

ADM Phases Notes

Preliminary Phase

Preliminary Phase describes the preparation and initiation activities required to meet the business directive for a new Enterprise Architecture, including the definition of an Organization-Specific Architecture framework and the definition of principles.

1. Determine (findout) the **Architecture Capability** desired by the organization
2. Establish (setup) the **Architecture Capability (Archi Function or Practice)**

Inputs	Steps	Outputs
Non-Architecture Inputs <ul style="list-style-type: none">• Board strategies and board business plans, business strategy, IT strategy, business principles, business goals, and business drivers, when pre-existing• Major frameworks operating in the business; e.g., project/portfolio management• Governance and legal frameworks, including Architecture Governance strategy, when pre-existing• Architecture capability• Partnership and contract agreements Architectural Inputs <ul style="list-style-type: none">• Organizational Model for Enterprise Architecture• Existing Architecture Framework	<ul style="list-style-type: none">• Scope the enterprise organizations impacted• Confirm governance and support frameworks• Define and establish Enterprise Architecture team and organization• Identify and establish Architecture Principles• Tailor the TOGAF framework and, if any, other selected architecture frameworks• Develop a strategy and implementation plan for tools and techniques	<ul style="list-style-type: none">• Organizational Model for Enterprise Architecture• Tailored Architecture Framework• Initial Architecture Repository• Restatement of, or reference to, business principles, business goals, and business drivers• Request for Architecture Work (optional)• Architecture Governance Framework• The Architecture of the Enterprise Architecture Capability

Phase A: Architecture Vision

Phase A describes the **initial phase** of the ADM. It includes information about defining the scope, identifying the stakeholders, creating the Architecture Vision, and obtaining approvals.

1. Develop a **high-level aspirational vision** of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
2. Obtain **approval for a Statement of Architecture Work** that defines a program of works to develop and deploy the architecture outlined in the Architecture Vision

Inputs	Steps	Outputs
Non-Architecture Inputs <ul style="list-style-type: none">• Request for Architecture Work• Business principles, business goals, and business drivers Architectural Inputs <ul style="list-style-type: none">• Organizational Model for Enterprise Architecture• Tailored Architecture Framework• Populated Architecture Repository	<ul style="list-style-type: none">• Establish the architecture project• Identify stakeholders, concerns, and business requirements• Confirm and elaborate business goals, business drivers, and constraints• Evaluate capabilities• Assess readiness for business transformation• Confirm and elaborate Architecture Principles, including business principles• Develop Architecture Vision• Define the Target Architecture value propositions and KPIs• Identify the business transformation risks and mitigation activities• Develop Statement of Architecture Work; secure approval	<ul style="list-style-type: none">• Approved Statement of Architecture Work• Refined statements of business principles, business goals, and business drivers• Architecture Principles• Capability Assessment• Tailored Architecture Framework• Architecture Vision• Draft Architecture Definition Document, which may include Baseline and/or Target Architectures of any architecture domain• Communications Plan• Additional content populating the Architecture Repository

Phase B: Business Architecture

Phase B describes the development of a Business Architecture to support an agreed Architecture Vision.

1. Develop the **Target Business Architecture** that describes how the enterprise needs to operate to achieve the business goals, and respond to the strategic drivers set out in the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns
2. Identify **candidate Architecture Roadmap components** based upon gaps between the Baseline and Target Business Architectures

Inputs	Steps	Outputs
Non-Architecture Inputs <ul style="list-style-type: none"> • Request for Architecture Work • Business principles, business goals, and business drivers • Capability Assessment • Communications Plan Architectural Inputs <ul style="list-style-type: none"> • Organizational Model for Enterprise Architecture • Tailored Architecture Framework • Approved Statement of Architecture Work • Architecture Principles • Enterprise Continuum • Architecture Repository • Architecture Vision • Draft Architecture Definition Document, which may include Baseline and/or Target Architectures of any architecture domain 	<ul style="list-style-type: none"> • Select reference models, viewpoints, and tools • Develop Baseline Business Architecture Description • Develop Target Business Architecture Description • Perform gap analysis • Define candidate roadmap components • Resolve impacts across the Architecture Landscape • Conduct formal stakeholder review • Finalize the Business Architecture • Create/Update the Architecture Definition Document 	<ul style="list-style-type: none"> • Refined and updated versions of the Architecture Vision phase deliverables • Draft Architecture Definition Document • Draft Architecture Requirements Specification • Business Architecture components of an Architecture Roadmap

Phase C: Information Systems Architecture

Phase C describes the Information Systems Architectures for an architecture project, including the development of Data and Application Architectures.

