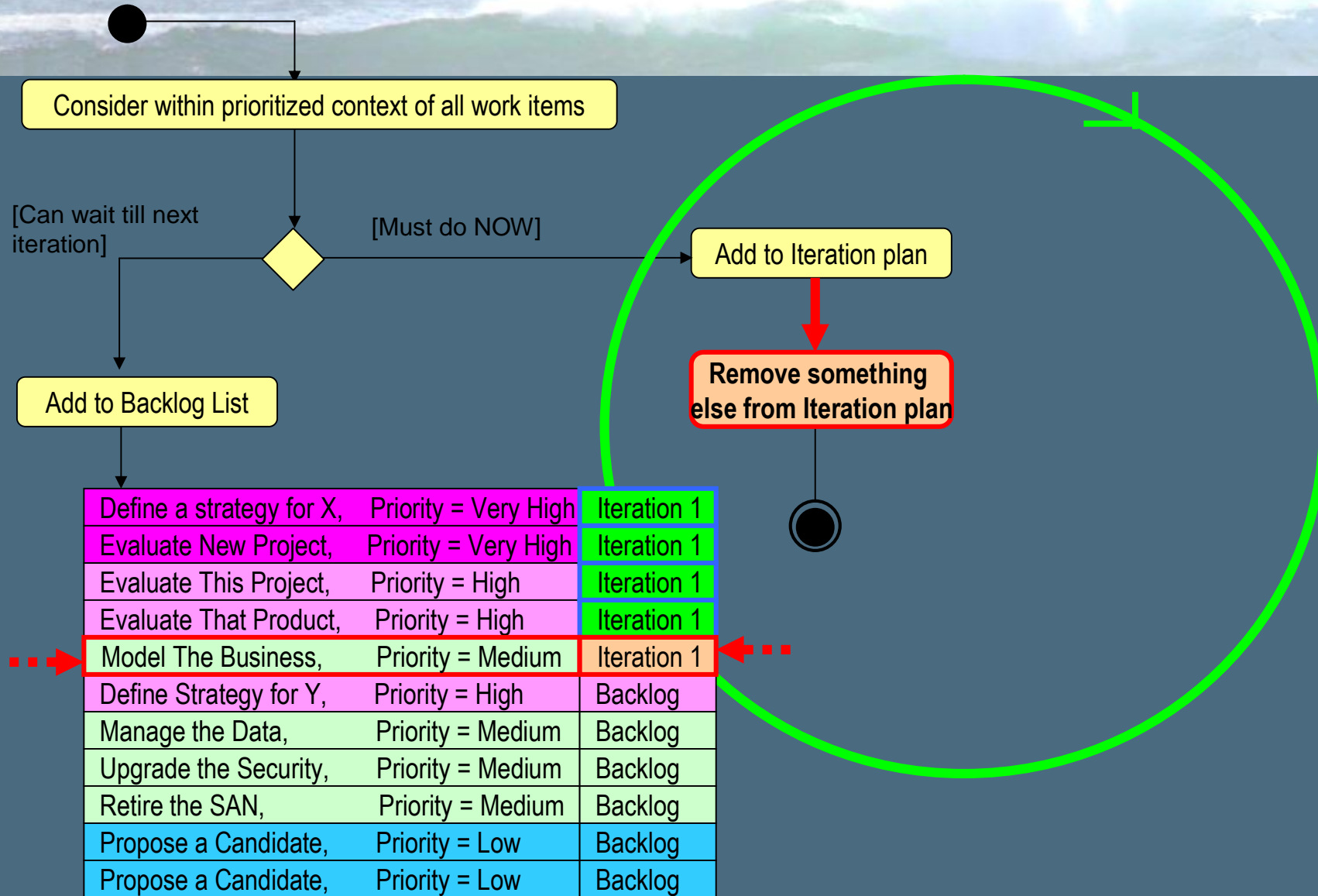


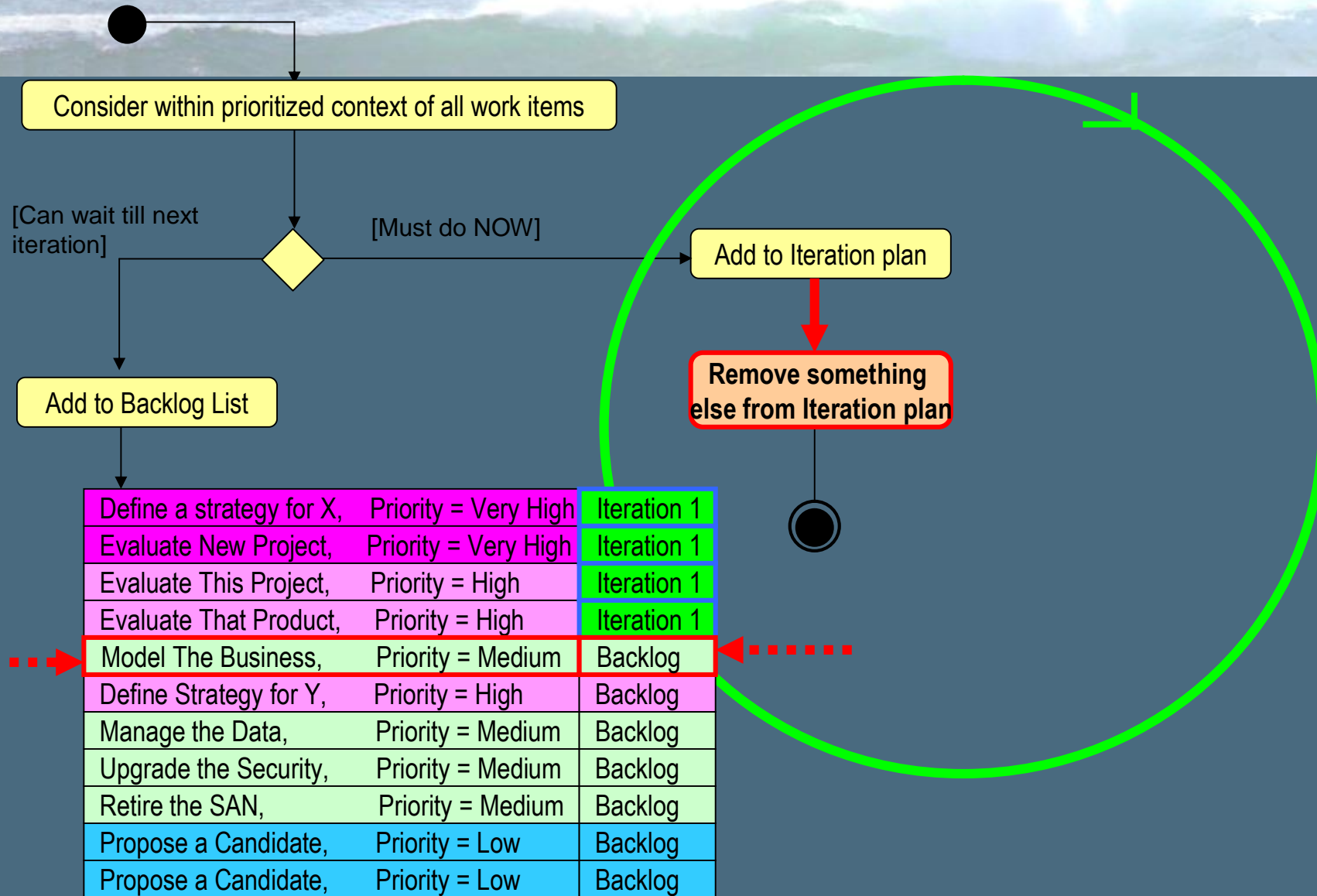


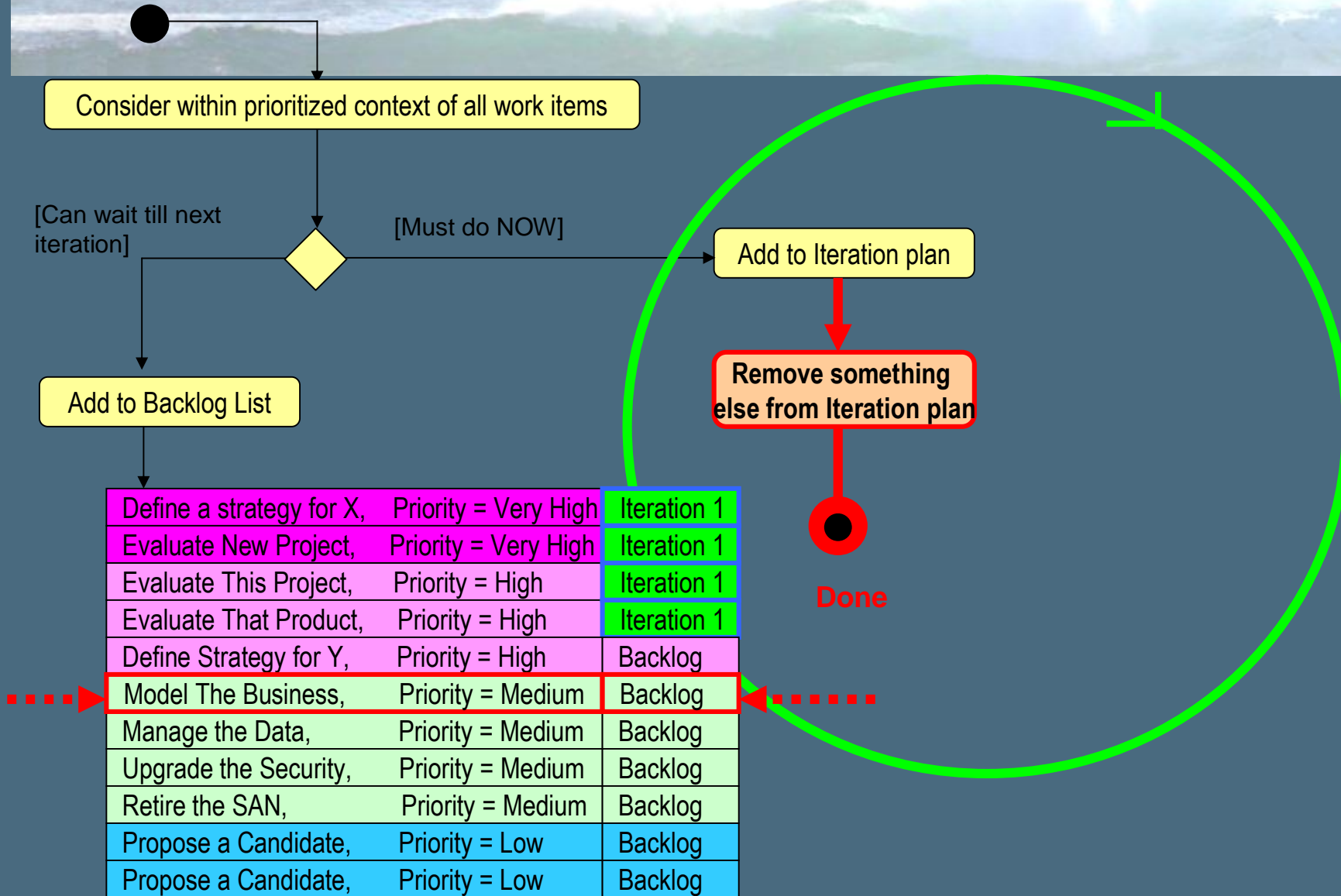


Define a strategy for X,	Priority = Very High	Iteration 1
Evaluate New Project,	Priority = Very High	New
Evaluate This Project,	Priority = High	Iteration 1
Evaluate That Product,	Priority = High	Iteration 1
Model The Business,	Priority = Medium	Iteration 1
Define Strategy for Y,	Priority = High	Backlog
Manage the Data,	Priority = Medium	Backlog
Upgrade the Security,	Priority = Medium	Backlog
Retire the SAN,	Priority = Medium	Backlog
Propose a Candidate,	Priority = Low	Backlog
Propose a Candidate,	Priority = Low	Backlog







