

TOGAF

Version 9 Enterprise Edition

Module 27

Phase H

Architecture Change Management

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Published by The Open Group, January 2009



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

- To ensure that baseline architectures are fit-for-purpose
- To assess the performance of the architecture and make recommendations for change
- To assess changes to the framework and principles
- To establish an architecture change management process for the new EA baseline
- To maximize the business value from the architecture
- To operate the Governance Framework



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:
 - ensuring that changes to the architecture are managed properly
 - supporting a dynamic architecture.
- The process will determine the circumstances under which:
 - The architecture will be permitted to change after deployment, and the process for this.
 - The ADM will be used again.



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



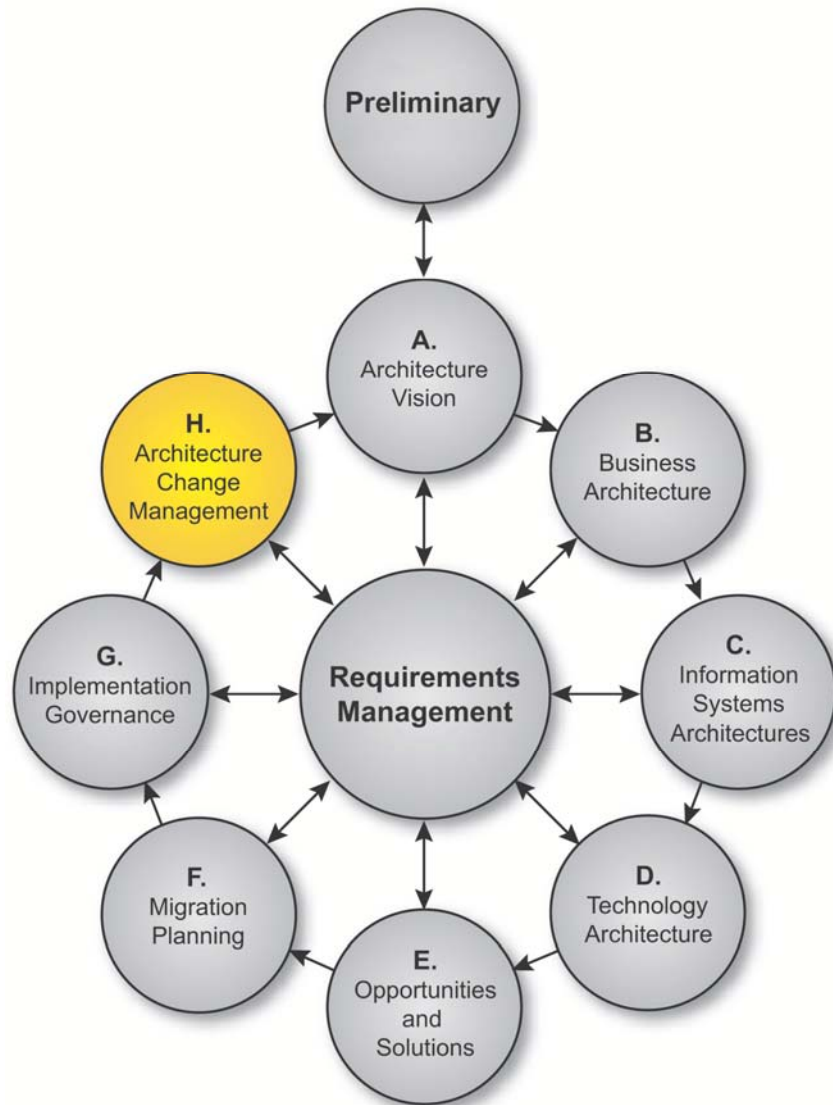
Maintenance versus Redesign

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



Phase H: Inputs

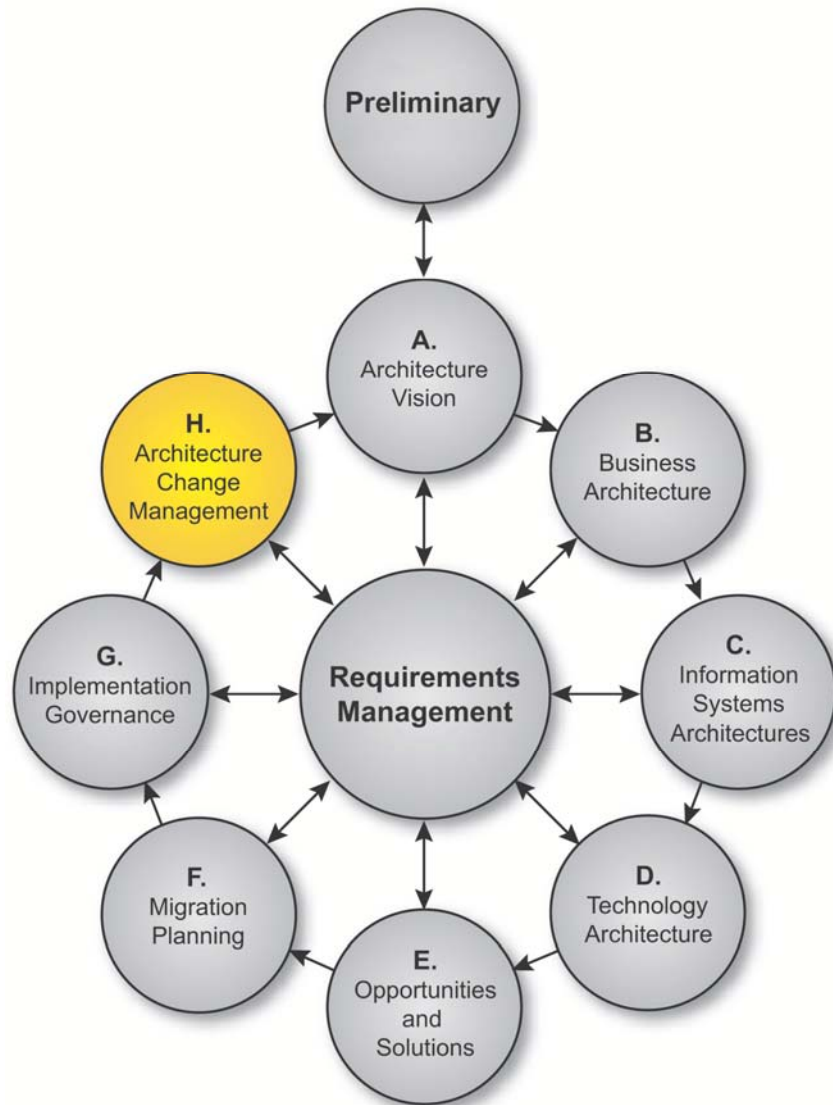


- Request for Architecture Work identified in E and F
- Organization model for EA
- Tailored Architecture Framework
- Statement of Architecture Work
- Architecture Vision
- Architecture Repository
- Architecture Definition document
- Architecture Requirements Specification

