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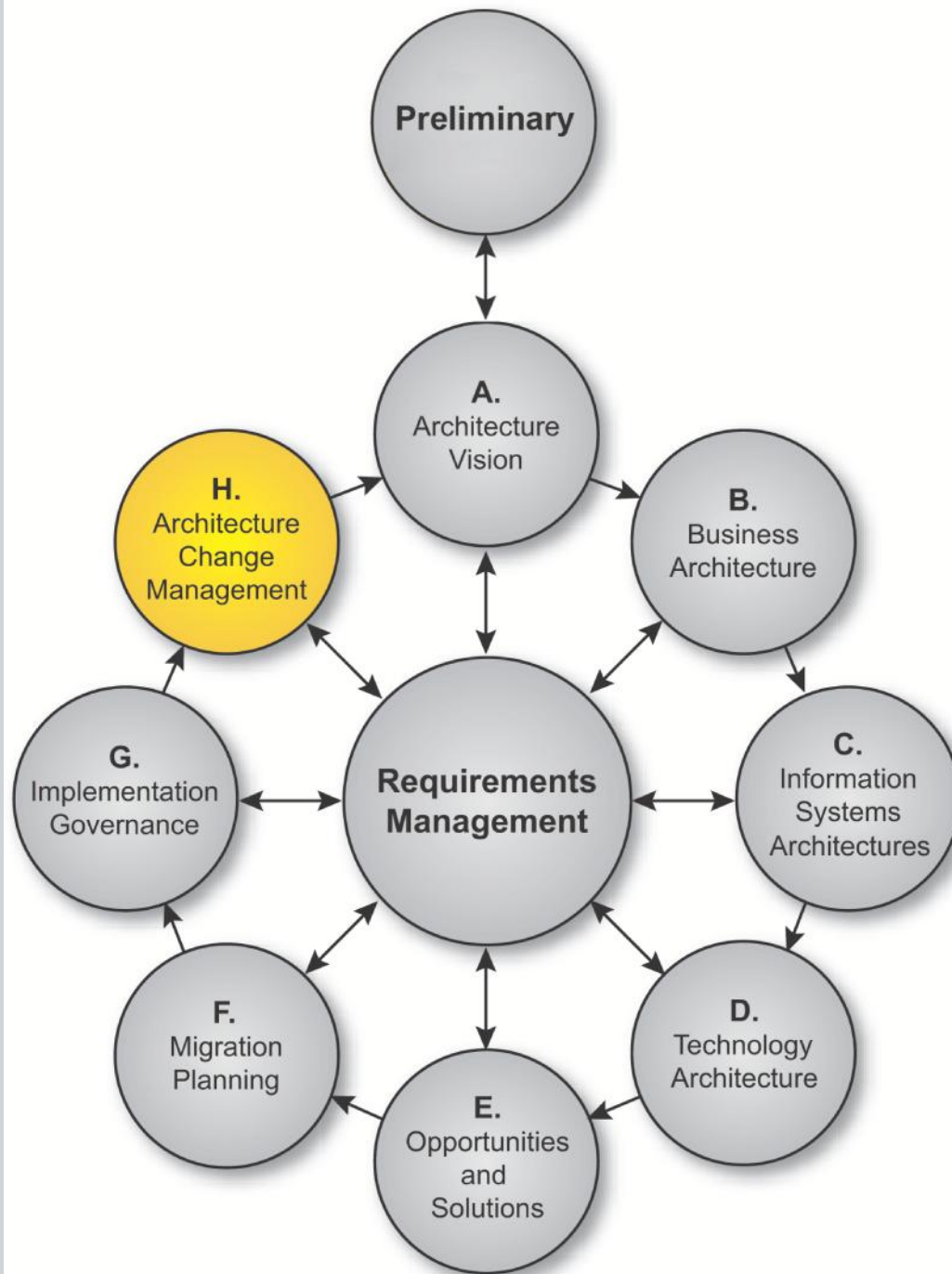
Module 27 Phase H Architecture Change Management

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Phase H Architecture Change Management



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Module Objectives

The objectives of this module are to understand:

- The objectives of Phase H, Architecture Change Management
- What it consists of
- What inputs are needed for it
- What the outputs are

Phase H Objectives

- Ensure that the architecture lifecycle is maintained
- Ensure that the Architecture Governance Framework is executed
- Ensure that the enterprise Architecture Capability meets current requirements

Approach

- The goal of an architecture change management process is to ensure that the architecture achieves its original target business value.
- This can be done by:
 1. ensuring that changes to the architecture are managed properly
 2. supporting a dynamic architecture.
- The process will determine the circumstances under which:
 1. The architecture will be permitted to change after deployment, and the process for this.
 2. The ADM will be used again.



