



Advanced Topics for TOGAF®

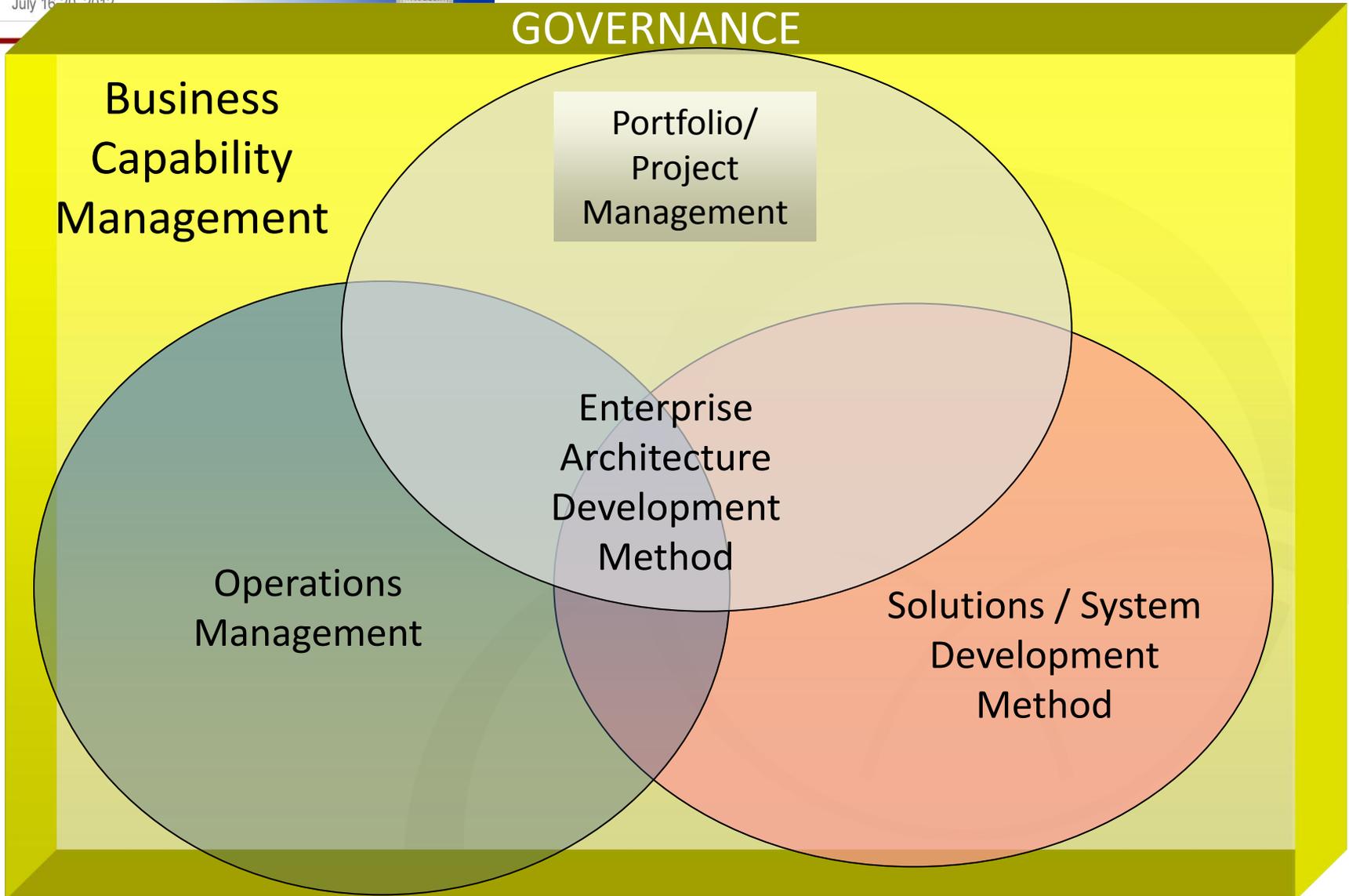
Integrated Management Framework

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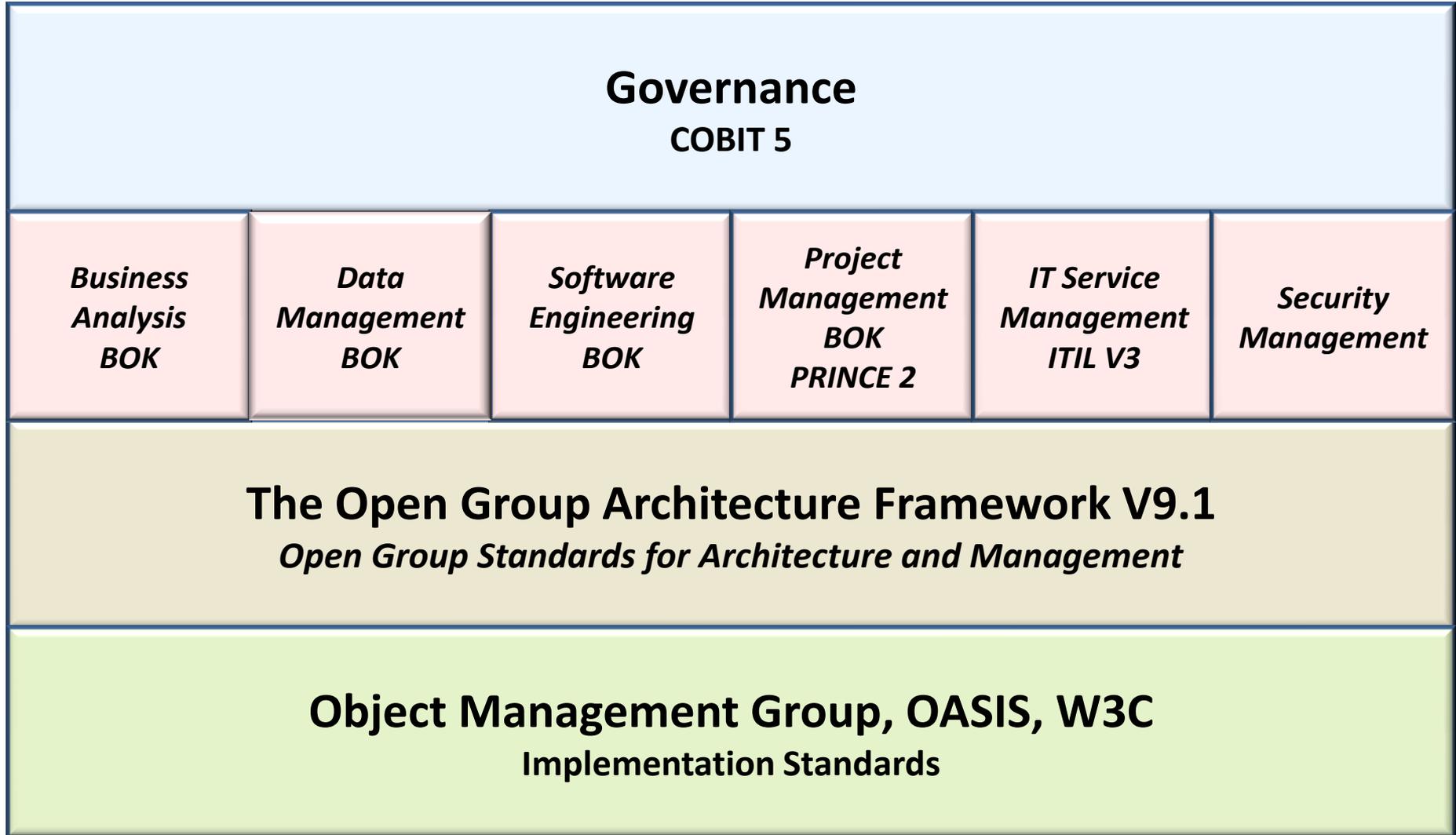
- The Management Frameworks
- EA and Business Planning
- EA and Portfolio Management
- EA and Service Management
- EA and Software Engineering
- Putting it all Together