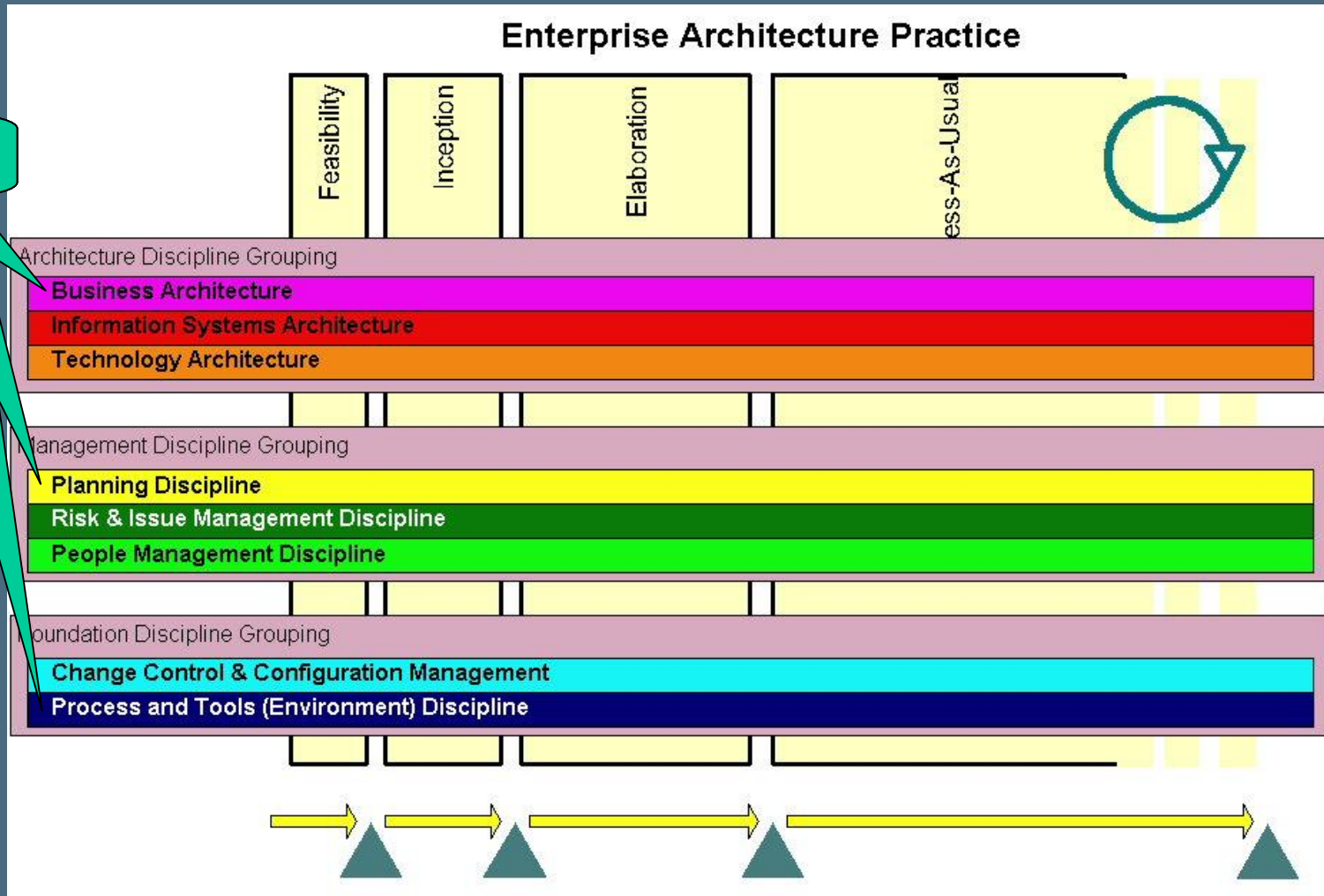


Disciplines

- Groups of like Activities – Grouping the Who, How, & What aspects

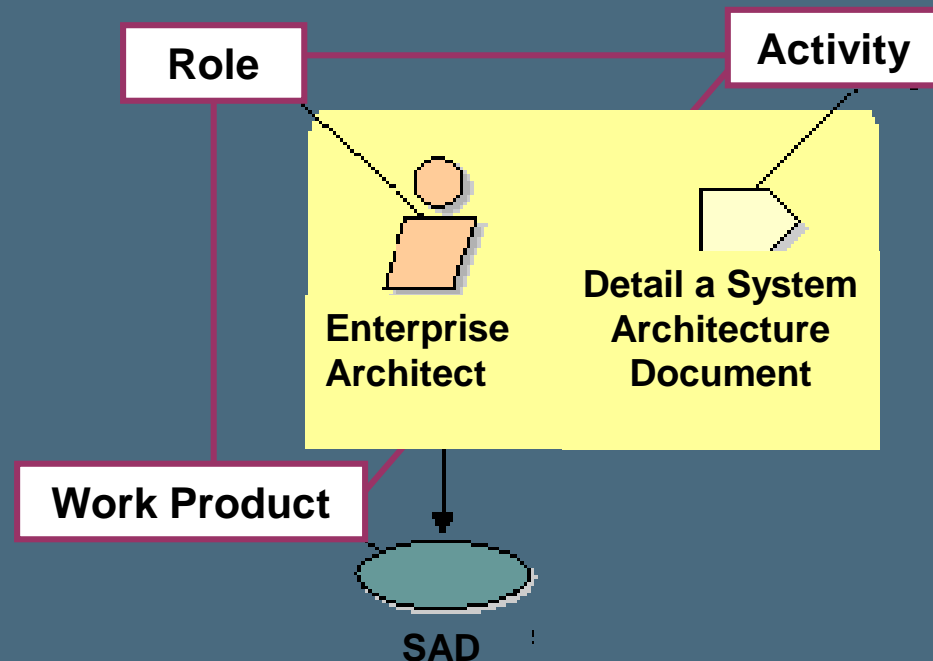
Discipline

Content Grouping Dimension



Roles, Activities & Work Products

- **Role** – The **Who** aspect
- **Activity** – The **How** aspect
