

Avancier Methods (AM)

GOVERN

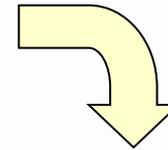
Govern delivery

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▶ For 4th level process definition see the detailed methods



Initiate



Govern

Respond to oper'l change

Monitor portfolio(s)

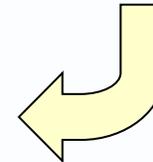
Govern delivery

Hand over to delivery

Manage

Architect

Plan



Share governance expectations

Schedule a review

Prepare for review

Carry out review

Report outcome

Manage review outcomes

Agree operational SLAs

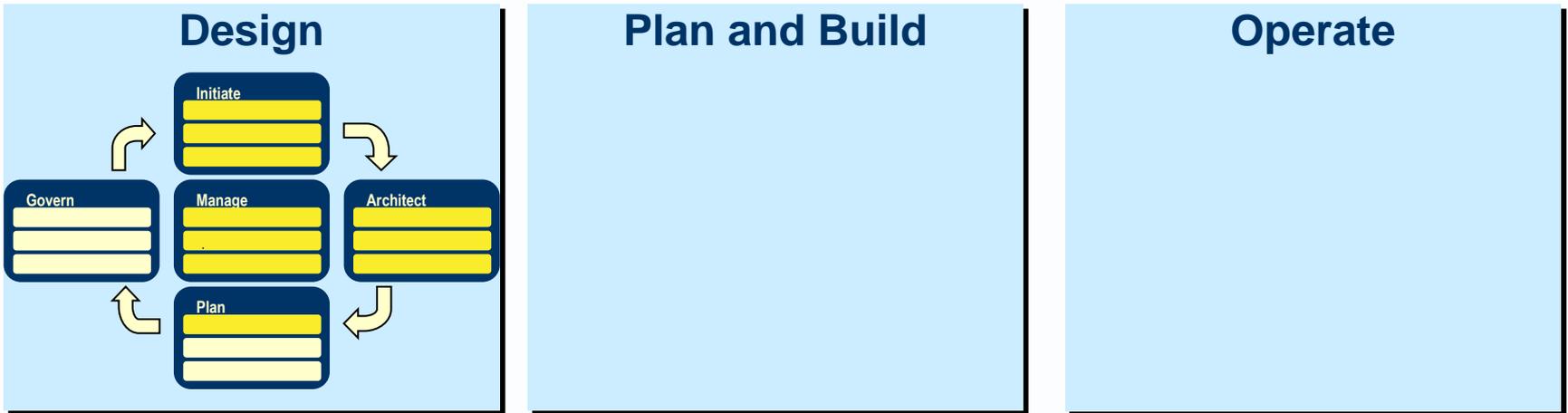
Approach

- ▶ The processes and documentation
- ▶ used by architects
- ▶ to ensure compliance
- ▶ of **implementation or delivery projects**
- ▶ with overarching architecture and strategy

- ▶ *These processes may be followed by EAs or SAs*

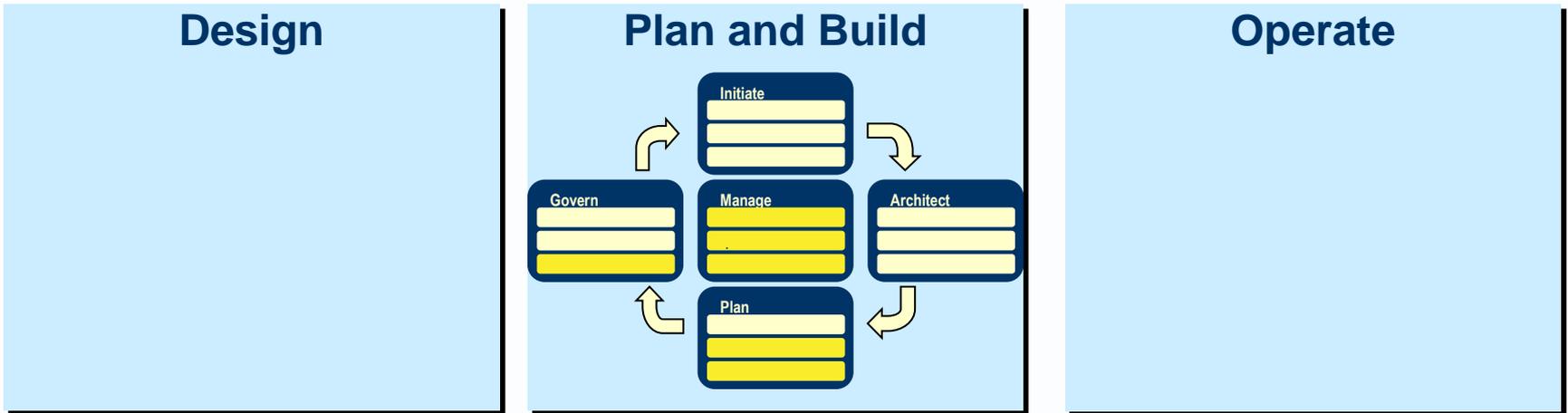
Governance of the “architecture project”

