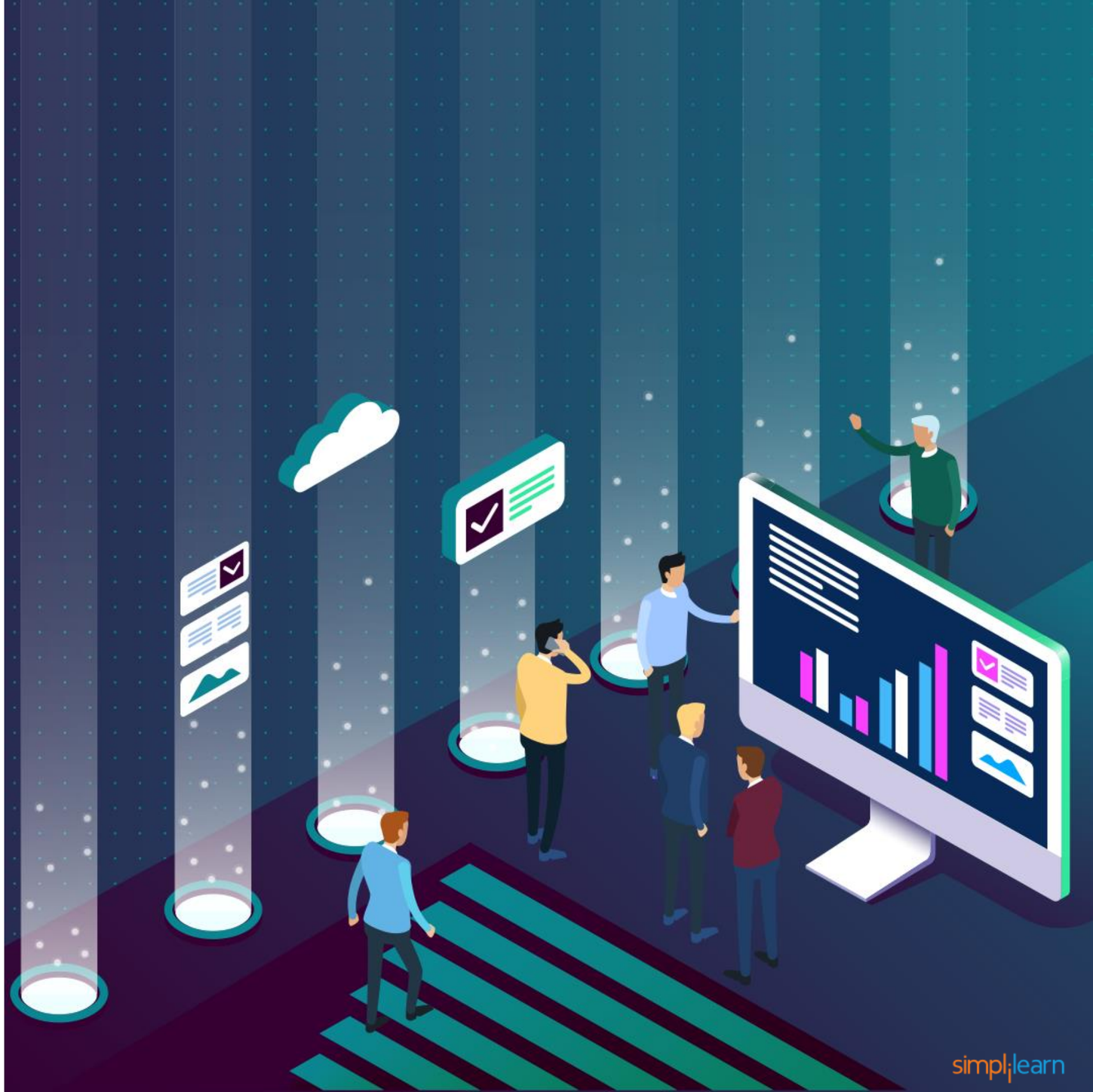
TOGAF® Enterprise Architecture Training Course (Foundation)



Unit 6 - Introduction to Architecture Governance

You Already Know

Understanding how Architecture Governance contributes to the architecture development. Topics include:

- The concept of Architecture Governance
- Why Architecture Governance is beneficial
- The role and responsibilities of an Architecture Board
- Architecture Contracts
- Architecture Compliance

Architecture Governance

Governance

- ISO/IEC 38500:2015 defines governance as: “a system that directs and controls the current and future state”.

- Governance is a decision-making process with a defined structure of relationships to direct and control the enterprise to achieve stated goals.

What Do We Mean by Governance?