- **Work Product** – The **What** aspect

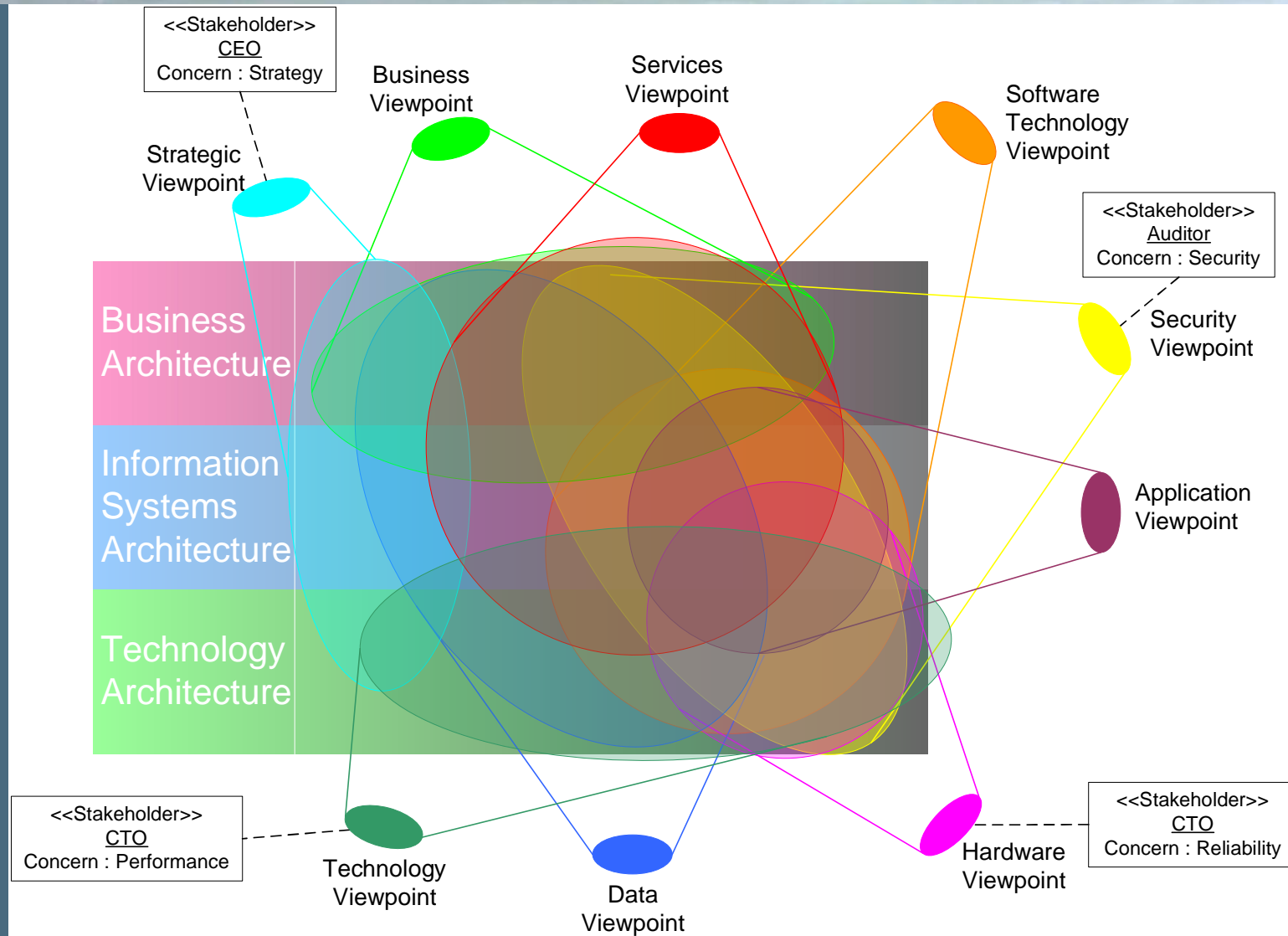


The EA Process part

Multi Views

- **Repository** that holds all our EA information
- A way of specifying **Viewpoints** on the info.
- A way of seeing **Model Views** of the info.

Multi-view e.g.

