Project Start Architecture (PSA)
The killer application for EA

Martin van den Berg
Service Line Manager Architecture
Sogeti Nederland B.V.
Martin.vanden.Berg@sogeti.nl

29 April 2009
2006, Dutch
2004, Dutch
2005, English
2006, English
2007, Dutch
2007, Dutch
2008, Dutch

Website
www.dya.info
(also in English)
### Most-Read EA books by Forrester

<table>
<thead>
<tr>
<th>Title</th>
<th>Author(s)</th>
<th>Base (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Architecture as Strategy: Creating a Foundation for Business Execution</td>
<td>Jeanne W. Ross, Peter Wall, and David C. Robertson; Harvard Business School Press; (August 8, 2006)</td>
<td>36%</td>
</tr>
<tr>
<td>An Introduction to Enterprise Architecture: Second Edition</td>
<td>Scott A. Bernard; AuthorHouse (September 6, 2005)</td>
<td>13%</td>
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<tr>
<td>Enterprise Architecture Planning: Developing a Blueprint for Data, Applications, and Technology</td>
<td>Steven H. Seowalk; Wiley (October 1, 2002)</td>
<td>13%</td>
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<tr>
<td>Enterprise Architecture Using the Zachman Framework (MIS)</td>
<td>Carol O'Rourke, Neal Fishman, and Warren Sellow; Course Technology, 1st edition (April 15, 2003)</td>
<td>10%</td>
</tr>
<tr>
<td>How to Survive in the Jungle of Enterprise Architecture Frameworks: Creating or Choosing an Enterprise Architecture Framework</td>
<td>Jaap Schekkeren; Trafford Publishing (July 6, 2006)</td>
<td>8%</td>
</tr>
<tr>
<td>From Enterprise Architecture to IT Governance: Elements of Effective IT Management</td>
<td>Klaus D. Niemann; Vieweg (May 2005)</td>
<td>7%</td>
</tr>
<tr>
<td>Enterprise Architecture A to Z: Frameworks, Business Process Modeling, SOA, and Infrastructure Technology</td>
<td>Daniel Minoli; Auerbach Publications (June 19, 2006)</td>
<td>6%</td>
</tr>
<tr>
<td>Enterprise Architecture Good Practices Guide: How to Manage the Enterprise Architecture Practice</td>
<td>Jaap Schekkeren; Trafford Publishing (June 19, 2008)</td>
<td>6%</td>
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<tr>
<td>Enterprise Architecture at Work: Modelling, Communication and Analysis</td>
<td>Marc Lankhorst; Springer, 1st edition (December 31, 2005)</td>
<td>6%</td>
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<tr>
<td>An Enterprise Architecture Development Framework: The Business Case, Best Practices and Strategic Planning for Building Your Enterprise Architecture</td>
<td>Adrian Grigor; Trafford Publishing (July 6, 2005)</td>
<td>6%</td>
</tr>
<tr>
<td>Building Enterprise Information Architectures: Reengineering Information Systems (HP Professional Series)</td>
<td>Melissa Cook; Prentice Hall PTR (February 1, 1996)</td>
<td>5%</td>
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<tr>
<td>Simple Architectures for Complex Enterprises (PRO-best Practices)</td>
<td>(Best Practices (Microsoft)); by Roger Sessions; Microsoft Press (May 19, 2008)</td>
<td>4%</td>
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<tr>
<td>Dynamic Enterprise Architecture: How to Make It Work</td>
<td>Roel Wagner, Martin van den Berg, Joost Luipers, and Marlies van Steenbergen; Wiley, 1st edition (January 31, 2005)</td>
<td>3%</td>
</tr>
<tr>
<td>Enterprise Architecture: Creating Value by Informed Governance</td>
<td>Martin Op't Land, Erik Proper, Maarten Waage, Jeroen Cloe, and Evert van Dongen; Springer, 1st edition (December 26, 2002)</td>
<td>3%</td>
</tr>
<tr>
<td>The Economic Benefits of Enterprise Architecture</td>
<td>Jaap Schekkeren; Butterworth-Heinemann (January 2003)</td>
<td>3%</td>
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<tr>
<td>Constructing Blueprints for Enterprise IT Architectures</td>
<td>W. J. Morey; Prentice Hall (August 2005)</td>
<td>2%</td>
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<tr>
<td>Enterprise Architecture 100 Success Secrets — 100 Most Asked Questions</td>
<td>J. Ross; Butterworth-Heinemann (August 26, 1998)</td>
<td>2%</td>
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<tr>
<td>The Enterprise Architecture IT Project: The Urbanisation Paradox</td>
<td>Jaap Schekkeren; Butterworth-Heinemann (March 3, 2003)</td>
<td>2%</td>
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<tr>
<td>IT-Architektur Engineering: Systemkomplexität bewältigen unternehmensweit</td>
<td>Dr. Andreas Seelmann-Eggebert; Vahlen (August 31, 2002)</td>
<td>1%</td>
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<tr>
<td>Software Architecture in Practice</td>
<td>Len Bass, Paul Clements, and Matthew Theberge</td>
<td>1%</td>
</tr>
<tr>
<td>Other: Includes books on IT governance, TOGAF, Praxema, and more</td>
<td></td>
<td>7%</td>
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</table>
Agenda