Stakeholders - The Management Frameworks

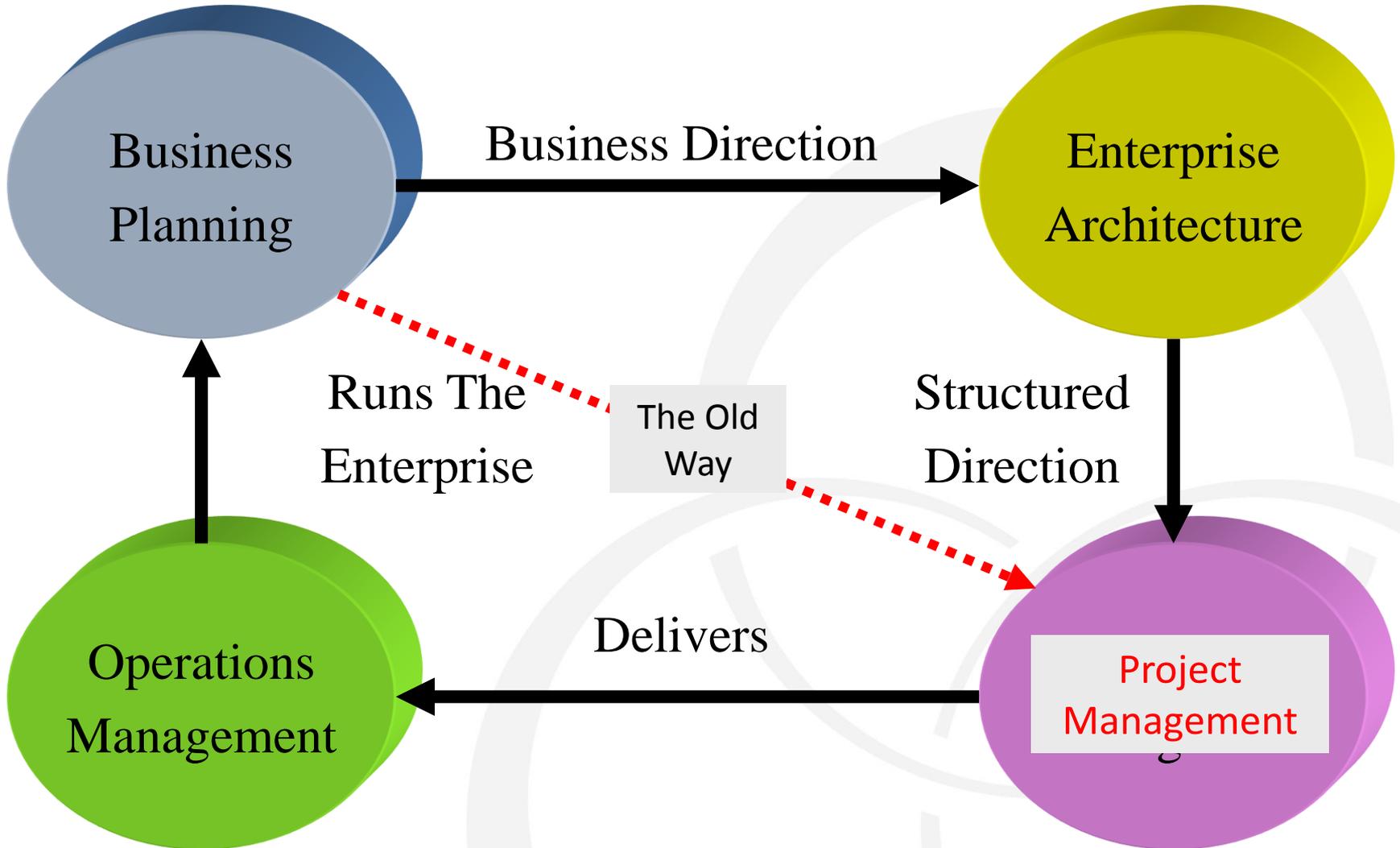


TOGAF and the Other Bodies of Knowledge





Coordinating the Management Frameworks





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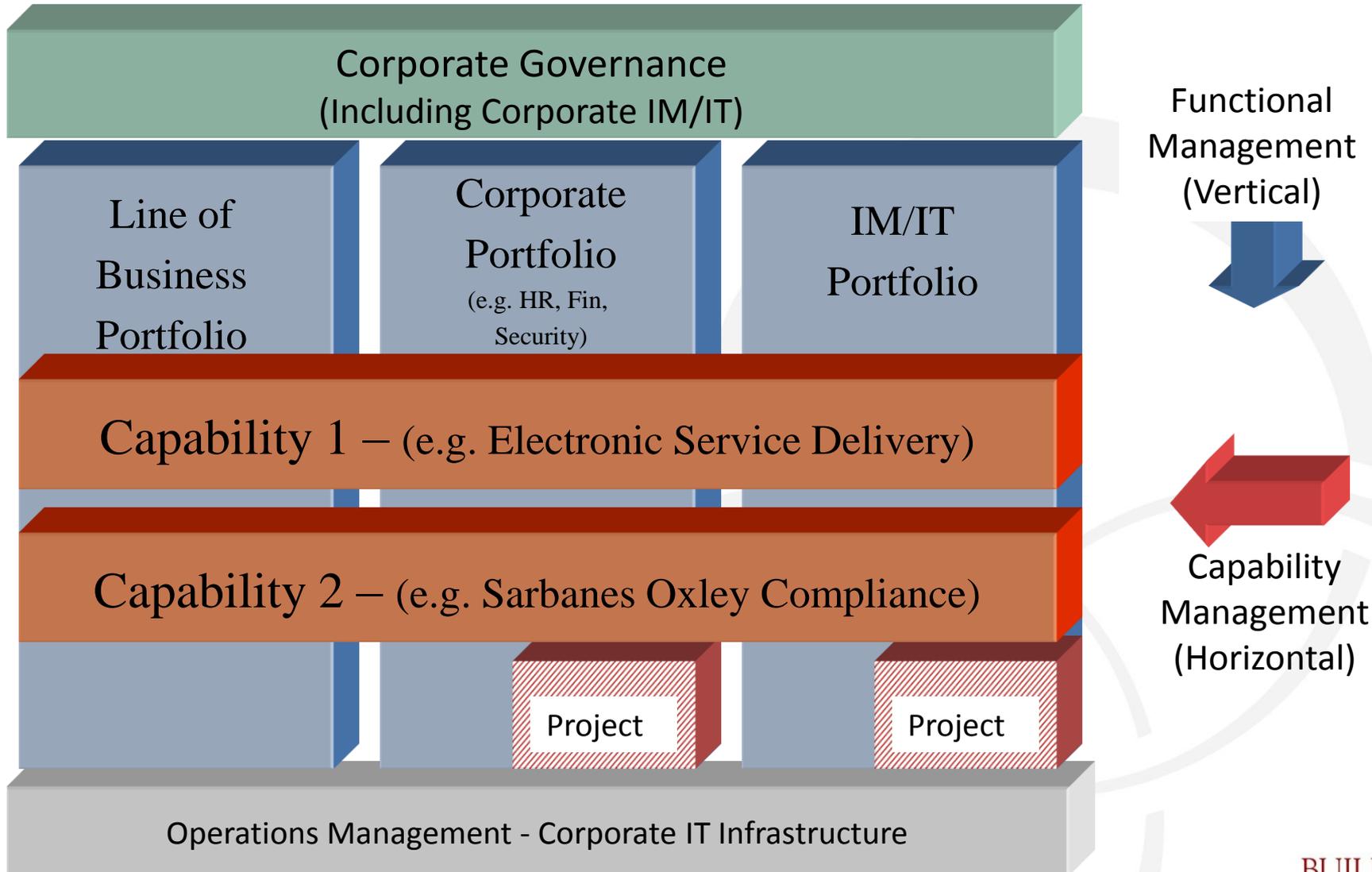
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EA and Business Planning