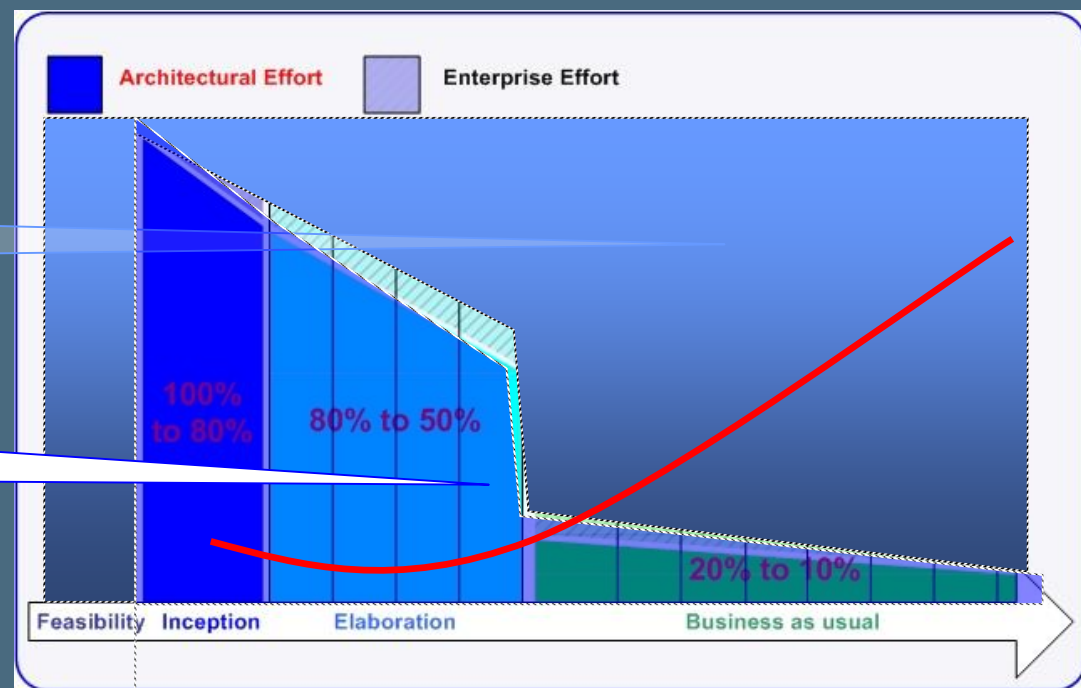


EA Practice Maturity View

- Use Phases to grow, build and evolve maturity
- Enterprise effort low initially → keep growing
- EA Process effort high initially → trails off after each iteration.

Enterprise

EA Process



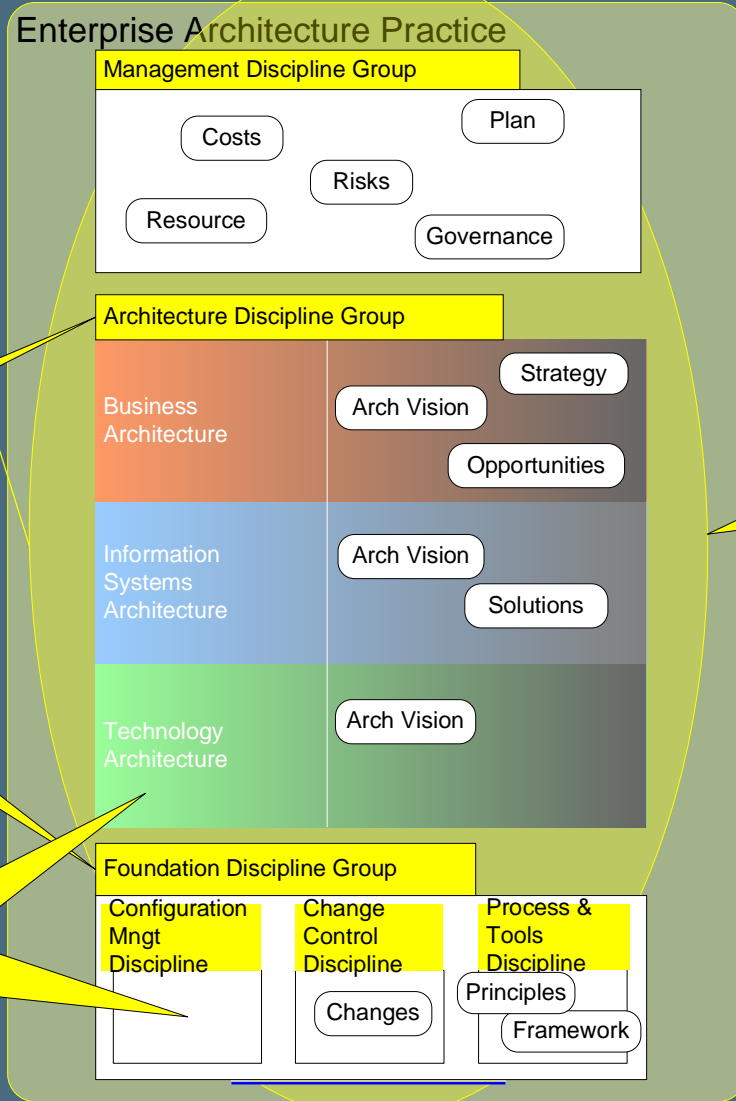
EA Practice View (AgileEA)

Agile EA Viewpoint

This is a **Viewpoint**. A selection filter form all things in the EA repository.

This is a **Discipline group**. It groups like Disciplines.

This is a **Discipline**. It groups like Roles, Activities and Artifacts.



This is the **View** defined by the Viewpoint.