Exercise: Drivers for Architecture Change

1. Brainstorm as many examples of technology-related drivers for change as you can.
2. Brainstorm as many examples of business-related drivers for change as you can.



Change Management Process

There are three main categories of architecture change:

1. **Simplification:** this can be handled via change management techniques.
2. **Incremental:** this may be handled via change management techniques, or it may require partial re-architecting.
3. **Re-architecting:** this requires putting the whole architecture through the architecture development cycle again.

Exercise: why might each of these changes occur?

Change Management Process

To determine whether a change is simplification, incremental, or re-architecting:

1. Register all events that may impact the architecture
2. Allocate resources and management for the architecture tasks
3. The process (or role) responsible for resources has to make an assessment of what should be done
4. Evaluate the impact



Maintenance versus Redesign

If the change:

- Impacts 2 stakeholders or more, then it is likely to require an architecture redesign and re-entry to the ADM
- Impacts only 1 stakeholder, then it is likely to be a candidate for change management
- Can be allowed under a dispensation, then it is likely to be a candidate for change management

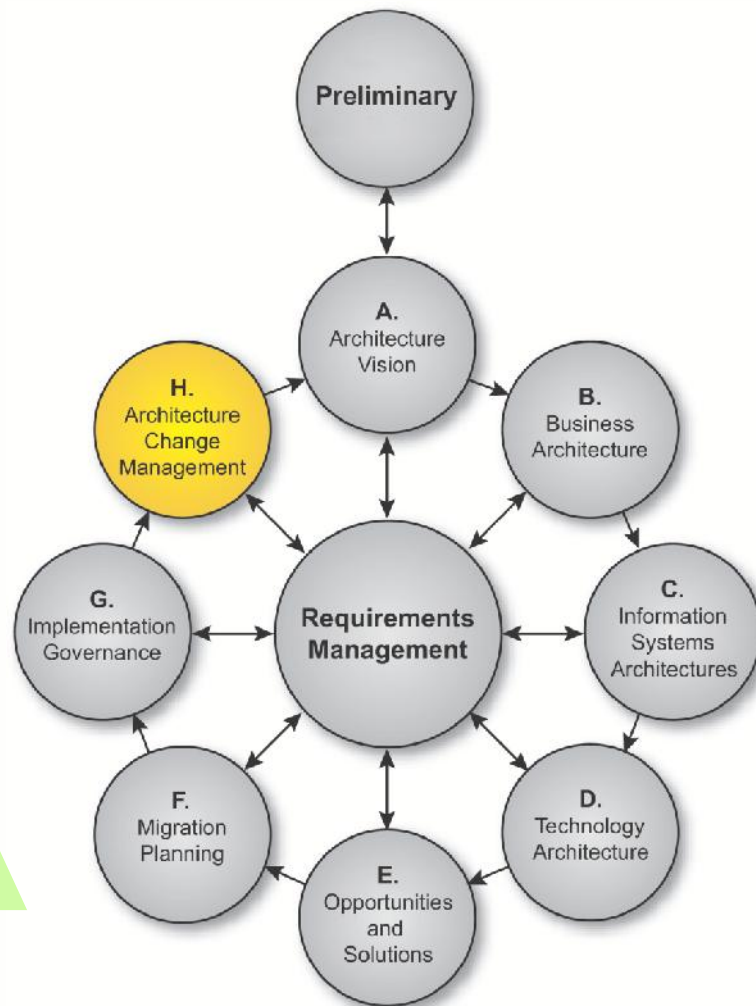


Change Impact Exercise

- Q. Determine the change impact of the following scenarios:
1. The impact of the change is significant for the business strategy.
 2. A new technology or standard emerges.
 3. The change is at an infrastructure level; for example, 10 systems are reduced to 1 system.
 4. The Foundation Architecture needs to be re-aligned with the business strategy.
 5. Substantial change is required to components and guidelines for use in deployment of the architecture.