Continued



Phase H: Inputs



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

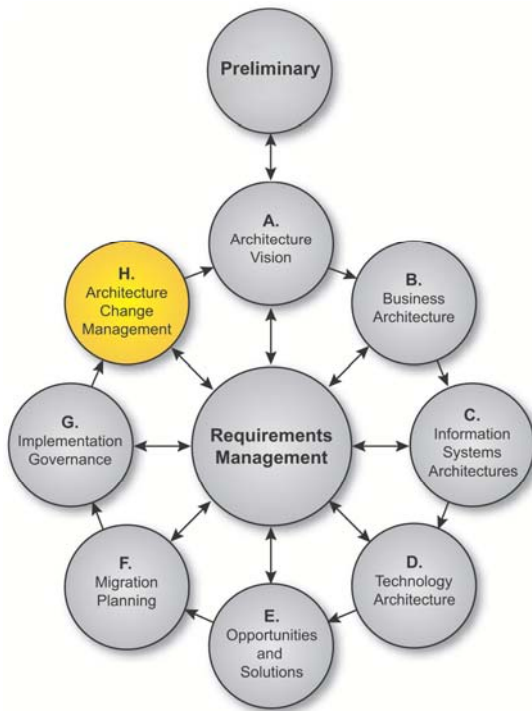


Change Requests

- 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



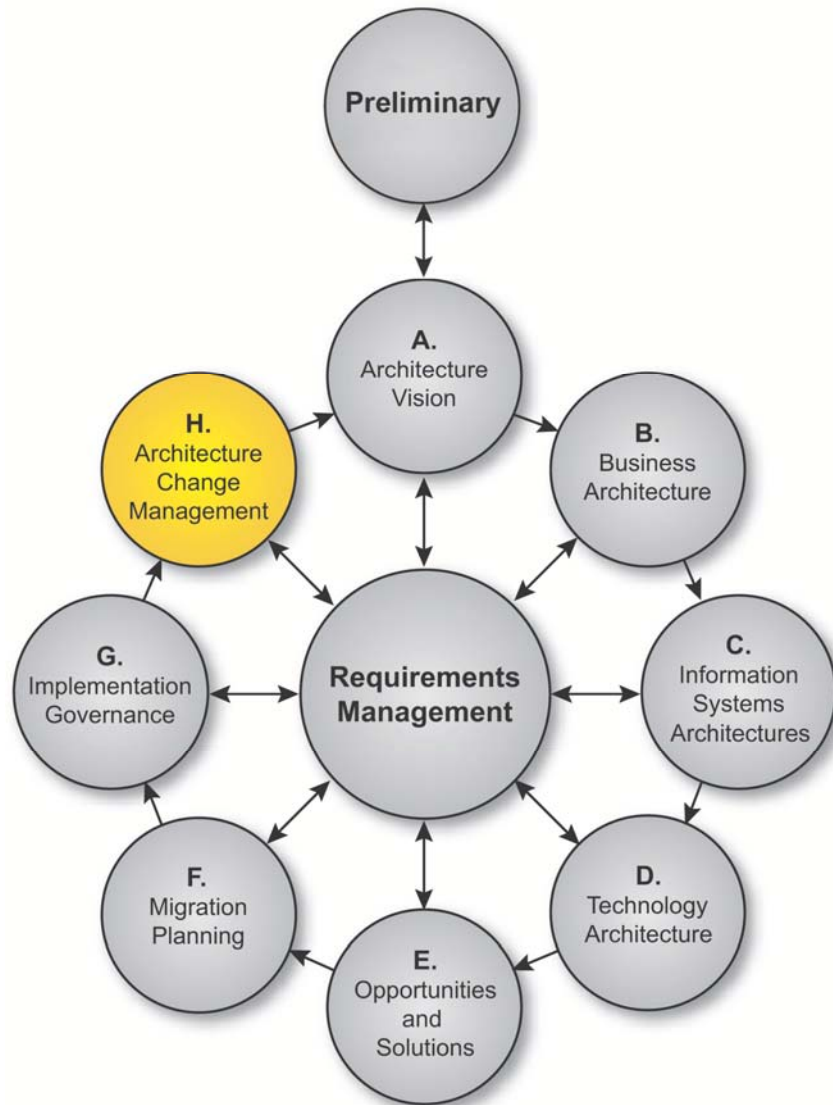
Steps



- 7. Activate the process to implement Change**
- 6. Manage Governance Process**
- 5. Develop Change Requirements to meet Performance Targets**