1. Develop the **Target Information Systems Architectures**, describing how the enterprise's Information Systems Architecture will enable the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns
2. Identify **candidate Architecture Roadmap components** based upon gaps between the Baseline and Target Information Systems (Data and Application) Architectures

Phase C: Information Systems Architecture – Data Architecture

This Phase describes the Data Architecture part of Phase C.

1. Develop the **Target Data Architecture** that enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns
2. Identify **candidate (Data) Architecture Roadmap components** based upon gaps between the Baseline and Target Data Architectures

Inputs	Steps	Outputs
Non-Architecture Inputs <ul style="list-style-type: none">• Request for Architecture Work• Capability Assessment• Communications Plan Architectural Inputs <ul style="list-style-type: none">• Organizational Model for Enterprise Architecture• Tailored Architecture Framework• Data principles• Statement of Architecture Work• Architecture Vision• Architecture Repository• Draft Architecture Definition Document, which may include Baseline and/or Target Architectures of any architecture domain• Draft Architecture Requirements Specification• Business Architecture components of an Architecture Roadmap	<ul style="list-style-type: none">• Select reference models, viewpoints, and tools• Develop Baseline Data Architecture Description• Develop Target Data Architecture Description• Perform gap analysis• Define candidate roadmap components• Resolve impacts across the Architecture Landscape• Conduct formal stakeholder review• Finalize the Data Architecture• Create/update the Architecture Definition Document	<ul style="list-style-type: none">• Refined and updated versions of the Architecture Vision phase deliverables• Draft Architecture Definition Document• Draft Architecture Requirements Specification• Data Architecture components of an Architecture Roadmap

Phase C: Information Systems Architecture – Application Architecture

This Phase describes the Application Architecture part of Phase C.

1. Develop the **Target Application Architecture** that enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns
2. Identify **candidate (Application) Architecture Roadmap components** based upon gaps between the Baseline and Target Application Architectures
3. Reference Model for use in Phase C is Integrated Information Infrastructure Reference Model (III-RM)

Inputs	Steps	Outputs
Non-Architecture Inputs <ul style="list-style-type: none">• Request for Architecture Work• Capability Assessment• Communications Plan Architectural Inputs <ul style="list-style-type: none">• Organizational Model for Enterprise Architecture• Tailored Architecture Framework• Application principles• Statement of Architecture Work• Architecture Vision• Architecture Repository• Draft Architecture Definition Document, which may include Baseline and/or Target Architectures of any architecture domain• Draft Architecture Requirements Specification• Business Architecture components of an Architecture Roadmap	<ul style="list-style-type: none">• Select reference models, viewpoints, and tools• Develop Baseline Data Architecture Description• Develop Target Data Architecture Description• Perform gap analysis• Define candidate roadmap components• Resolve impacts across the Architecture Landscape• Conduct formal stakeholder review• Finalize the Data Architecture• Create/update the Architecture Definition Document	<ul style="list-style-type: none">• Refined and updated versions of the Architecture Vision phase deliverables• Draft Architecture Definition Document• Draft Architecture Requirements Specification• Application Architecture components of an Architecture Roadmap

Phase D: Technology Architecture

Phase D describes the development of a Technology Architecture for an architecture project.