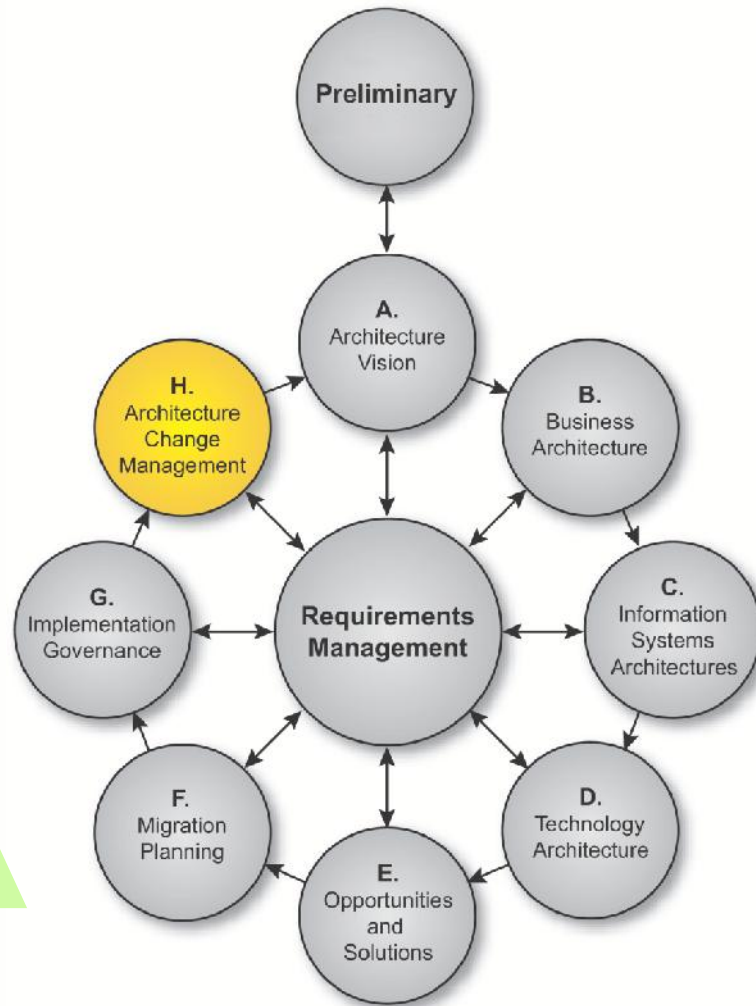
Phase H: Inputs



- Request for Architecture Work
- Organizational model for EA
- Tailored Architecture Framework
- Statement of Architecture Work
- Architecture Vision
- Architecture Repository
- Architecture Definition document
- Architecture Requirements Specification

Continued

Phase H: Inputs



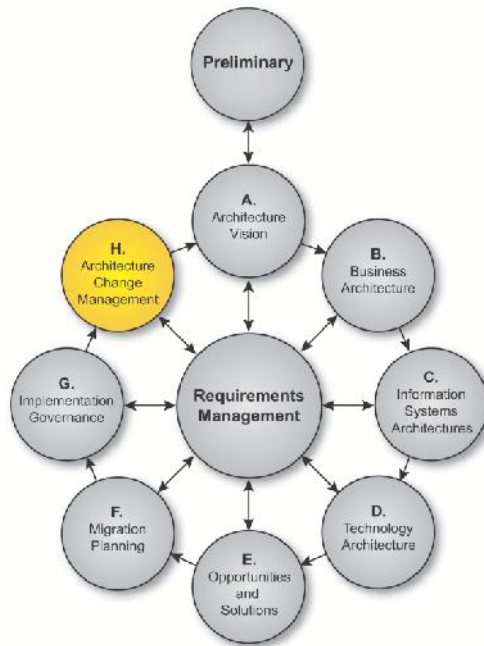
- Architecture Roadmap
- Change Requests (due to technology changes, business changes, lessons learned)
- Implementation Governance Model
- Architecture Contract
- Compliance Assessments
- Implementation and Migration Plan

Change Requests

- Description of the proposed change
- Rationale for the proposed change
- Impact assessment of the proposed change, including:
 - Reference to specific requirements
 - Stakeholder priority of the requirements to date
 - Phases to be revisited
 - Phase to lead on requirements prioritization
 - Results of phase investigations and revised priorities
 - Recommendations on management of requirements
- Repository reference number



Steps



1. Establish Value Realization process

2. Deploy Monitoring Tools

3. Manage Risks

4. Provide Analysis for Architecture Change Management

5. Develop Change Requirements to meet Performance Targets

6. Manage Governance Process

7. Activate the process to implement Change



Step 1. Establish Value Realization Process

- Influence business projects to exploit the enterprise architecture for value realization (outcomes)