- ▶ Architecture board is responsible for
- ▶ Setting principles, standards etc.
- ▶ Creating and maintainng compliance review checklists
- ▶ Reviewing work done by the architects



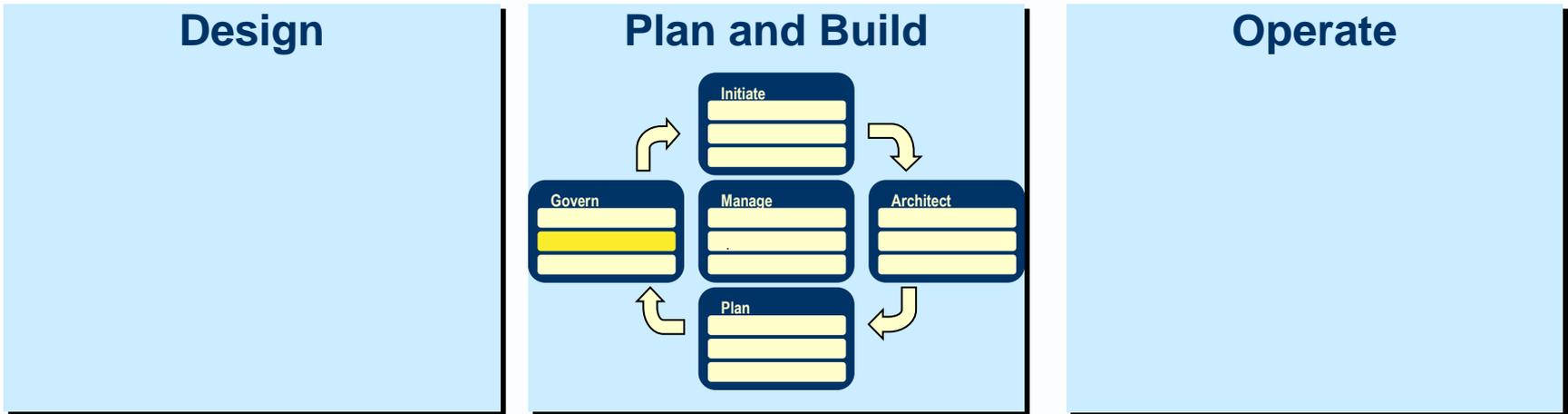
Planning governance of “architecture implementation”

- ▶ At the end migration planning, the governing architects should have determine how the implementation will be governed
 - Defined architecture contracts
 - Defined project compliance plans



Carrying out governance of “architecture implementation”

- ▶ Governing architects should conduct periodic reviews to
 - Review progress
 - Ensure detailed design and implementation comply with
 - Highest level goals and objectives
 - Checklists and Architecture contracts
 - Monitor risks
 - Produce review report to next architecture board



- ▶ Governance requires the establishment of
 - Organisation
 - Processes
 - Documentation

Governance

Organisation

Architecture Board
Governing architect
Compliance reviewers
Review administrators

Processes

Directive adoption & review
Compliance review
Waiver
Monitor and report
Business alignment
Environment management

Documentation

Principles, policies etc.
Reference models
Contracts
Review checklists
Review reports
Waivers
Process definitions

