

Addressing SOA Governance Challenges

Introducing AgilePath's SOA Governance Reference Model v. 1.0



AgilePath Corporation
10 State St.
Newburyport, MA 01950
www.agile-path.com



Leading SOA Trends

- ESBs are the answer!!!???
- Reuse = SOA (tactical vs. strategic)
- **Governance, governance, governance**
- Organizational, behavioral and cultural challenges of SOA
- ROI of SOA is still squishy... new approaches to ROI are necessary
- Industry consolidation = maturity of SOA? Not really...

SOA Governance Challenges

- Misunderstood topic – heavy tools emphasis by ISVs
- Governance is way misunderstood
 - Governance = registry or repository
 - Governance = tool
- SOA is spatially and temporally distributed
- Governance is behavior (90%), not technology (10%)
- SOA Governance is essential to manage many levels of SOA decision rights
 - Business, architecture, technology, standards, services, WS-*, et al
- SOA Governance Reference Model v 1.0
- SOA Bill of Rights™

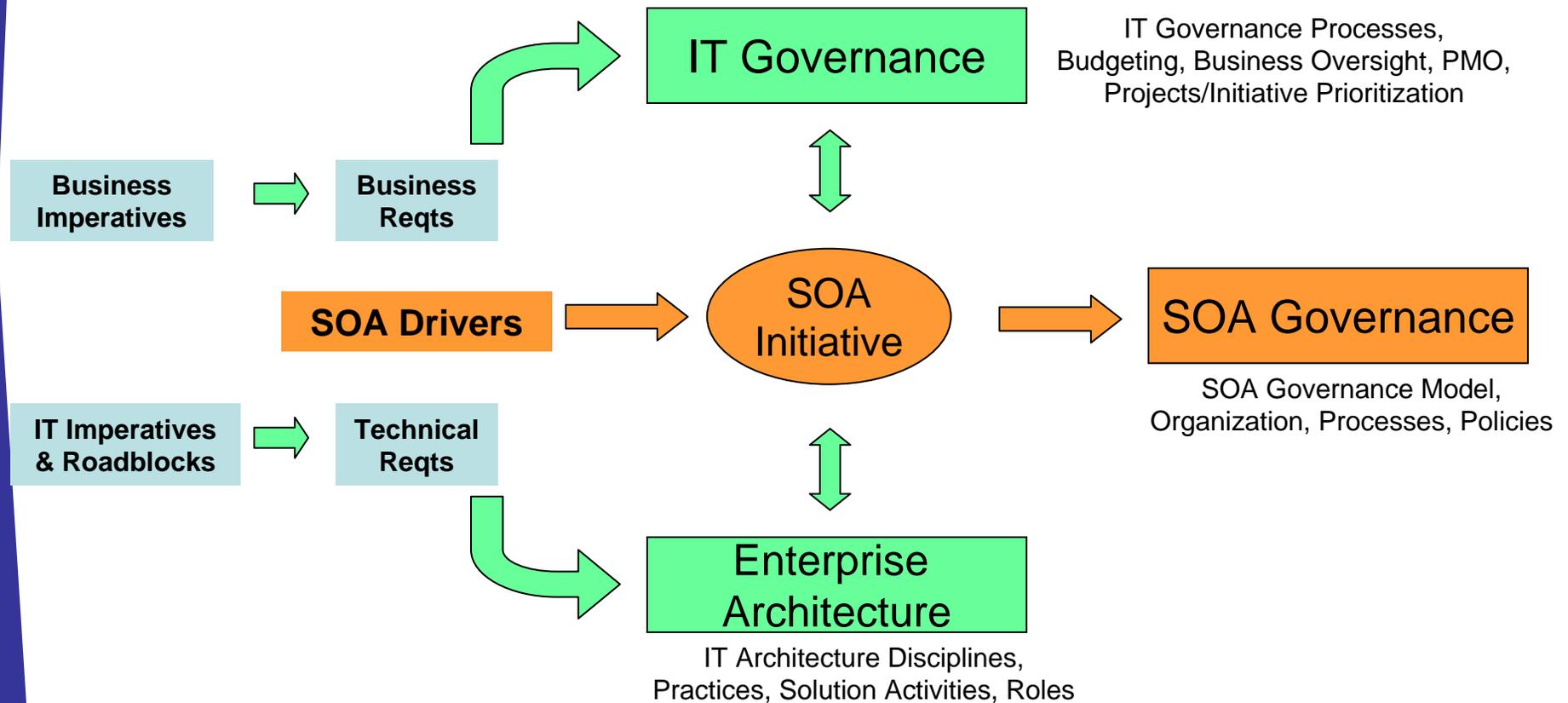
Six Most-Asked SOA Questions

- 1) How do we get started with SOA? Where do we begin?
- 2) What Services should we start with? How do we identify the applications for our initial SOA projects?
- 3) What technologies should we use and in what sequence?
- 4) How do we measure the ROI?
- 5) What governance policies do we need? Who "owns" the SOA?
- 6) What organizational, process and skills issues will we face?