1. Develop the **Target Technology Architecture** that enables the Architecture Vision, target business, data, and application building blocks to be delivered through technology components and technology services, in a way that addresses the Statement of Architecture Work and stakeholder concerns
2. Identify **candidate (Technology) Architecture Roadmap components** based upon gaps between the Baseline and Target Technology Architectures

Inputs	Steps	Outputs
Non-Architecture Inputs <ul style="list-style-type: none"> • Request for Architecture Work • Capability Assessment • Communications Plan Architectural Inputs <ul style="list-style-type: none"> • Organizational Model for Enterprise Architecture • Tailored Architecture Framework • Technology principles • Statement of Architecture Work • Architecture Vision • Architecture Repository • Draft Architecture Definition Document, which may include Baseline and/or Target Architectures of any architecture domain • Draft Architecture Requirements Specification • Business, Data and Application Architecture components of an Architecture Roadmap 	<ul style="list-style-type: none"> • Select reference models, viewpoints, and tools • Develop Baseline Data Architecture Description • Develop Target Data Architecture Description • Perform gap analysis • Define candidate roadmap components • Resolve impacts across the Architecture Landscape • Conduct formal stakeholder review • Finalize the Technology Architecture • Create/update the Architecture Definition Document 	<ul style="list-style-type: none"> • Refined and updated versions of the Architecture Vision phase deliverables • Draft Architecture Definition Document • Draft Architecture Requirements Specification • Technology Architecture components of an Architecture Roadmap

Phase E: Opportunities and Solutions

Phase E describes the process of identifying delivery vehicles (projects, programs, or portfolios) that effectively deliver the Target Architecture identified in previous phases.

1. Generate the **initial complete version of the Architecture Roadmap**, based upon the gap analysis and candidate (Business, Data, Application, Technology Architecture Roadmap components from Phases B, C, and D
2. Determine whether an **incremental approach is required**, and if so identify Transition Architectures that will deliver continuous business value
3. Define the **overall Solution Building Blocks (SBBs)** to finalize the Target Architecture based on the ABBs

Inputs	Steps	Outputs
Non-Architecture Inputs <ul style="list-style-type: none"> Request for Architecture Work Capability Assessment Communications Plan Planning Methodologies Architectural Inputs <ul style="list-style-type: none"> Organizational Model for Enterprise Architecture Governance Models and Frameworks Tailored Architecture Framework Statement of Architecture Work Architecture Vision Architecture Repository Draft Architecture Definition Document, which may include Baseline and/or Target Architectures of any architecture domain Draft Architecture Requirements Specification Change Requests for existing business programs and projects Candidate Architecture Roadmap components from Phases B, C, and D 	<ul style="list-style-type: none"> Determine/confirm key corporate change attributes Determine business constraints for implementation Review and consolidate gap analysis results from Phases B to D Review consolidated requirements across related business functions Consolidate and reconcile interoperability requirements Refine and validate dependencies Confirm readiness and risk for business transformation Formulate Implementation and Migration Strategy Identify and group major work packages Identify Transition Architectures Create the Architecture Roadmap & 	<ul style="list-style-type: none"> Refined and updated versions of the Architecture Vision phase deliverables Draft Architecture Definition Document Draft Architecture Requirements Specification Capability Assessments Architecture Roadmap Implementation and Migration Plan Draft (Strategy)

	Implementation and Migration Plan	
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Phase F: Migration Planning

Phase F addresses migration planning; that is, how to move from the Baseline to the Target Architectures by finalizing a detailed Implementation and Migration Plan.

1. **Finalize the Architecture Roadmap** and the **supporting Implementation and Migration Plan**
2. Ensure that the **Implementation and Migration Plan is co-ordinated** with the enterprise's approach to managing and implementing change in the enterprise's overall change portfolio
3. Ensure that the **business value and cost of work packages and Transition Architectures** is understood by key stakeholders

Inputs	Steps	Outputs
Non-Architecture Inputs <ul style="list-style-type: none"> • Request for Architecture Work • Capability Assessment • Communications Plan Architectural Inputs <ul style="list-style-type: none"> • Organizational Model for Enterprise Architecture • Governance Models and Frameworks • Tailored Architecture Framework • Statement of Architecture Work • Architecture Vision • Architecture Repository • Draft Architecture Definition Document, which may include Baseline and/or Target Architectures of any architecture domain or Transition Architectures • Draft Architecture Requirements Specification • Change Requests for existing business programs and projects • Architecture Roadmap • Capability Assessment 	<ul style="list-style-type: none"> • Confirm management framework interactions for Implementation and Migration Plan • Assign a business value to each work package • Estimate resource requirements, project timings, and availability/delivery vehicle • Prioritize the migration projects through the conduct of a cost/benefit assessment and risk validation • Confirm Architecture Roadmap and update Architecture Definition Document • Complete the Implementation and Migration Plan • Complete the architecture development cycle and document lessons learned 	<ul style="list-style-type: none"> • Implementation and Migration Plan (IMP), Approved • Finalized Architecture Definition Document • Finalized Architecture Requirements Specification • Finalized Architecture Roadmap • Re-Usable ABBs • Requests for Architecture Work • Implementation Governance Model • Change Requests for the Architecture Capability arising from lessons learned

<ul style="list-style-type: none"> Implementation and Migration Plan 		
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Phase G: Implementation Governance

Phase G provides an architectural oversight of the implementation.