Capability Based Business Planning





Capability Concept

Capability

Capability Increment

People Dimension

Individual Training
Collective training
Professional Development

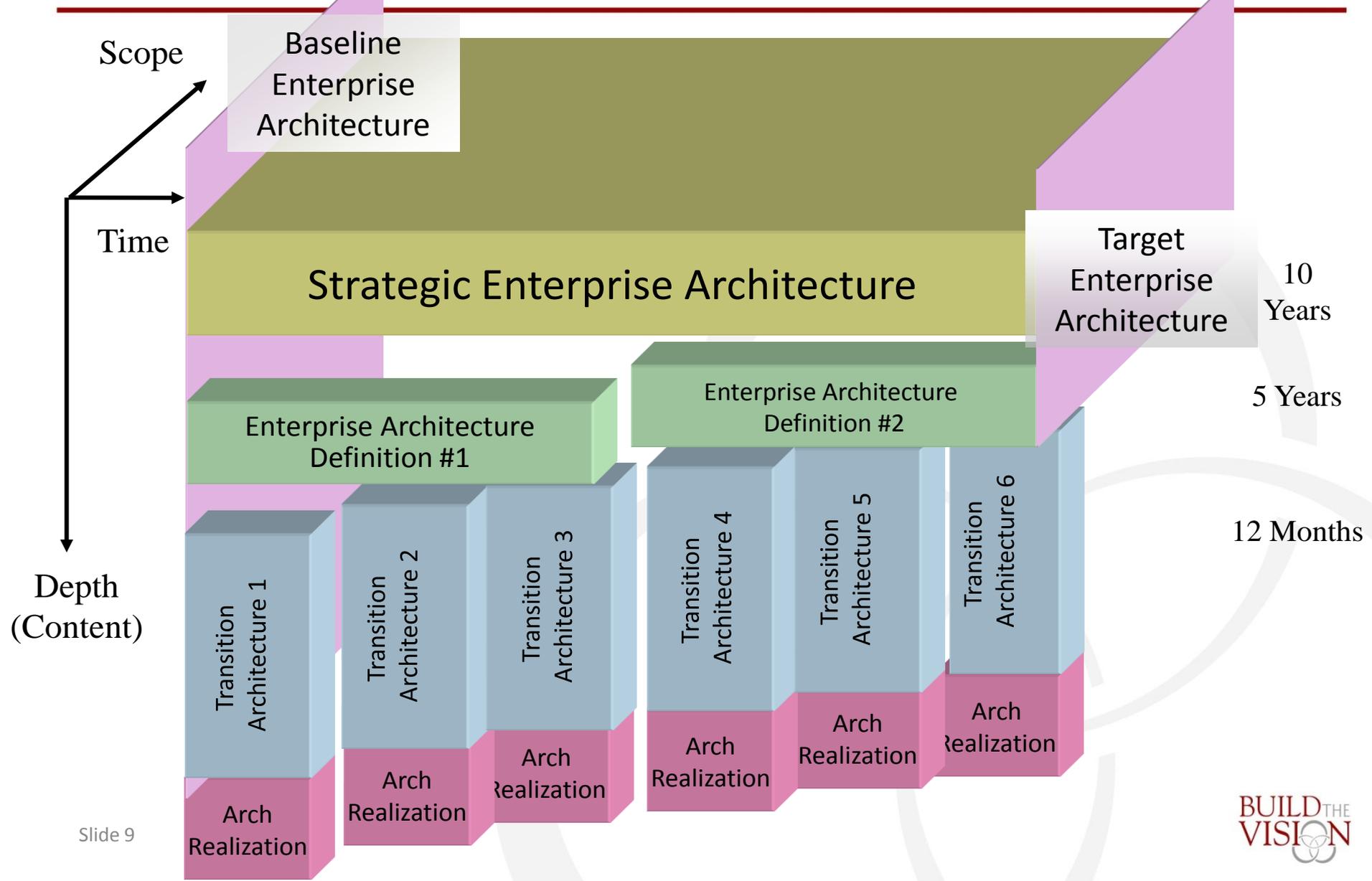
Process Dimension

Concepts
Business Processes
Information Mgt

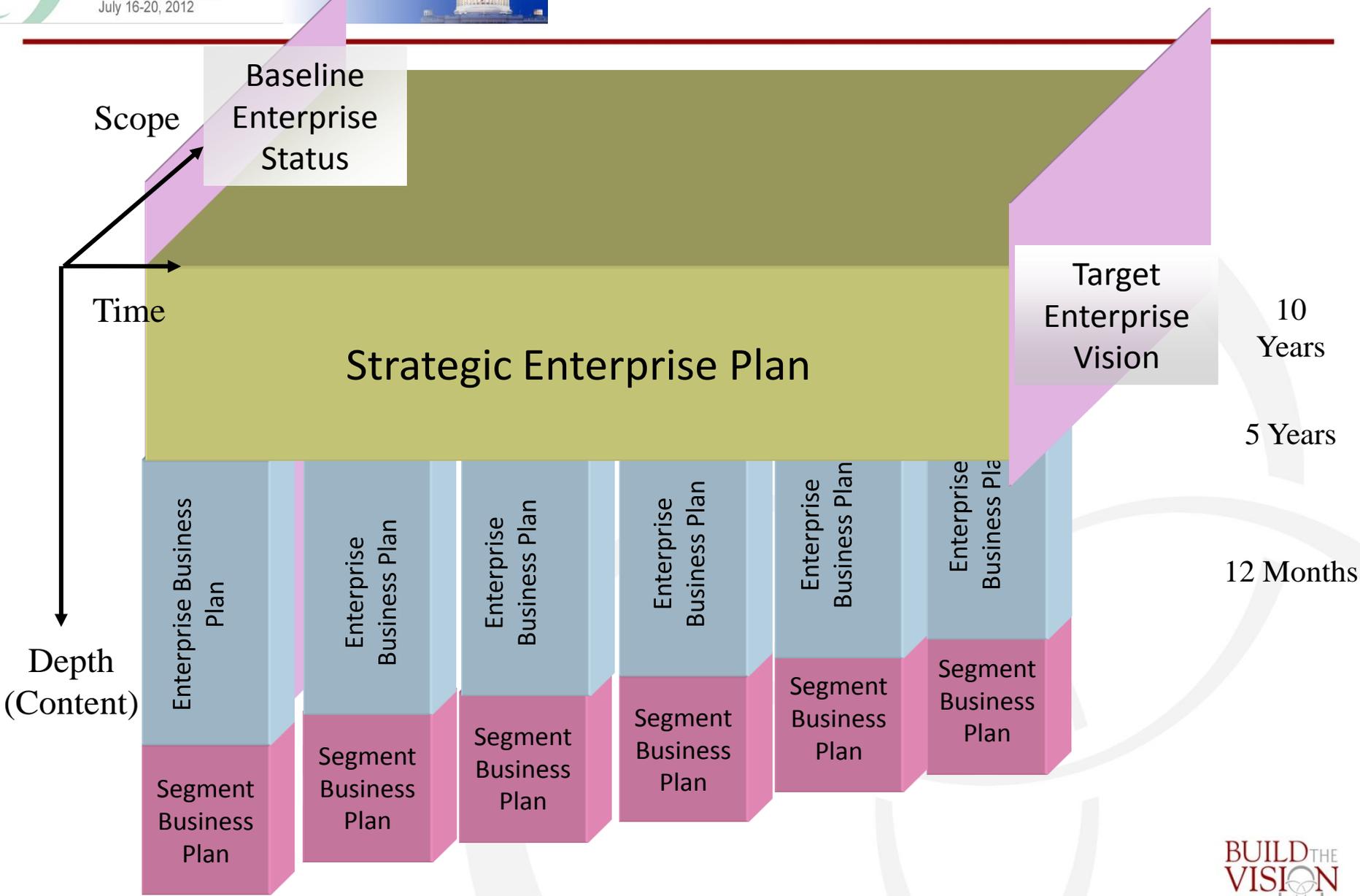
Materiel
Dimension

Infrastructure
Information Technology
Equipment

