

Avancier Methods (AM) GOVERN

Respond to operational change

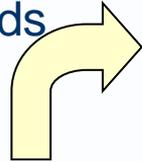
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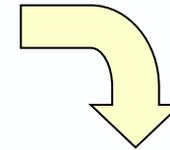
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Respond to oper'l change

▶ For 4th level process definition see the detailed methods



Initiate



Govern

Respond to oper'l change

Monitor portfolios

Govern delivery

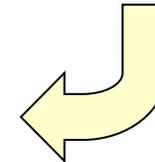
Hand over to delivery

Manage

Architect



Plan



Detect change

Determine response to change

Manage change to the architecture

Approach

- ▶ The processes and documentation
- ▶ used by architects
- ▶ to ensure compliance
- ▶ of **operational changes**
- ▶ with overarching architecture and strategy

- ▶ Governance depends on the establishment of
 - Organisation
 - Processes
 - Documentation

Governance

Organisation

Architecture Board
Governing architect
Compliance reviewers
Review administrators

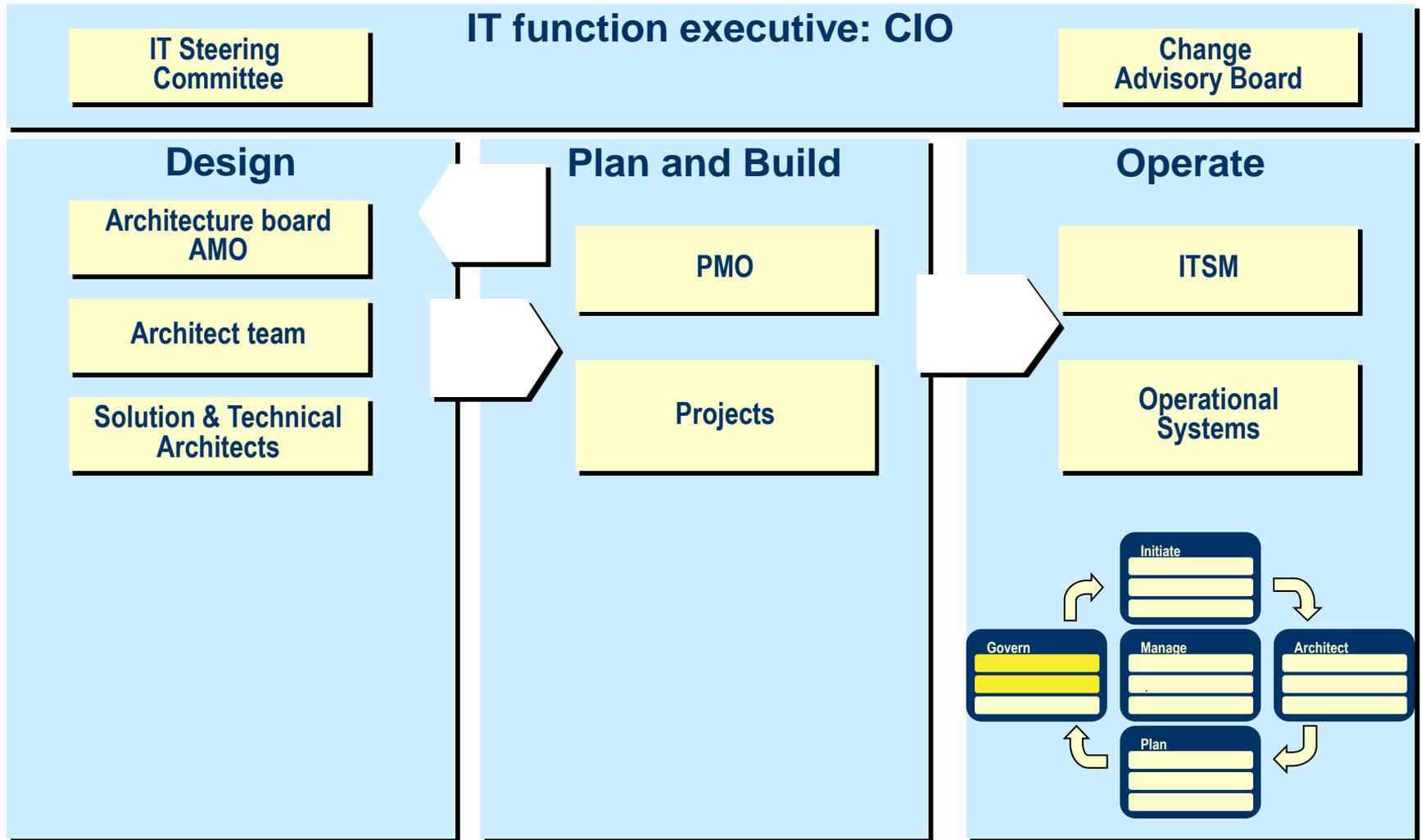
Processes

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

Governance of architecture change during operation



▶ Architecture board

- CIO and/or programme/project manager(s)
- Enterprise architect or lead solution architect
- Domain specialists (business, data, apps, infrastructure, security)

▶ Change control board levels

- High-level board – perhaps meets monthly.
- Middle-level board – perhaps meets weekly.
- Low-level board – perhaps meets daily.

- ▶ If the architecture is to be maintained and governed, then
- ▶ Architects must be
 - told of change requests
 - represented on the change management board

- ▶ Governing architects should
 - Attend wider CAB meetings
 - Detect changes requiring architect attention

- ▶ Outputs
 - Change requests (to the architecture)

See also “Manage change”

Detect change

Determine response to change

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Which changes requests might the EA ignore?

1. Apply latest patch for Windows 2003 OS in data centre A
2. Change proxy settings
3. Change server IP addresses
4. Change the firewall policy (reconfigure firewall for new app)
5. Change desktop log-in script
6. Deploy new app to desktops using SMS automated deployment tool
7. Install new monitoring tool on our major mainframe