Step 2. Deploy Monitoring Tools

- Monitor technology changes which could impact the Baseline Architecture
- Monitor business changes which could impact the Baseline Architecture
- Business value tracking; e.g., investment appraisal method to determine value metrics for the business objectives
- Monitor enterprise Architecture Capability maturity
- Track and assess asset management programs
- Track the QoS performances and usage
- Determine and track business continuity requirements



Step 3. Manage Risks

- Manage enterprise architecture risks and provide recommendations
- See Chapter 31 Risk Management



Step 4. Provide Analysis for Architecture Change Management

- Analyze performance
- Conduct enterprise architecture performance reviews with service management
- Assess Change Requests and reporting to ensure that the expected value realization and Service Level Agreement (SLA) expectations of the customers are met
- Undertake a gap analysis of the performance of the enterprise architecture
- Ensure change management requests adhere to the enterprise architecture governance and framework

Step 5. Develop Change Requirements to Meet Performance Targets

- Make recommendations on change requirements
 - To meet performance requirements
 - To develop a position to act



Step 6. Manage Governance Process

- Arrange meeting of Architecture Board (or other Governing Council)
- Hold meeting of the Architecture Board with the aim of the meeting to decide on handling changes (technology and business and dispensations)



Step 7. Activate the Process to Implement Change

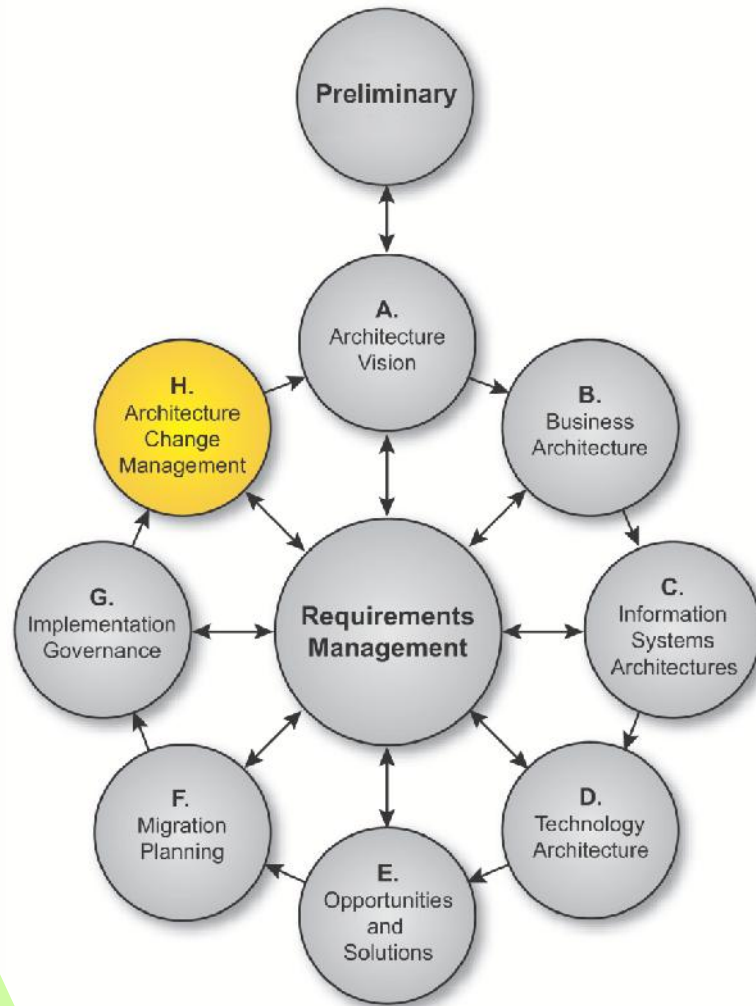
- Produce a new Request for Architecture Work and request for investment
- Ensure any changes implemented in this phase are captured and documented in the Architecture Repository



Architecture Board Agenda

- Minutes of Previous Meeting
- Requests for Change
- Dispensations
- Compliance Assessments
- Dispute Resolution
- Architecture Strategy and Direction Documentation
- Actions Assigned
- Contract Documentation Management
- Any Other Business (AOB)
- Schedule of Meetings

Phase H Outputs



- Architecture updates
- Changes to architecture framework and principles
- New Request for Architecture Work, to initiate another cycle of the ADM
- Statement of Architecture Work
- Architecture Contract
- Compliance Assessments