- What is a PSA?
- Why is the PSA such a success?
- How does the PSA fit into TOGAF?
- Questions/discussion
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DYA®

Dynamic Architecture

Governance

Strategic Dialogue

Development Without Architecture

Development With Architecture

Architectural Services

New developments

Business solutions

DYA processes

Business Architecture

Information Architecture

Technical Architecture
From vision to execution
Different architectures

Communication between architect and organisation

Enterprise Architecture = cityplan of major change

Domain Architecture = blueprint of change

Project Start Architecture = subset architecture as starting point for a project

Communication between architects

Architecture framework
From vision to execution

Enterprise architecture

Domain Architecture

Project Start Architecture

Strategic Vision
Abstract What Think

Operational Execution
Detail How Do
The PSA is the translation of the total set of reference architectures to the project specific situation. The PSA delineates a concrete and usable framework within which the project should be carried out.

The objective of the PSA is to provide the project with a well defined; relevant and practical scope so that the project results fit into the bigger picture within the organization.
Content of the PSA

• Scoping of the solution
• Project transcending design choices
• Policies, guidelines, standards applicable to the project
• Relevant models/visuals
• Architecture deviations
1. **Project Information**
   1. Goal of the project
   2. Project organization
   3. Architects involved
   4. Business drivers
   5. Architecture drivers

2. **Business Architecture**
   1. Products/services architecture
      1. Scoping
      2. Policies, guidelines, standards
   2. Process architecture
      1. Scoping
      2. Policies, guidelines, standards
   3. Organization architecture
      1. Scoping
      2. Policies, guidelines, standards

3. **Information Architecture**
   1. Application Architecture
      1. Scoping
      2. Policies, guidelines, standards
   2. Data Architecture
      1. Scoping
      2. Policies, guidelines, standards

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1. **Technical Architecture**
   1. Middleware Architecture
      1. Scoping
      2. Policies, guidelines, standards
   2. Platform Architecture
      1. Scoping
      2. Policies, guidelines, standards
   3. Network Architecture
      1. Scoping
      2. Policies, guidelines, standards

2. **Project transcending design choices**
   1. Choice #1
   2. Choice #n

3. **Architecture Deviations**
   1. Deviation #1
   2. Deviation #n
Relationship with Prince2

Directing a Project

Starting Up a Project
Initiating a Project
Managing Stage Boundaries
Controlling a Stage
Closing a Project

Controlling a Stage
PSA
Planning
Prince2 and PSA
The position of the PSA

Project

PSA

Architecture
The purpose of the PSA (1)

To serve this purpose, the PSA

- Reflects the content of the whole Client Architecture Framework
- Provides the architecture references that are relevant to the project
- Provides proof that project results will fit into the bigger picture of business, information and IT
- Ensures that architectural risks in engineering are identified
- Provides a justification for deviations from the architecture
- Ensures reuse of expertise and existing components when possible.