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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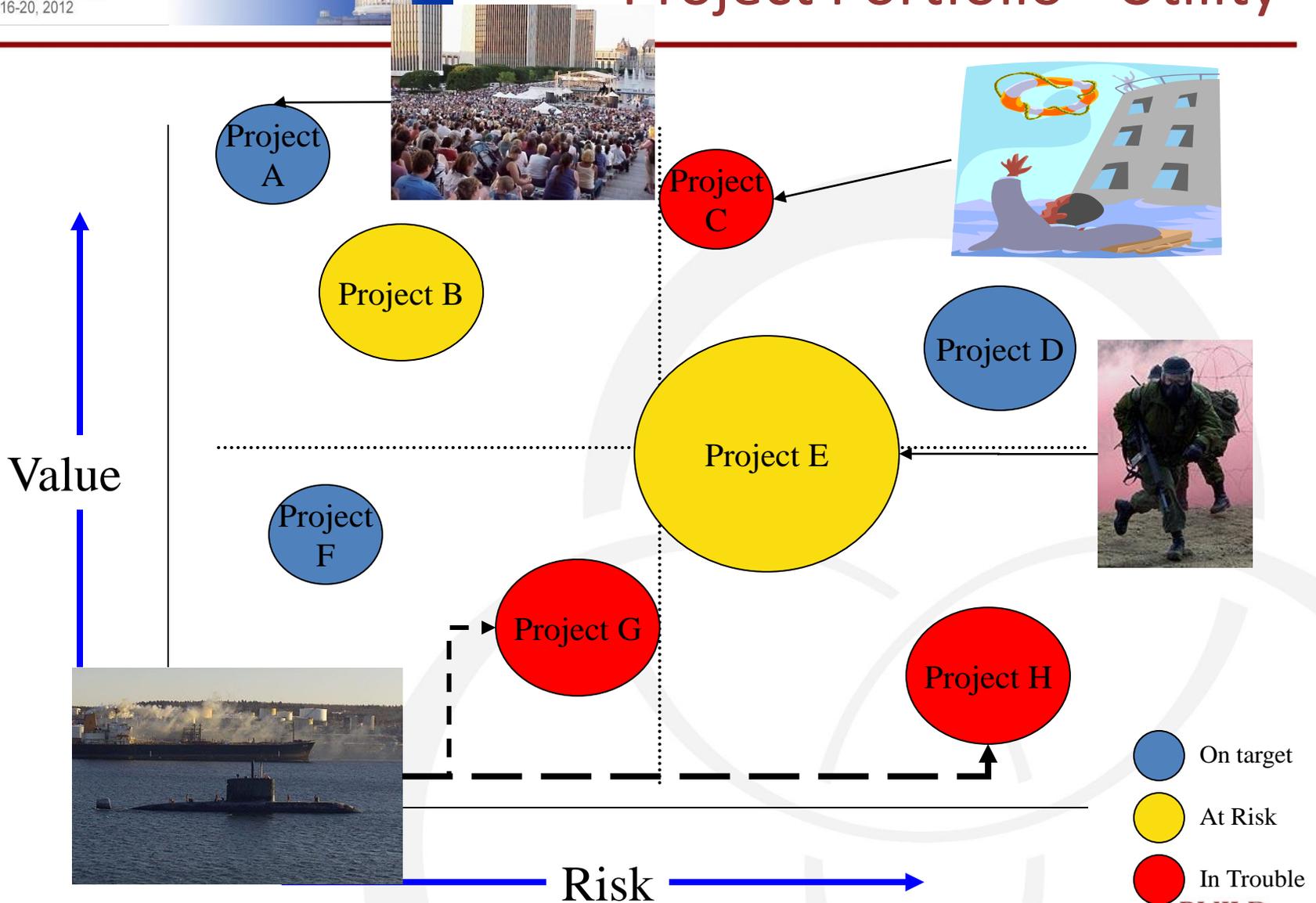


EA and Project Management

Architecture Intent – Lessen Burden on 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 – 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

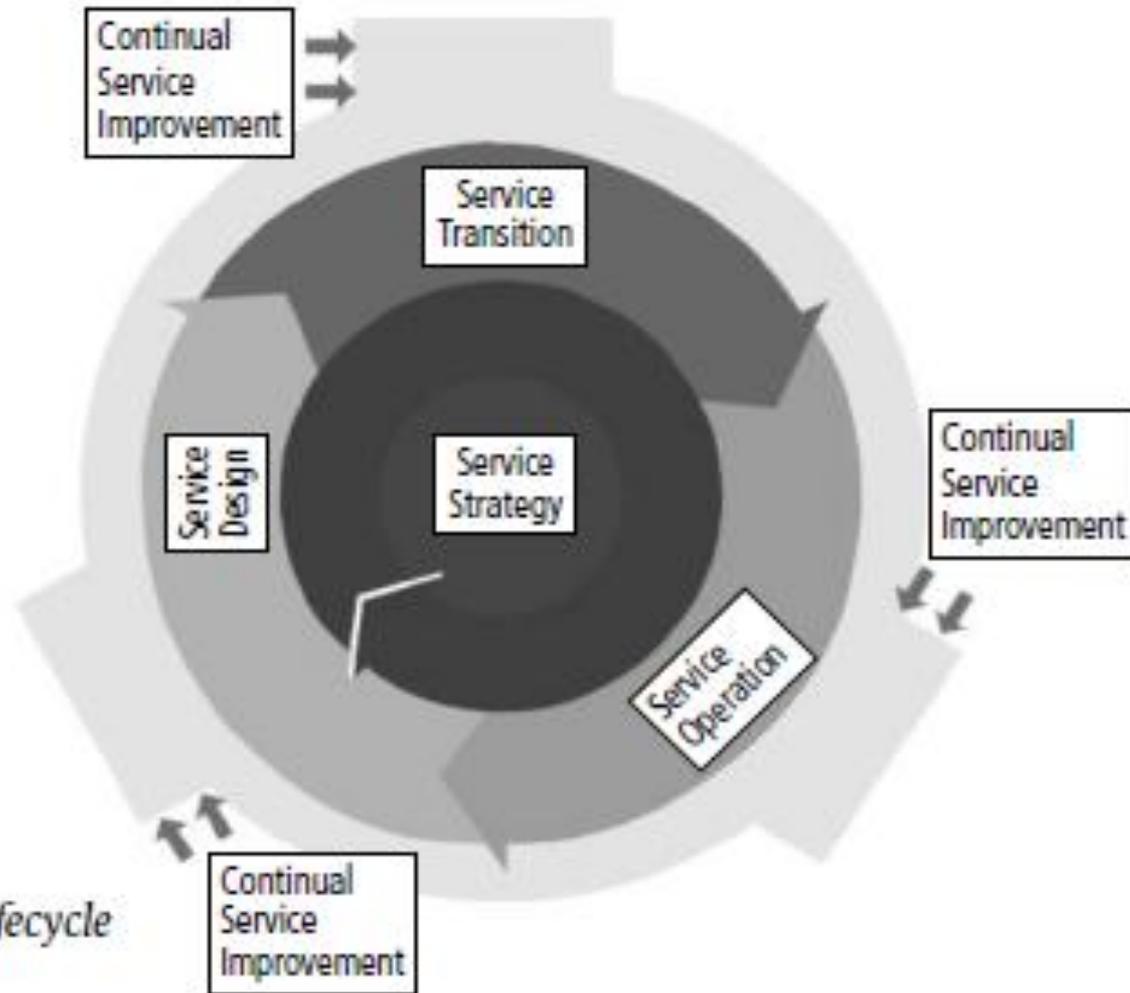
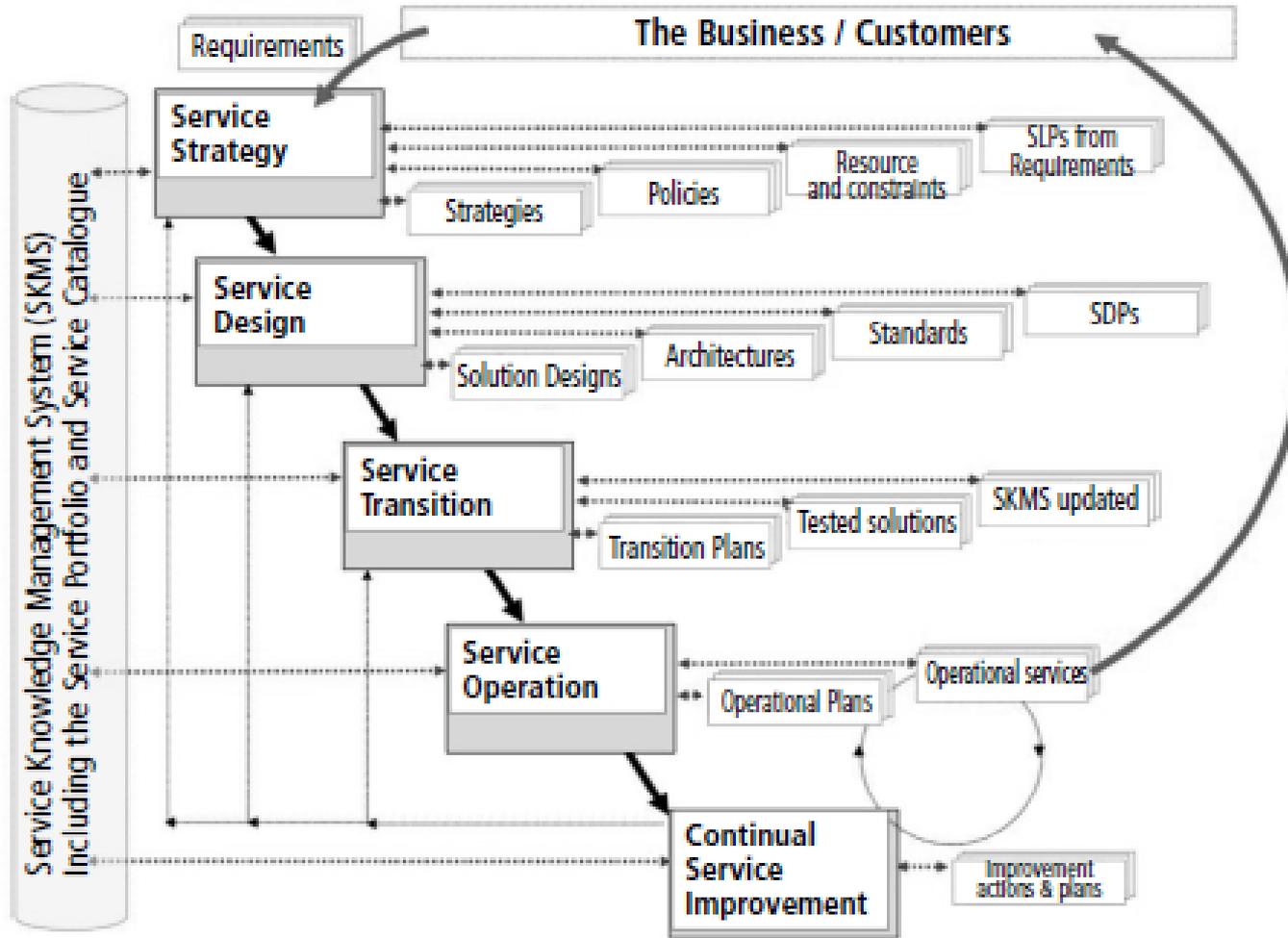