Business Users' Architecture Contract

- Introduction and background
- The nature of the agreement
- Scope
- Strategic requirements
- Conformance requirements
- Architecture adopters
- Time window
- Architecture business metrics
- Service architecture (includes Service Level Agreement (SLA))

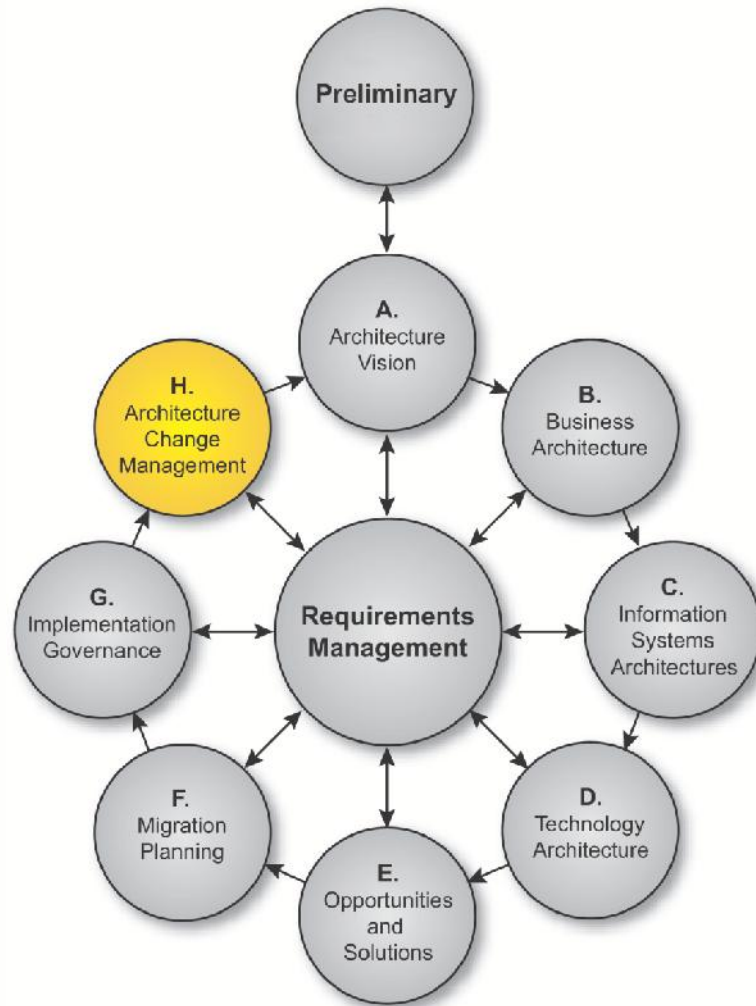


Request for Architecture Work

- Organization sponsors
- Organization's mission statement
- Business goals (and changes)
- Strategic plans of the business
- Time limits
- Changes in the business environment
- Organizational constraints
- Budget information, financial constraints
- External constraints, business constraints
- Current business system description
- Current architecture/IT system description
- Description of developing organization
- Description of resources available to developing organization



Summary



- Phase H Change Management
 - Ensures that changes to the architecture are managed in a cohesive and controlled manner
 - Establishes and supports the architecture to provide flexibility to evolve the architecture rapidly in responses to changes in technology and business