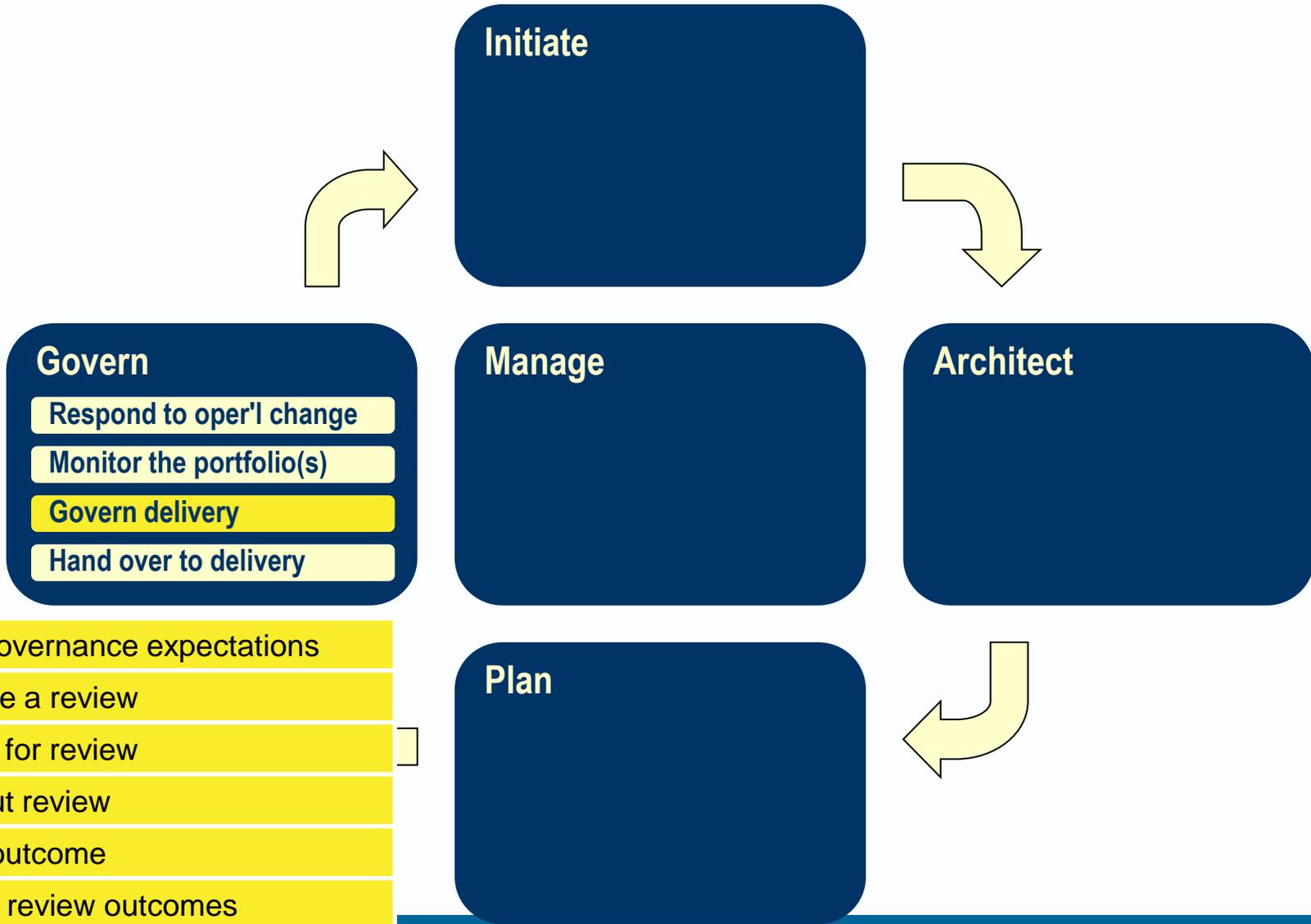
- ▶ A governing architect has to look at

Project specifics

- ▶ Project initiation document
- ▶ Architecture contract

Enterprise generalities

- ▶ Principles and policies
- ▶ Standards and regulations
- ▶ Architecture compliance checklists
- ▶ Governance processes



Share governance expectations

- ▶ Publish relevant standards, principles, reference models etc.
- ▶ Publish checklists, risks to be addressed in reviews

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- ▶ The administrator must know what work is going on, when the next review is due, who should attend the review, etc.

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Prepare for review

- ▶ What is this work supposed to deliver?
- ▶ Is there an “architecture contract” for the work?
- ▶ What questions will be asked at the review?

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Carry out review

- ▶ Explain value of governance
 - Benefit realisation: avoidance of time and cost overruns
 - Identification, mitigation and containment of risks
 - NFR risks (availability, recoverability, security, scalability, serviceability)
 - Technology life cycle limits and road map
- ▶ Monitor what is going on
 - Is this High benefit?
 - High cost? High risk?
 - Strategic?
- ▶ Steer
 - Offer what guidance you can within the review
 - Document findings for future use

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- ▶ Approve as compliant.. Else...
 - Stop?
 - Ignore? Remove project or system from governance
 - Change system? Prepare migration plan with budget and resources
 - Change architecture? Generalise from solution to a solution pattern
 - Give waiver? A time-bound dispensation
- ▶ Schedule next review

- ▶ Outputs
 - Compliance requests
 - Change requests

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- ▶ “CIOs need to stay on top of their progress to protect the value of these investments.
- ▶ Monthly “traffic reports” provide quick summaries and highlight potential problems early on, enabling early intervention to prevent snags escalating.”
 - ▶ Quoted from research by Alice Dragoon
- ▶ © 1994 - 2011 CXO Media Inc. a subsidiary of [IDG Enterprise](#)

Manage review outcomes



Do whatever is necessary!

Share governance expectations

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Agree operational SLAs

Agree operational SLAs

- ▶ During delivery, at least, before the end
- ▶ Transition into operations must be planned
- ▶ Outputs will include operational SLAs

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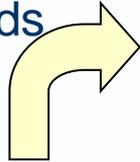
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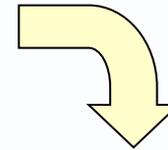
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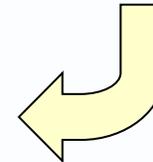
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