8. Install new instance of SAP
9. Install new version of SAP
10. Amend address look-up service to provide new address format for Application A
11. Deploy a new bespoke time-recording system for Department D
12. Upgrade time-recording system with new remote access functions
13. Upgrade all applications to new version of Oracle DBMS
14. Upgrade application Y to new version of Oracle DBMS
15. Upgrade servers to new more powerful version

Determine response to change

- ▶ Capture architecture change requests
- ▶ Schedule and hold meetings of the Architecture Board or other relevant authority to determine the response
- ▶ Outputs
 - Impact assessments

See also “Manage change”

Detect change

Determine response to change

Manage change to the architecture

- ▶ The organisation, processes and documentation needed to manage changes to an architecture description
- ▶ Not different in principle from change management in general

See also “Manage change”

Detect change

Determine response to change

Manage change to the architecture

- ▶ “Much of the battle in the Preliminary Phase and Phase A is to establish the EA team as having
 - board-level, strategic and cross-organisational authority,
 - to put in place the top-down command and control structure
 - needed for cross-organisational EA to be successful.”

- ▶ Does the EA team have the authority?

- ▶ The organisation, processes and documentation you need to evolve a large and complex system **safely**

- ▶ E.g.
 - an airplane
 - a railway network
 - the cash machines of a bank.
 - the configuration of any software configuration whose integrity is vital, whose results must be perfect.

But

- Costly and bureaucratic
- Slows progress
- Stifles change, agility and continuous improvement

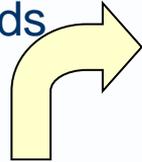
Agile Willing and able to speedily respond to change.

- ▶ A large and complex system can be built more quickly and cheaply without top-down change control...
- ▶ ***If you can accept***
 - Some temporary integrity and quality failures
 - The need to refactor the system configuration
- ▶ **Agile change management is discussed elsewhere**

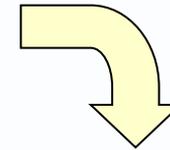
See “Adaptive Architecture”

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