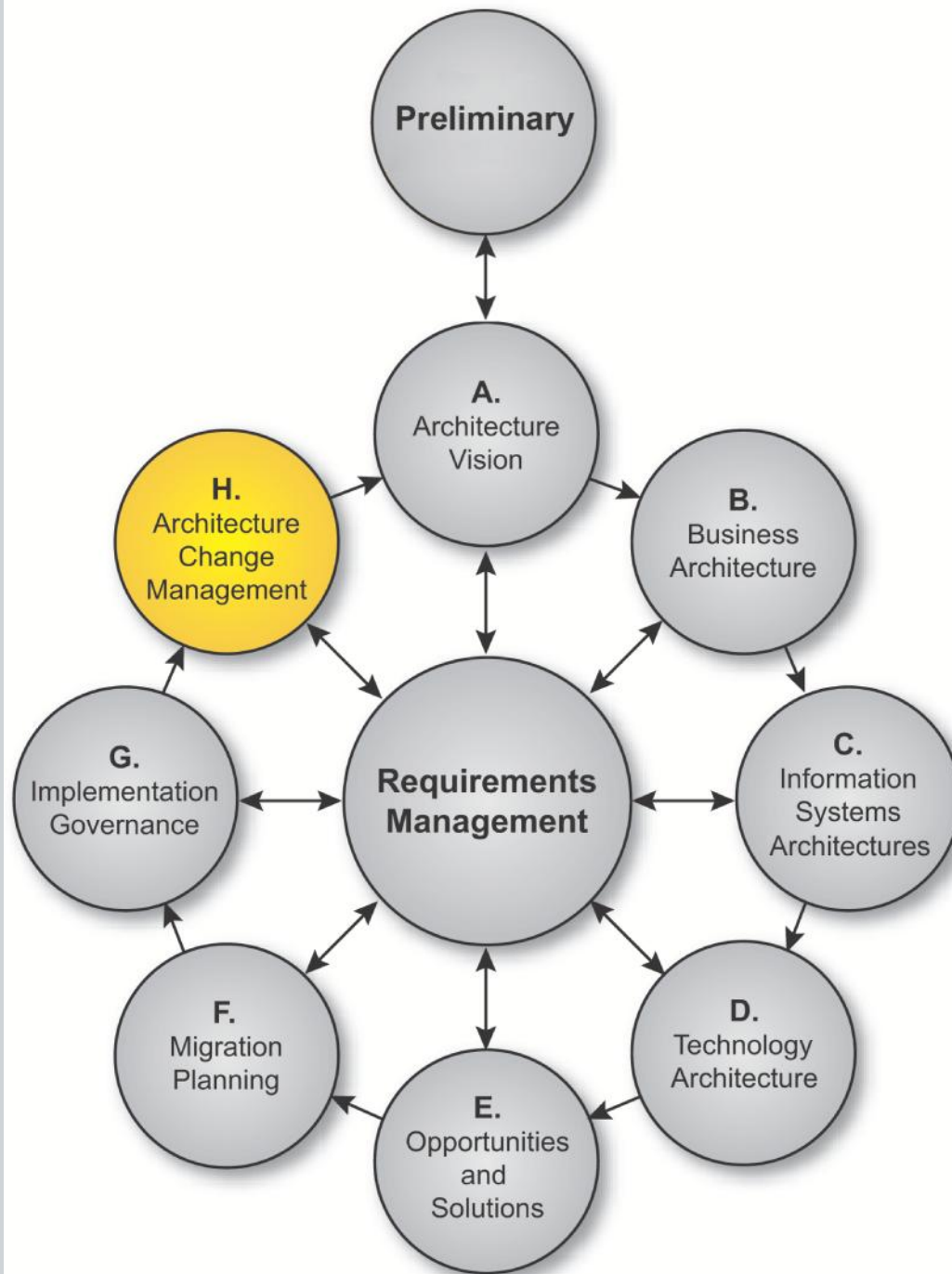
Summary

Phase H: Architecture Change Management			
Objectives	Steps	Inputs	Outputs
<p>Ensure that the architecture lifecycle is maintained</p> <p>Ensure that the Architecture Governance Framework is executed</p> <p>Ensure that the enterprise Architecture Capability meets current requirements</p>	<p>Establish value realization process</p> <p>Deploy monitoring tools</p> <p>Manage risks</p> <p>Provide analysis for architecture change management</p> <p>Develop change requirements to meet performance targets</p> <p>Manage governance process</p> <p>Activate the process to implement change</p>	<p>Request for Architecture Work</p> <p>Organizational Model for Enterprise Architecture</p> <p>Tailored Architecture Framework</p> <p>Statement of Architecture Work</p> <p>Architecture Vision</p> <p>Architecture Repository</p> <p>Architecture Definition Document</p> <p>Architecture Requirements Specification</p> <p>Architecture Roadmap</p> <p>Change Requests due to technology changes</p> <p>Change Requests due to business changes</p> <p>Change Requests from lessons learned</p> <p>Implementation Governance Model</p> <p>Architecture Contract (signed)</p> <p>Compliance Assessments</p> <p>Implementation and Migration Plan</p>	<p>Architecture updates</p> <p>Changes to architecture framework and principles</p> <p>New Request for Architecture Work, to initiate another cycle of the ADM</p> <p>Statement of Architecture Work, updated if necessary</p> <p>Architecture Contract, updated if necessary</p> <p>Compliance Assessments, updated if necessary</p>

Test Yourself Question

- Q. Which of the following is part of an architecture change management process?
- A Ensuring that business continues as usual
 - B Determining whether a change warrants an update to the architecture
 - C Determining whether a change requires a new cycle of the ADM
 - D Managing change properly
 - E Establishing criteria for judging change requests

Phase H Architecture Change Management



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