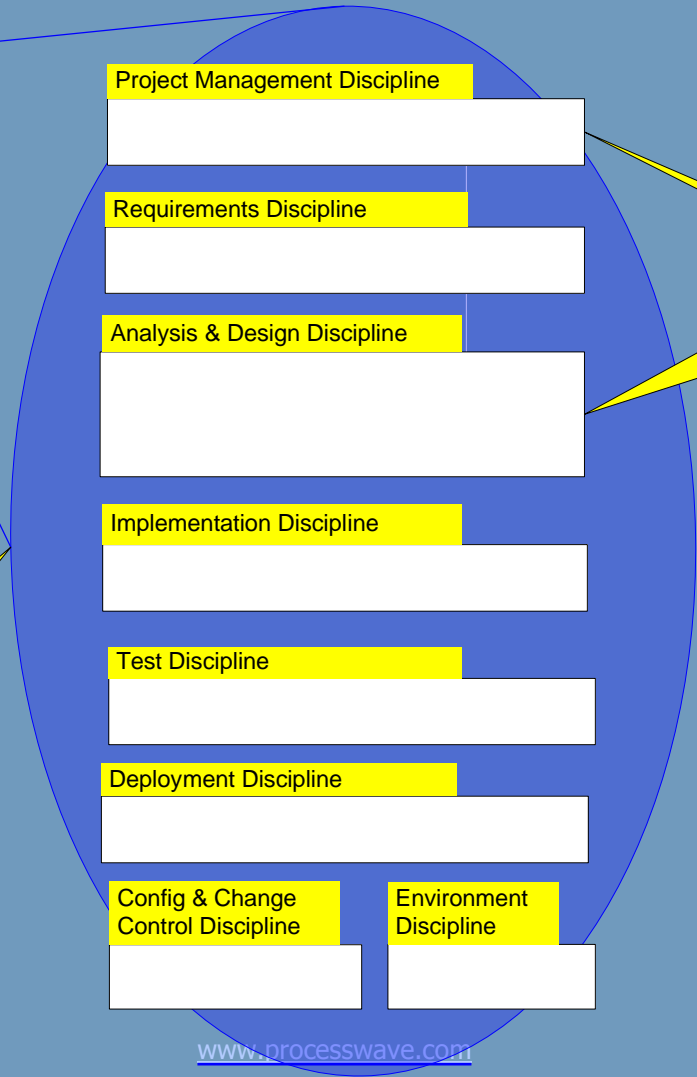
Software Development Life-Cycle View

Software Development (UP)
Project Viewpoint

Software Development Practice

This is a **Viewpoint**.
A selection filter form
all things in the EA
repository. Where
you are looking from.

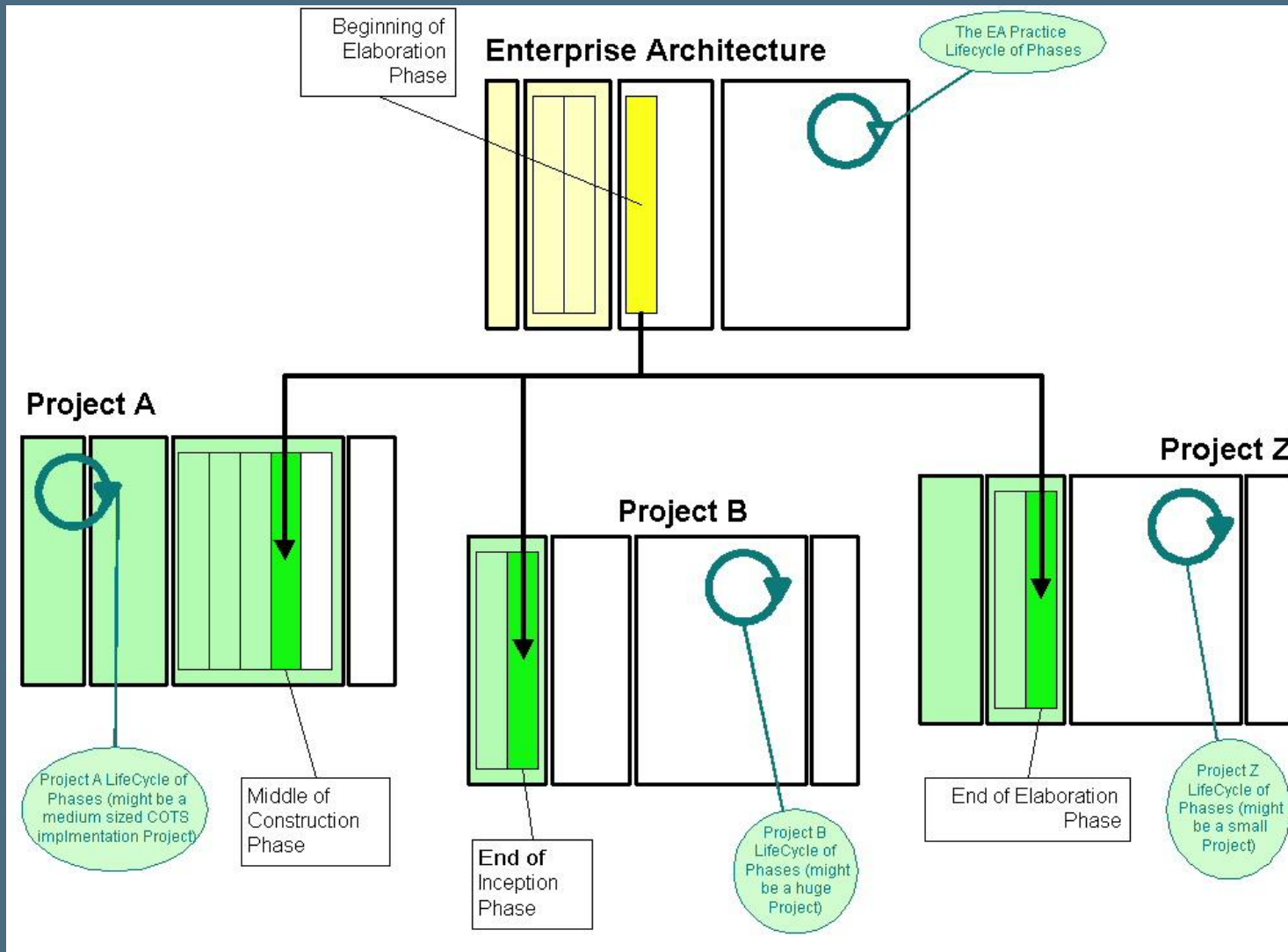
This is the **View**
defined by the
Viewpoint. What
you are looking at.