Figure 1: The service lifecycle



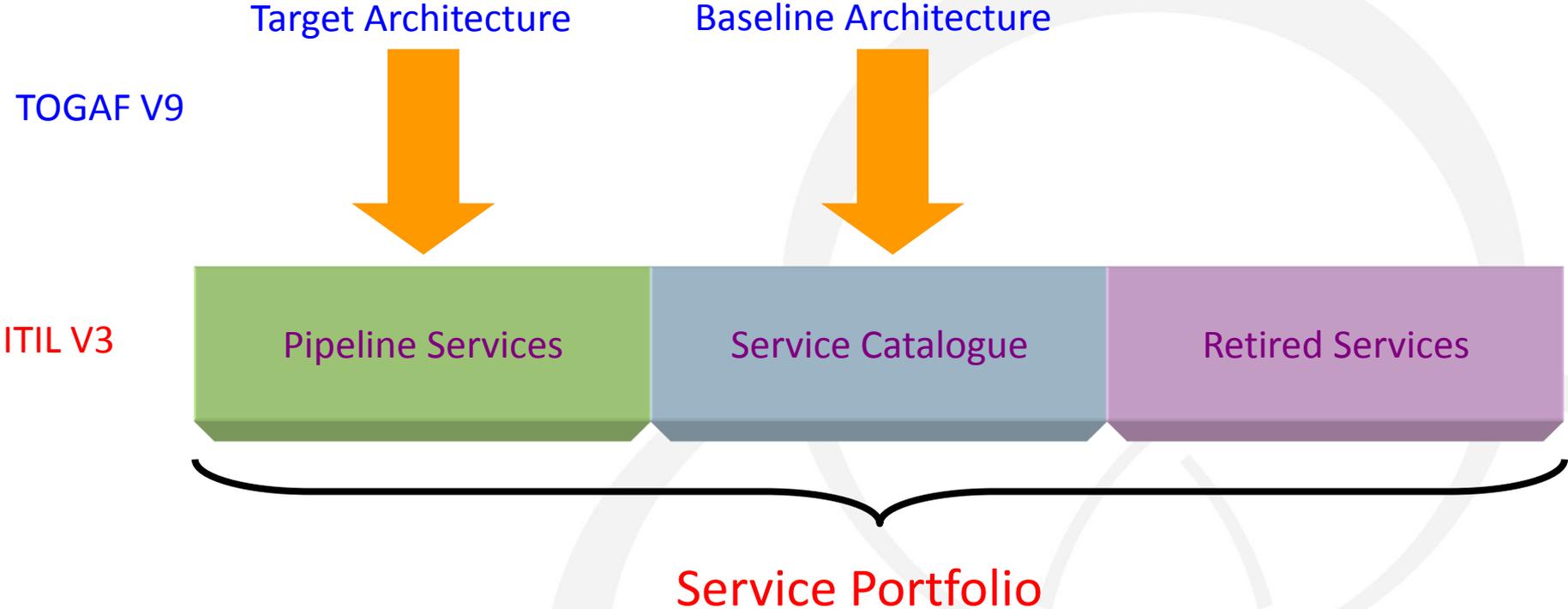
ITIL Service Phases



ITIL V3 – Service Areas and Main Deliverables

Service Strategy	Service Design	Service Transition	Service Operation	Continuous Service Improvement
1. Financial Mgt 2. Service Portfolio Mgt 3. 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	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	1. Event Mgt 2. Incident Mgt 3. Request Fulfilment 4. Access Mgt 5. Problem Mgt <i>Functions</i> <ul style="list-style-type: none"> • Service Desk • Technical Mgt • Application Mgt • IT Ops Mgt 	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)