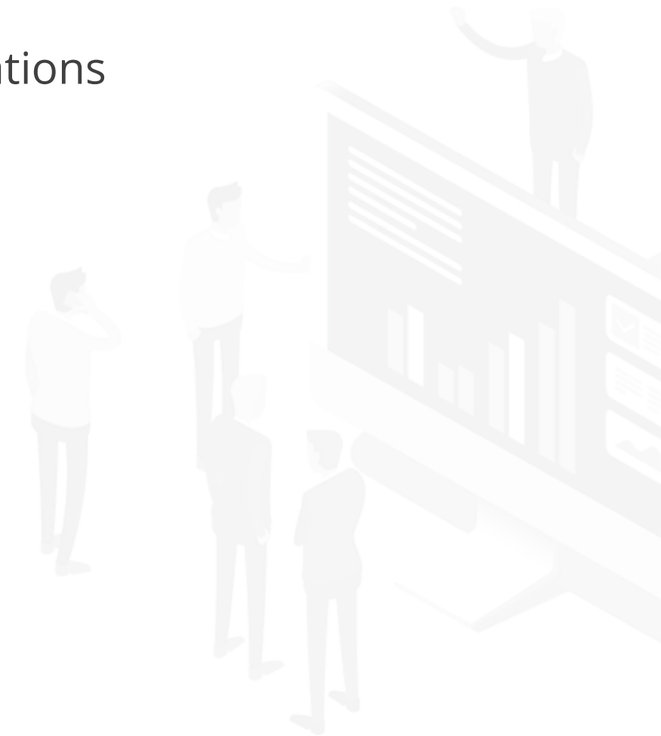
The way in which decisions are made:

- Who is responsible?
- Who is involved?
- Who is accountable?

Introduction to Architecture Governance

The practice by which Enterprise Architectures are managed and controlled. This includes:

- Controls the creation and monitoring of components and activities – ensuring introduction, implementation, and evolution of architectures
- Ensuring compliance with internal and external standards and regulatory obligations
- Supporting the management of the above
- Ensuring accountability to external and internal stakeholders



Architecture Governance

Architecture Governance typically operates within a hierarchy of governance structures which can include all of the following as distinct domains with their own disciplines and processes:

- Corporate Governance
- Technology Governance
- IT Governance
- Architecture Governance

Each of these domains of governance may exist at multiple geographic levels – global, regional, and local – within the overall enterprise.

Example: Potential Governance Tiers

Note: EA Governance is a synonym for Architecture Governance

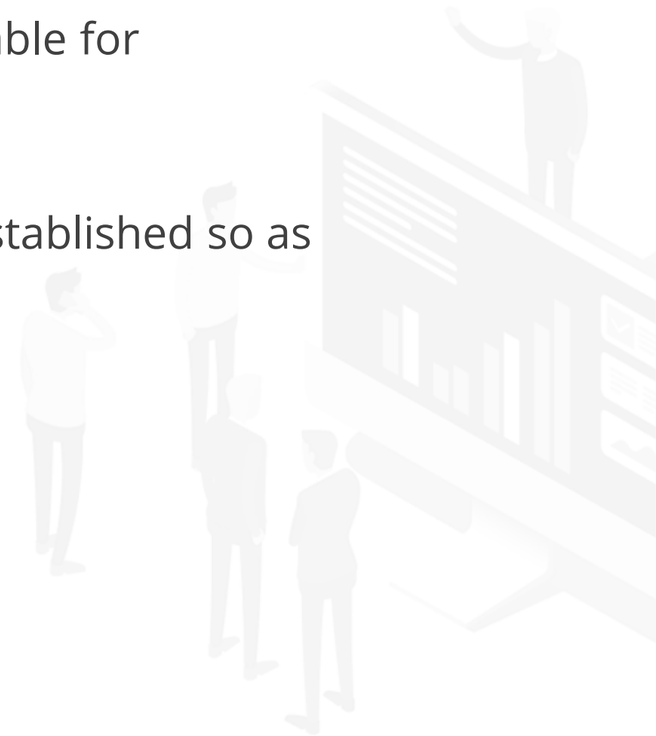
Why Architecture Governance is Beneficial

Benefits of Architecture Governance

- Discipline – All involved parties will have a commitment to adhere to procedures, processes, and authority structures established by the organization.

- Transparency – All actions implemented and their decision support will be available for inspection by authorized organization and provider parties.

- Independence – All processes, decision-making, and mechanisms used will be established so as to minimize or avoid potential conflicts of interest.