- 4. Provide Analysis for Architecture Change Management**
- 3. Manage Risks**
- 2. Deploy Monitoring Tools**
- 1. Establish Value Realization process**



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



Contents of Business 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))

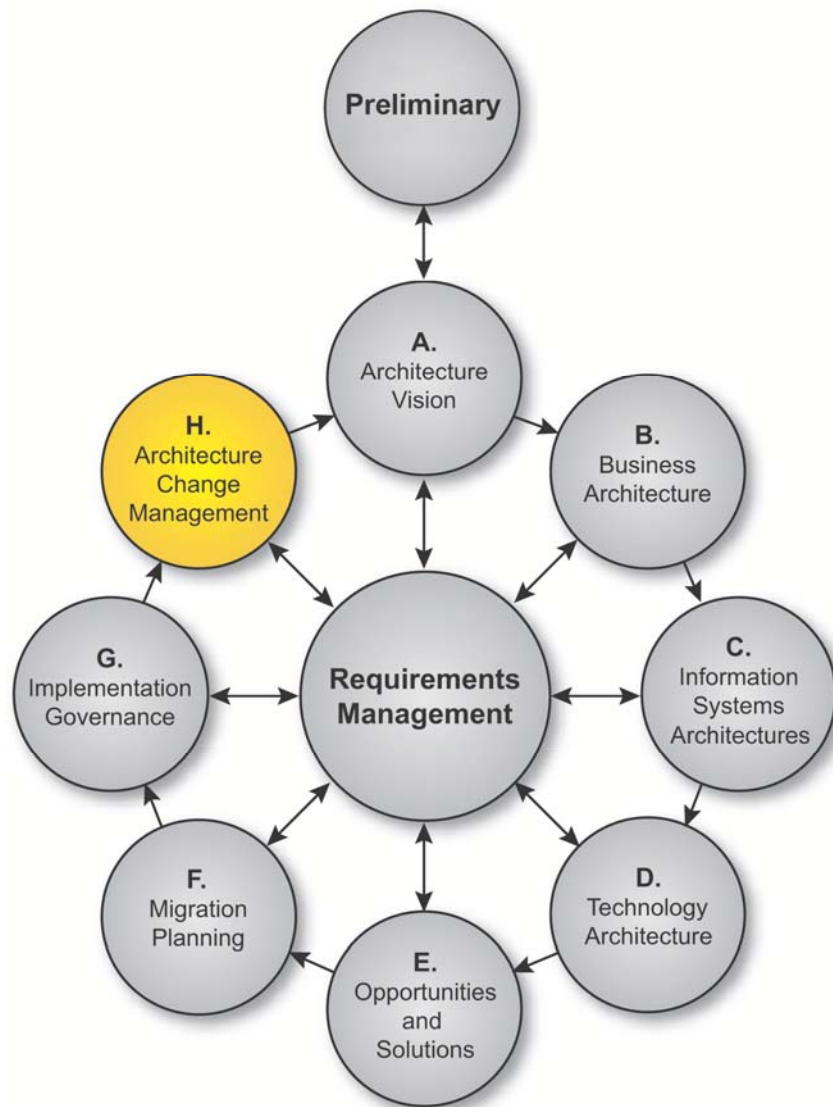


Request for Architecture Work

- 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