PLAN

ANALYZE

DESIGN

BUILD

TEST

DEPLOY

OPERATE
&
MAINTAIN

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

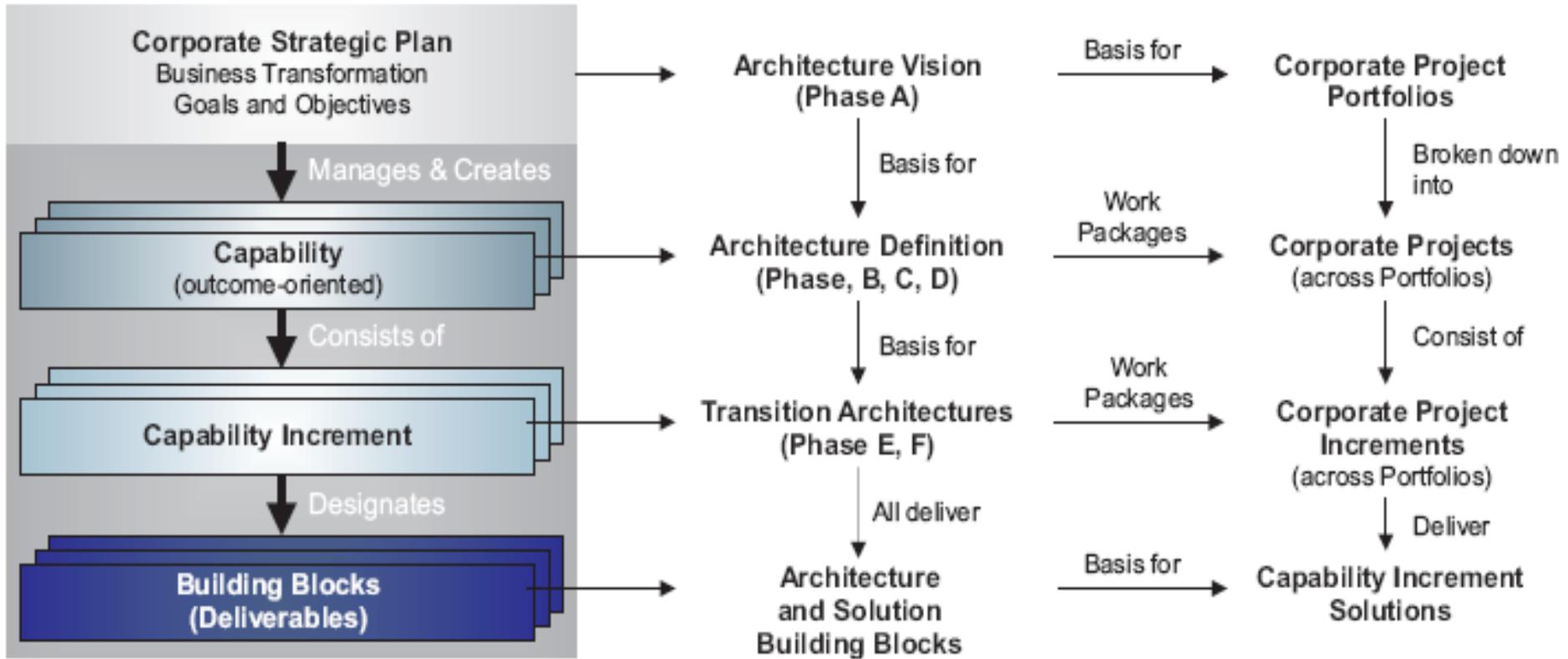
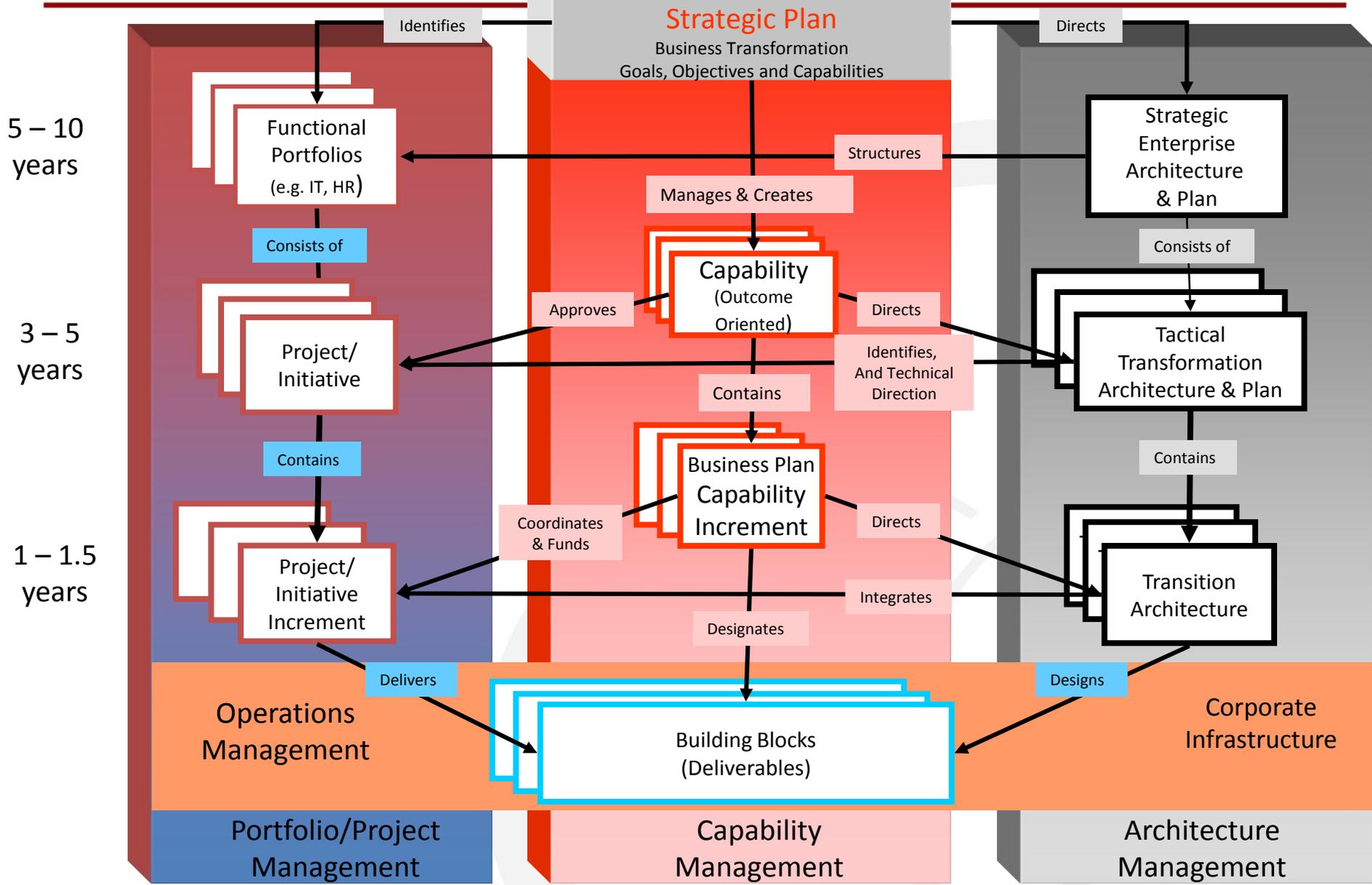
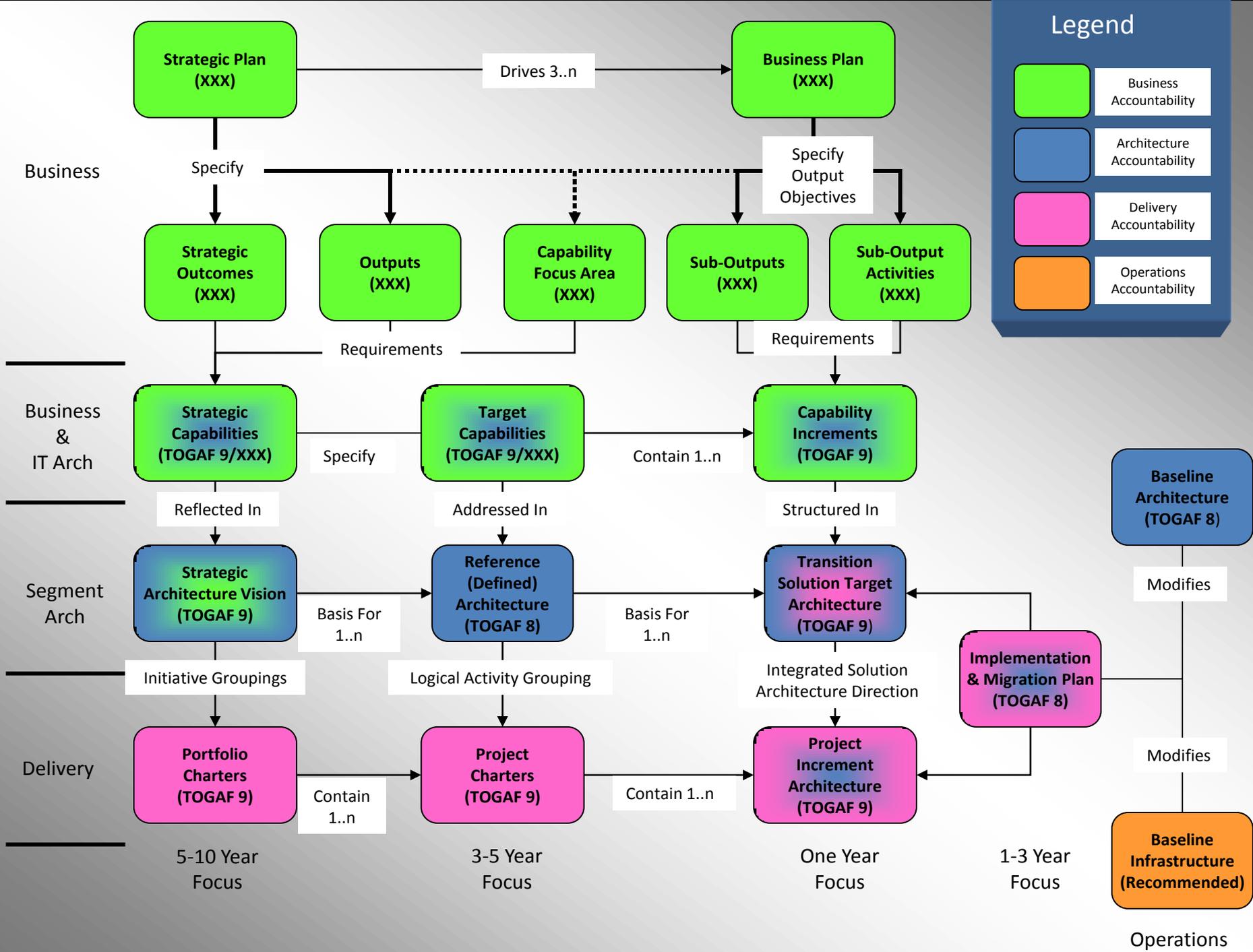