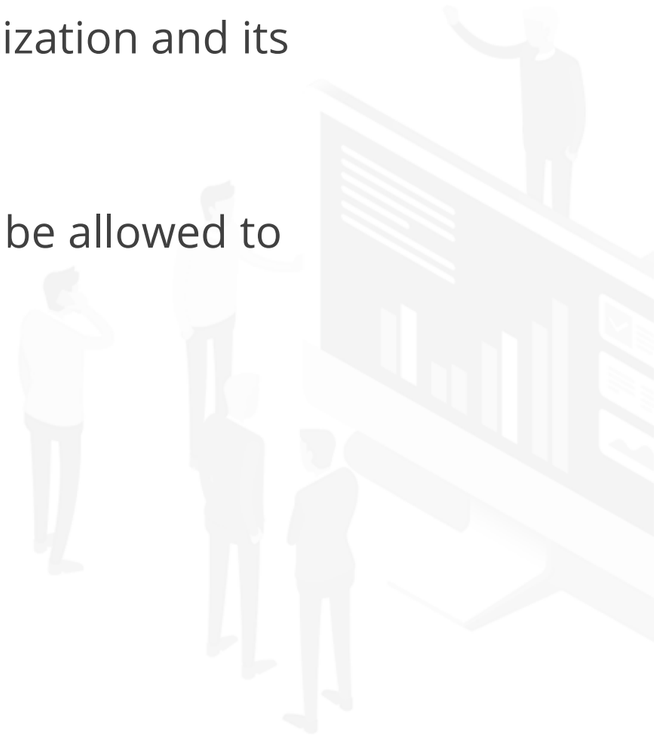


Benefits of Architecture Governance (Cont'd)

- Accountability – Identifiable groups within the organization – e.g., governance boards who take actions or make decisions – are authorized and accountable for their actions.

- Responsibility – Each contracted party is required to act responsibly to the organization and its stakeholders.

- Fairness – All decisions taken, processes used, and their implementation will not be allowed to create unfair advantage to any one particular party.



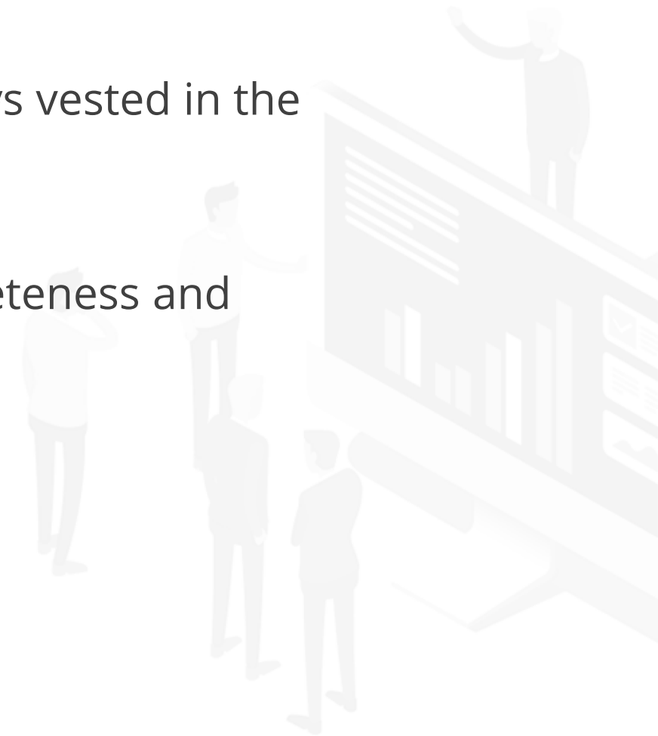
The Role of an Architecture Board and its Responsibilities

Architecture Board Role

- The Architecture Board oversees implementation of the governance strategy.
- It should be representative of all the key stakeholders in the architecture.

Common Failure Pattern

- A common failure pattern is to establish an Architecture board that believes it maintains decision rights about the target architecture, change to the architecture, relief, and enforcement.
- Decision rights about the target architecture, relief, and enforcement are always vested in the architecture's stakeholders.
- An Architecture Board owns process, and a recommendation regarding completeness and confidence in the work that led to the Target Architecture.



Architecture Board Responsibilities

- Providing the basis for all decision-making with regard to the architectures
- Consistency between sub-architectures
- Establishing targets for re-use of components
- Enforcement of Architecture Compliance
- Supporting a visible escalation capability for out-of-bounds decisions

Responsibilities from an Operational Perspective

- All aspects of monitoring and control of the Architecture Contract
- Meeting on a regular basis
- Ensuring the effective and consistent management and implementation of the architectures
- Resolving ambiguities, issues, or conflicts that have been escalated
- Providing advice, guidance, and information
- Ensuring compliance with the architectures, and granting dispensations that are in keeping with the technology strategy and objectives

Responsibilities from a Governance Perspective

- The production of usable governance material and activities
- Providing a mechanism for the formal acceptance and approval of architecture through consensus and authorized publication
- Providing a fundamental control mechanism for ensuring the effective implementation of the architecture
- Identifying divergence from the architecture and planning activities for realignment through dispensations or policy updates