Enable Client to implement changes in a structured fashion

Enable the management to commit to and decide on target solutions, in an early stage of the project

To serve this purpose, the PSA

- Provides the high level content of the scope of the project
- Translates architecture references into the project’s target solution
- Prevents discussions later on in the project
The purpose of the PSA (2)

- A PSA is NOT a design document

- Only a high level design of the target solution
- Only design to enable the project leader to plan the project
- Detail of the design enough to be able to plan with about 80% certainty

- A PSA is NOT a projectmanagement document

- No reference to the planning itself
- No reference to the project approach
- No requirements management
- No budgets
Overview Architecture processes

Enterprise Architecture Planning

Architecture Management

Reference Architecture

Architecture Content Management

Architecture Communication

Project Management

Architecture and Project Support
Achitecture and Projects

Project Board

Project Brief

PID

Every (Next) Stage

Controlling a Stage

Managing Product Delivery

Managing Stage Boundaries

Planning

Closing a Project

Directing a Project

Starting Up a Project

Initiating a Project

Direct Architecture Support

Provide Project Architecture

Guide Project

Assess (Project) Compliance with Architecture

Report Architecture Lessons Learned

Fast & Full Track Standardisation

EAB

AC (8)

AB

Guidance Plan

PSA
Relationship between the documents

1. Project Brief
2. Guidance Plan
3. PSA
4. PID

- Project Management
- Architecture & Project Support

Reference Architecture
- Principles
- Standards
- Guidelines
- Blueprints
- Models

SOGETI
The content of the PSA

Project information

Requirements
- Security
- Functional
- Business
- Regulatory
- Non-functional

Business architecture

Architecture References

Information architecture

Architecture References

Information Architecture

Technical architecture

Architecture References

Technical Architecture

Design decisions

Architectural Issues

*) Project Architect (in general):
- IS Architect in case of an IS initiated project
- IT Architect in case of an IT initiated project
Or to be decided by the appropriate architecture entity.
PSA in Dutch Government

International standards

European Interoperability Framework

Nederlandse Overheids Referentie Architectuur

Sector Reference Architectures (Municipalities, Provinces etcera)

Organizational Reference Architecture

Project Architecture
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It's about finding the right balance

Enabling

Ensuring
PSA advantages (user experiences)

- Provides all people in the project with a clear point of departure and the right limits, scope and guidelines
- Makes sure the project solution fits into the bigger picture
- Provides projects with a quicker start
- Has increased the acceptance of the architecture practice dramatically
- Gives a clear picture of the impact of architecture on the project
- Helps project managers to make a better project plan
- Helps in outsourcing to suppliers (better basis for a service level agreement)
- Is a valuable document for onboarding people in a project
- Is a valuable document in transferring solutions to operations & maintenance (used for acceptance testing)
- Limits discussions with project sponsors
- Makes projects more reliable
- Accelerates projects
Business value of solution architectures

- Result of a PdD Study (Raymond Slot, University of Amsterdam, Capgemini NL)
- Usage of solution architecture within software development projects is correlated with the following effects:
  - 19% decrease in project budget overrun
  - Increased predictability of project budget planning which decreases the percentage of projects with large (>20%) budget overruns from 38% to 13%
  - 40% decrease in project time overrun
  - Increased customer satisfaction: with 0.5 to 1 point – On a scale of 1 to 5
  - 10% increase of results delivered
  - Increased technical fit of the project results
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Partitioning

Allows for management of costs and complexity by dividing up the Enterprise and assigning appropriate roles and responsibilities to each partition.
• **Solution Architecture:** A description of a discrete and focused business operation or activity and how IS/IT supports that operation. A Solution Architecture typically applies to a single project or project release, assisting in the translation of requirements into a solution vision, high-level business and/or IT system specifications, and a portfolio of implementation tasks.

• **Capability Architecture:** A highly detailed description of the architectural approach to realize a particular solution or solution aspect. Show in a more detailed fashion how the enterprise can support a particular unit of capability. Capability Architectures are used to provide an overview of current capability, target capability, and capability increments and allow for individual work packages and projects to be grouped within managed portfolios and programs.

**Capability:** An ability that an organization, person, or system possesses. Capabilities are typically expressed in general and high-level terms and typically require a combination of organization, people, processes, and technology to achieve. For example, marketing, customer contact, or outbound telemarketing.
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Questions/discussion

- Would the PSA be a useful addition to a next version of TOGAF?
- Should a PSA contain requirements?
- Should a PSA contain the solution design?
- Is there a 1:1 relationship between Project and Solution?
- Where does an architecture end and a design start?
- Should TOGAF provide more guidance in crafting a solution architecture/capability architecture?
- Why not use common management vocabulary like Portfolio, Programme, Project......
One thing is sure...

The PSA is a big success!
It has proven to be the killer application for Enterprise Architecture
Stands for result