Figure 32-4 Relationship Between Capabilities, Enterprise Architecture, and Projects

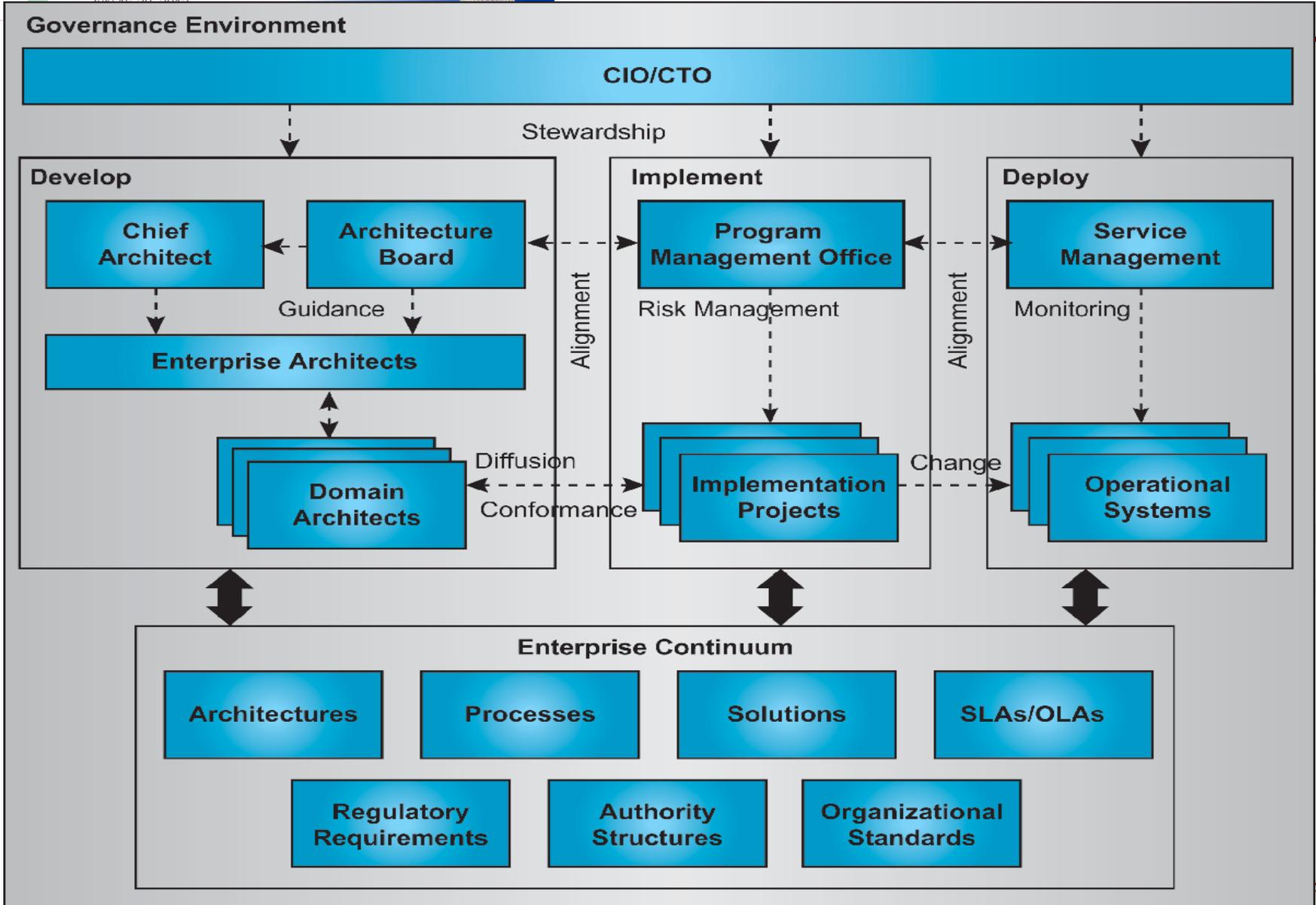
Management Framework Relationships







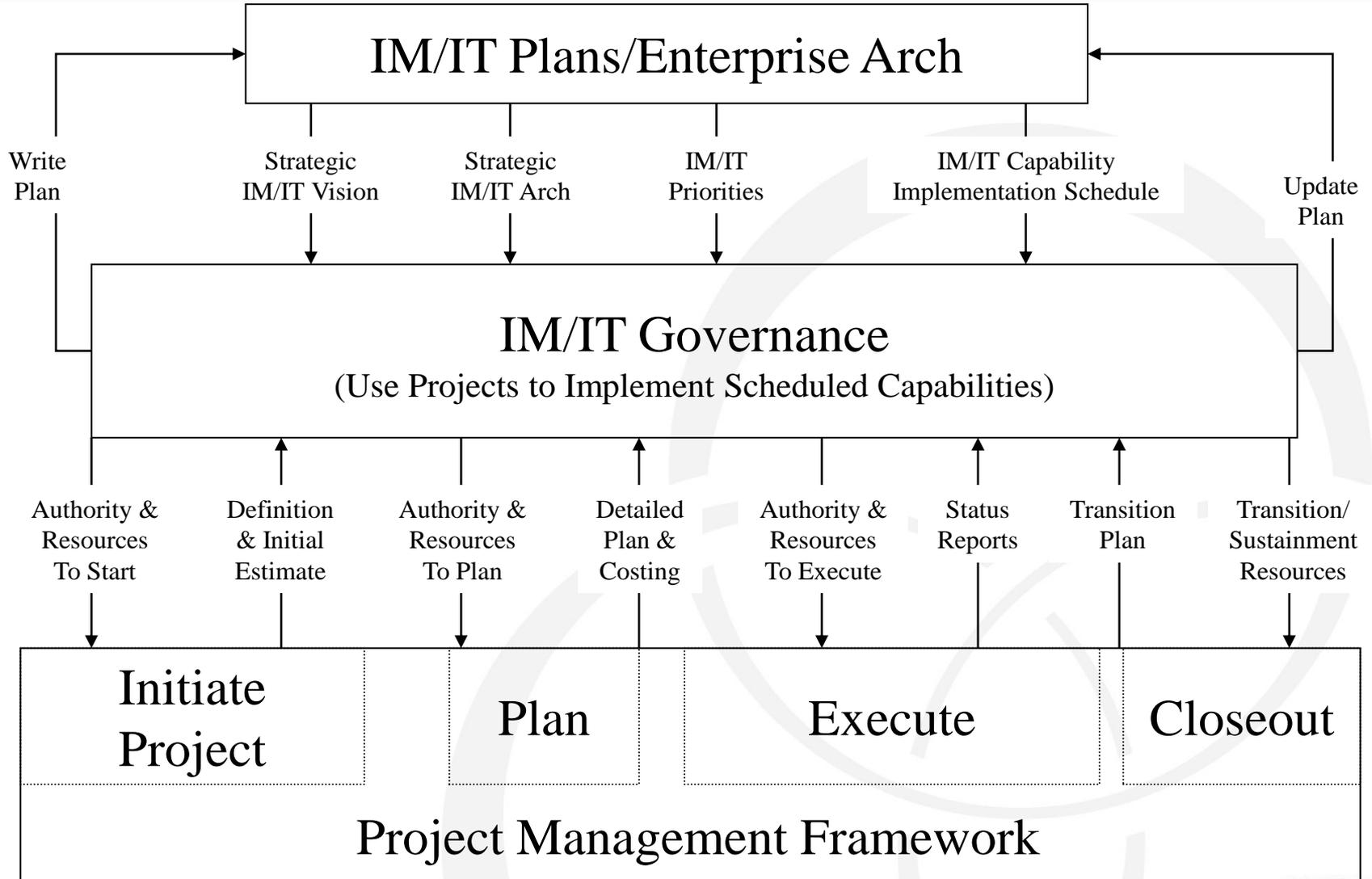
Organizational Structure



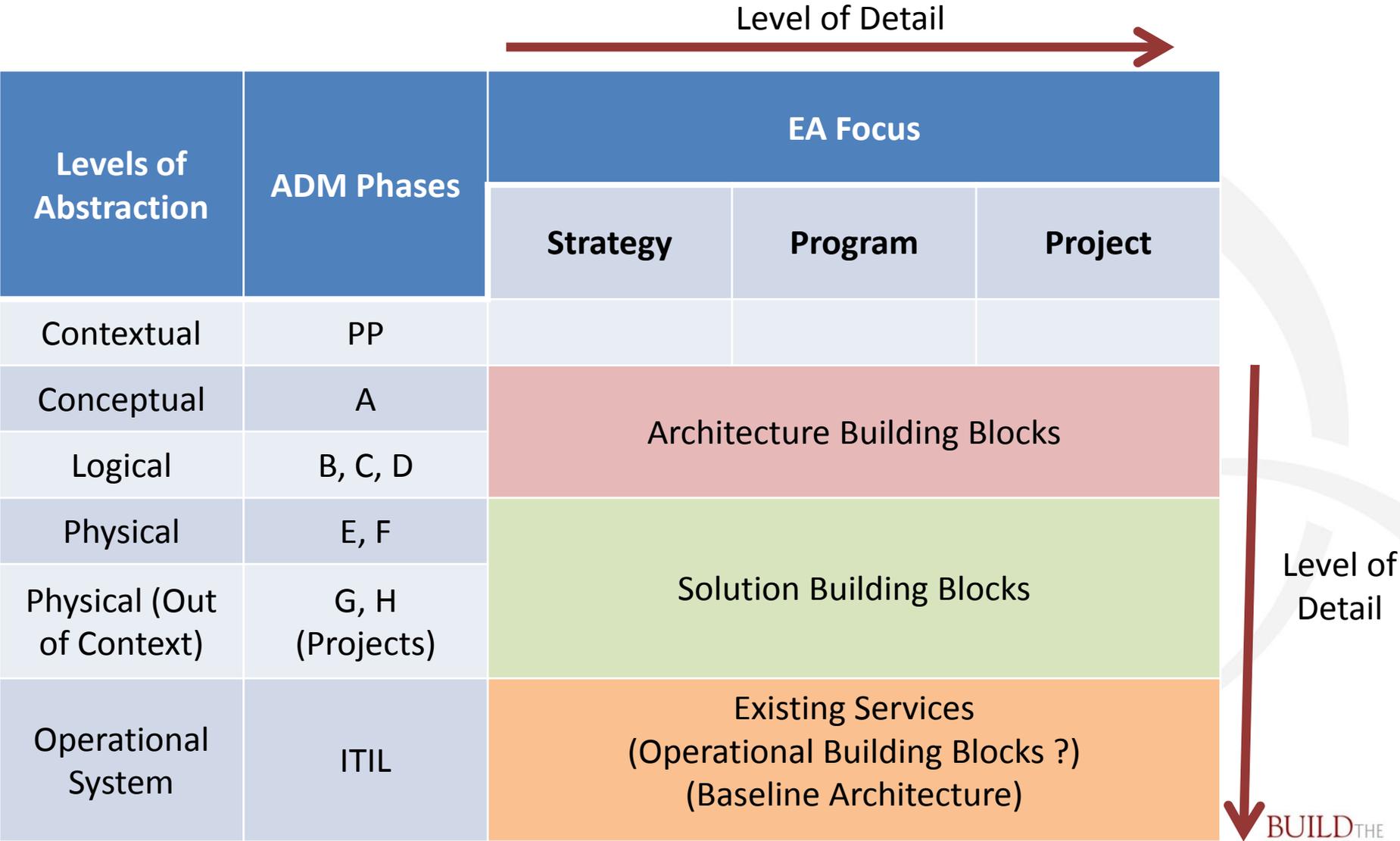


Initiative Synchronization