1. Ensure **conformance with the Target Architecture** by implementation projects
2. Perform **appropriate Architecture Governance functions** for the solution and any implementation-driven architecture Change Requests
3. Phase G: Architecture Governance, what document establishes the connection between the architecture and the implementation organization – Architecture Contract.

Inputs	Steps	Outputs
Non-Architecture Inputs <ul style="list-style-type: none"> Request for Architecture Work Capability Assessment Architectural Inputs <ul style="list-style-type: none"> Organizational Model for Enterprise Architecture Tailored Architecture Framework Statement of Architecture Work Architecture Vision Architecture Repository Architecture Definition Document Architecture Requirements Specification Architecture Roadmap Architecture Governance Framework Implementation Governance Model Architecture Contract (Standard) Requests for Architecture Work Implementation and Migration Plan 	<ul style="list-style-type: none"> Confirm scope and priorities for deployment with development management Identify deployment resources and skills Guide development of solutions deployment Perform Enterprise Architecture Compliance reviews Implement business and IT operations Perform post-implementation review and close the implementation 	<ul style="list-style-type: none"> Architecture Contract (signed) Compliance Assessments Change Requests Architecture-compliant solutions deployed

Phase H: Architecture Change Management

Phase H looks at establishing procedures for managing change to the new architecture.

1. Ensure that the **architecture development cycle is maintained**
2. Ensure that the **Architecture Governance Framework is executed**
3. Ensure that the **Enterprise Architecture Capability meets current requirements**

Inputs	Steps	Outputs
Non-Architecture Inputs <ul style="list-style-type: none"> Request for Architecture Work Architectural Inputs <ul style="list-style-type: none"> Organizational Model for Enterprise Architecture Tailored Architecture Framework Statement of Architecture Work Architecture Vision Architecture Repository Architecture Definition Document Architecture Requirements Specification Architecture Roadmap Change Request (Technology, Business changes, Lessons Learned) Implementation Governance Model Architecture Contract (Signed) Compliance Assessments Implementation and Migration Plan 	<ul style="list-style-type: none"> Establish value realization process Deploy monitoring tools Manage risks Provide analysis for architecture change management Develop change requirements to meet performance targets Manage governance process Activate the process to implement change 	<ul style="list-style-type: none"> Architecture updates (for maintenance changes) Changes to architecture framework and principles (for maintenance changes) New Request for Architecture Work Statement of Architecture Work Architecture Contract Compliance Assessments

Requirements Management

Requirements Management is the process of managing architecture requirements throughout the ADM.

1. Ensure that the **Requirements Management process is sustained and operates for all relevant ADM** phases
2. **Manage architecture requirements** identified during any execution of the ADM cycle or a phase
3. Ensure that **relevant architecture requirements are available** for use by each phase as the phase is executed

Inputs	Steps	Outputs
Architectural Inputs <ul style="list-style-type: none">• A populated Architecture Repository• Organizational Model for Enterprise Architecture• Tailored Architecture Framework• Statement of Architecture Work• Architecture Vision• Architecture requirements, populating an Architecture Requirements Specification• Requirements Impact Assessment	<ul style="list-style-type: none">• Identify/document requirements• Baseline requirements• Monitor baseline requirements• Identify changed requirements; remove, add, modify, and re-assess priorities• Identify changed requirements and record priorities; identify and resolve conflicts; generate requirements impact statements• Assess impact of changed requirements on current and previous ADM phases• Implement requirements arising from Phase H• Update the Architecture Requirements Repository• Implement change in the current phase• Assess and revise gap analysis for past phases	<ul style="list-style-type: none">• Requirements Impact Assessment• Updated Architecture Requirements Specification