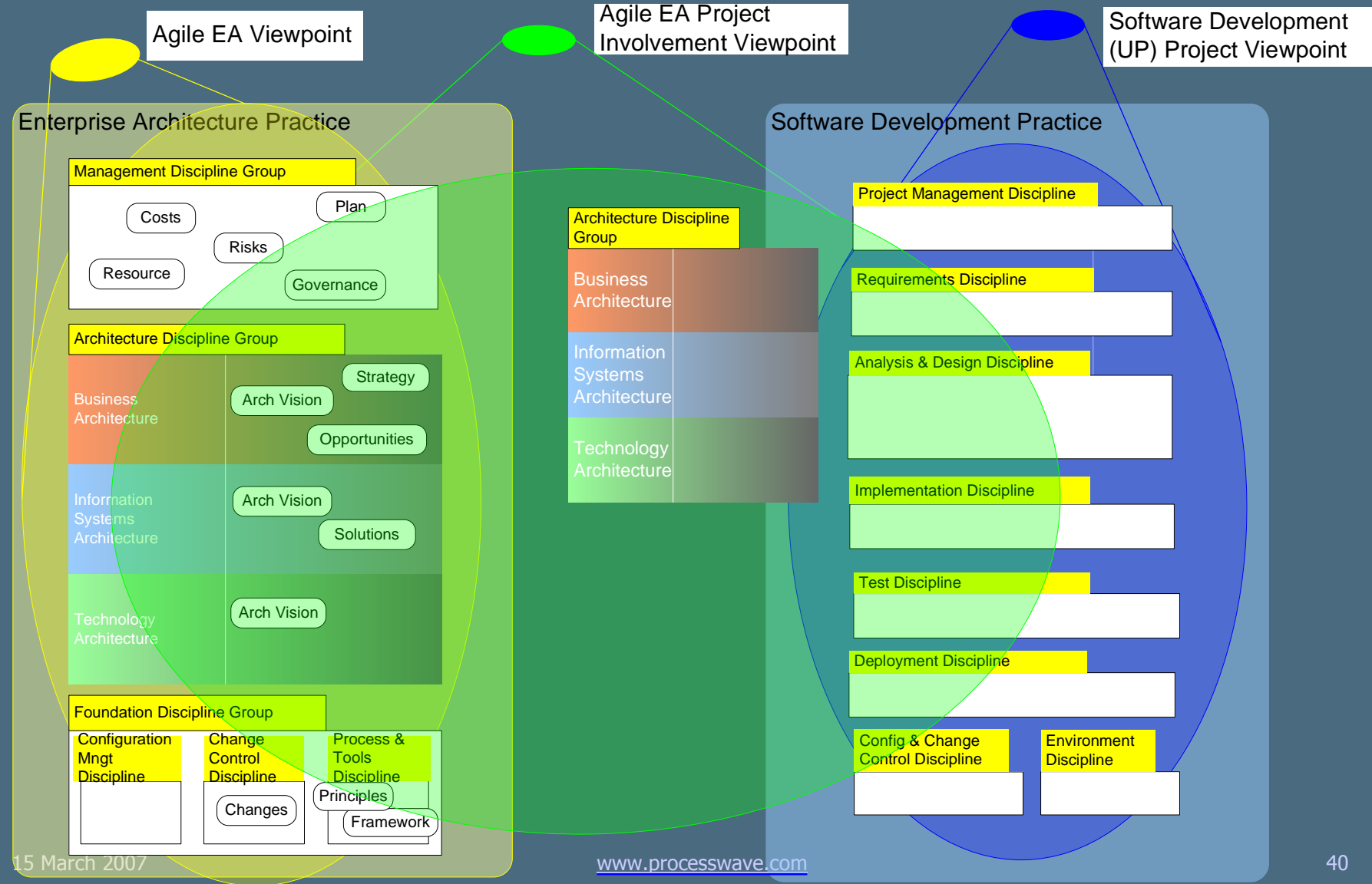
This is a **Discipline**.
It groups
Activities.