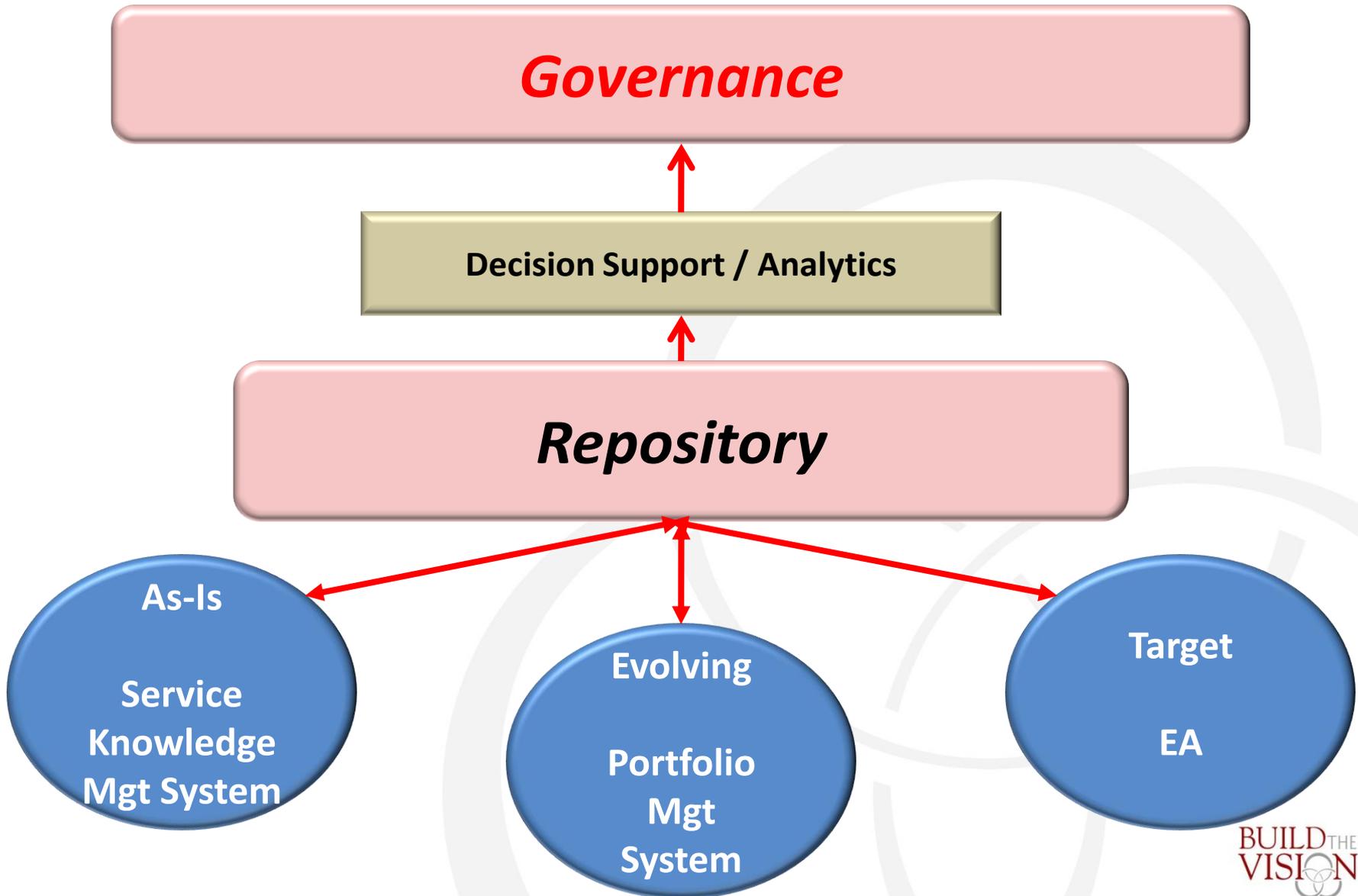
Case Study– It All Fits



Integrating the Concepts



A Repository to Support All of Governance





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**



Advanced Topics for TOGAF® Integrated Management Framework

QUESTIONS ?

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