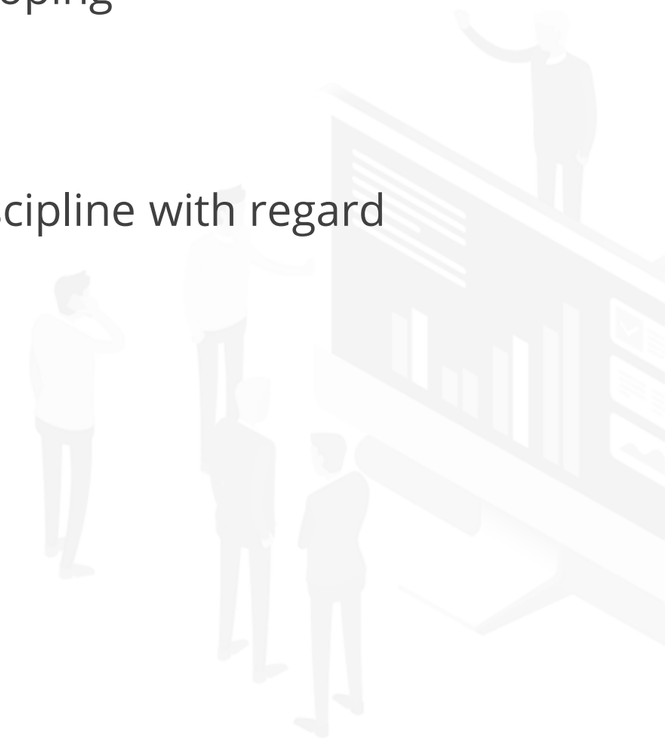
Architecture Contracts

Architecture Contracts

Architecture Contracts are the joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture

A Governed Approach to Architecture Contracts Ensures…

- A system of continuous monitoring to check integrity, changes, decision-making, and audit of all architecture-related activities
- Adherence to the principles, standards, and requirements of the existing or developing architectures
- Identification of risks in all aspects of the architecture(s)
- A set of processes and practices that ensure accountability, responsibility, and discipline with regard to the development and usage of all architectural artifacts



Architecture Contracts and the ADM

- The Statement of Architecture Work in Phase A is effectively an Architecture Contract.
- Architecture Domains may be contracted out.
- The implementation of the EA may be contracted out at the end of Phase F/beginning of Phase G.

Architecture Compliance

Architecture Compliance

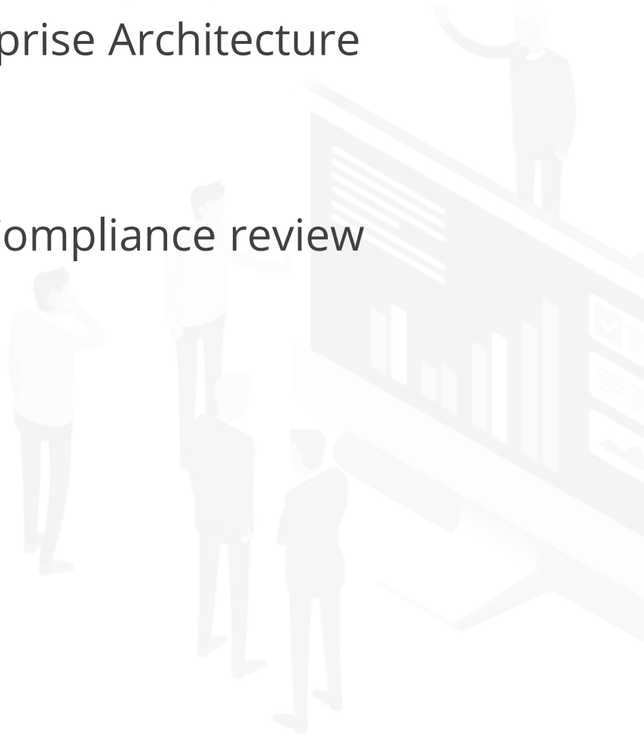
Ensuring the compliance of individual projects with the Enterprise Architecture is an essential aspect of Architecture Governance.

Architecture Compliance

There are usually two complementary processes:

- The **Architecture** function will be required to prepare a series of Project Architectures; i.e., project-specific views of the Enterprise Architecture that illustrate how the Enterprise Architecture impacts on the major projects within the organization (see ADM Phases A to F)

- The **Enterprise and IT Governance** functions will define a formal Architecture Compliance review for reviewing the compliance of all projects to the Enterprise Architecture



The Need for Architecture Compliance Reviews

- Catch errors in the project architecture early
- Ensure the application of best practices to architecture work
- Provide an overview of the compliance to mandated standards
- Identify where the standards themselves may require modification

The Need for Architecture Compliance Reviews (Cont.)

- Identify services that are currently application-specific but might be provided as part of the enterprise infrastructure
- Communicate to management the status of readiness of the project
- Identify and communicate significant architectural gaps to product and service providers