Projects View vs. EA Practice View

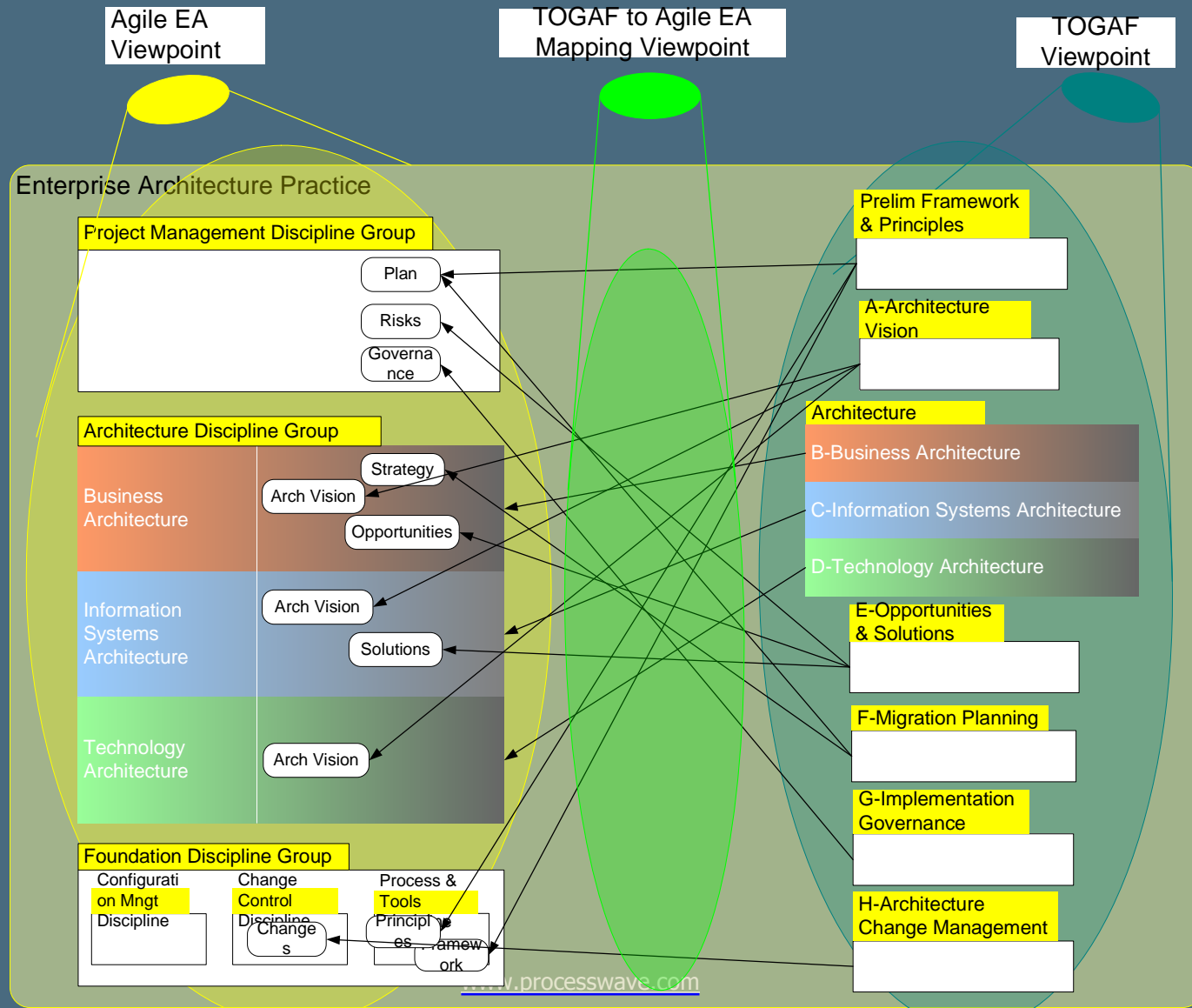
EA to Project Involvement Relationship



EA Project Involvement View



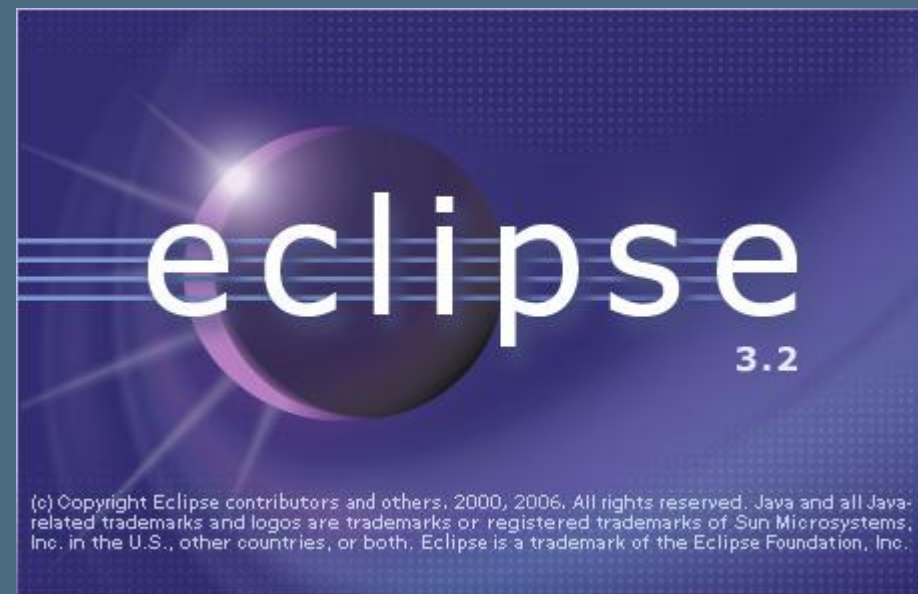
AgileEA Process → maps → TOGAF ADM



The EPF part

What is EPF?

- Eclipse Process Framework
- www.eclipse.org/epf



EPF-Composer

- EPF-Composer is a tool developed in the Eclipse IDE.
- It can be freely downloaded as a stand-alone tool [8]
- Develop your own static Process Websites, based upon existing Plug-in modules.
- Reuse Industry standards
 - Plug-in's exist for OpenUP, XP, Scrum (AgileEA)
 - IBM plug-ins are also compatible giving you many other processes. SOA, J2EE, COTS,

Demo **Agile EA** (developed using EPF)

- Demo is a VERY early version
- Just showing the possibilities
- It may not be correct...
 - but that's where we want your involvement

Demo

Where to from here for AgileEA?

- Aware of TOGAF developing the ADM in EPF.
- Can extend AgileEA from TOGAF's ADM later.
- We needed AgileEA sooner so we just started.
- All now need to begin working together:
 - TOGAF ADM community
 - EPF community
 - AgileEA community

Conclusion

1. Get More Agile in EA

- Base your EA process on Scrum or OpenUP logic.

2. Use Iterative processes for EA Practice

- With Serial Phases that have milestones,
- Serial Iterations over a short time-frame (+/- 1 month)
- Build up your Work Products, Activities & Roles.

3. Use an EA Process web (open)

- So that the EA Practice knows what is expected of them.
- **AgileEA** in development currently, available at www.AgileEA.com

The End

- Questions?
 - Thank you
- Contact:
 - charles.edwards@processwave.com

References

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 - [The Eclipse Process Framework – Open Architecture Process](#)
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