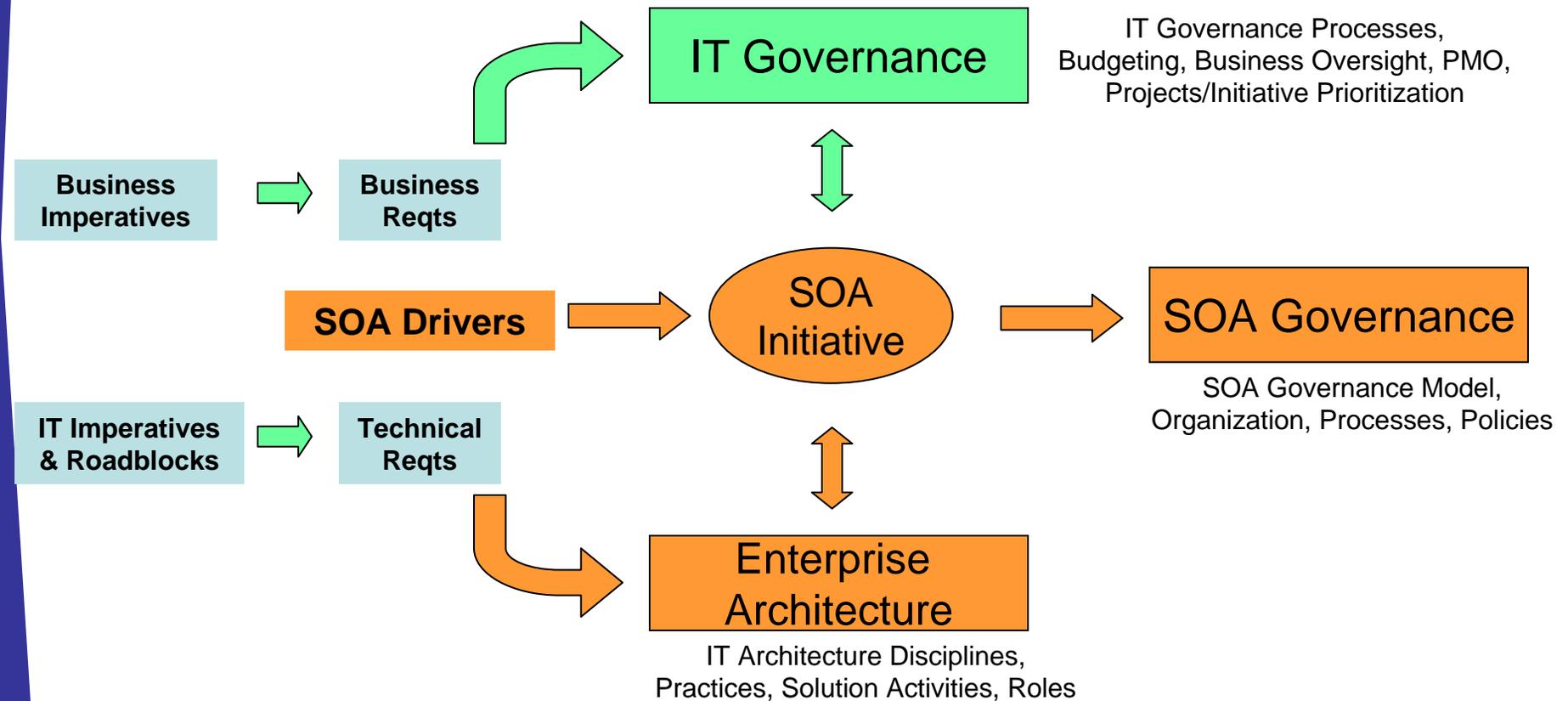


SOA Governance

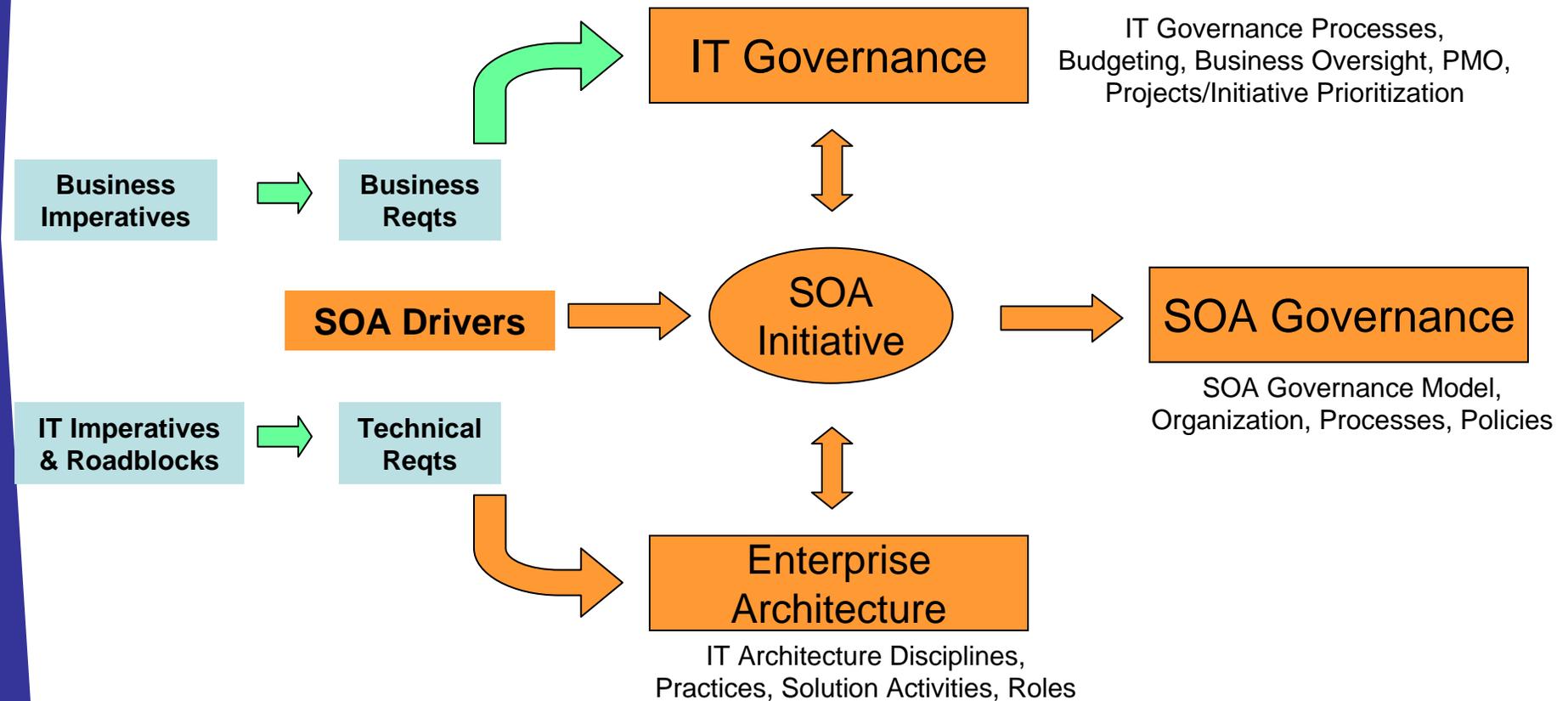
SOA Governance Impacts Existing IT Organizations and Processes



Current Enterprise Architecture Model Must be Tuned for SOA



Current IT Governance Model Must be Tuned for SOA



SOA Governance Requirements

- **Strategy and Goals:** What is to be governed? Why?
- **Organization:** structure and processes for SOA oversight
- **Processes:** roles, responsibilities and procedures for managing SOA activities
- **Policies:** enforcement issues including standards, security, release, re-use
- **Metrics:** business outcomes with specific metrics for success
- **Behavior:** behavioral model, incentives, penalties and rewards for appropriate “SOA Behavior”

SOA Governance: Requires Three Major Activities

- Establish governance strategy, organization and processes
- Define SOA policies and enforcement model
- Governance implementation
 - Processes (design, pub/discovery, runtime)
 - Enabling technology and integration
 - Automated policy enforcement
- ***Goal: Closed Loop SOA Governance***

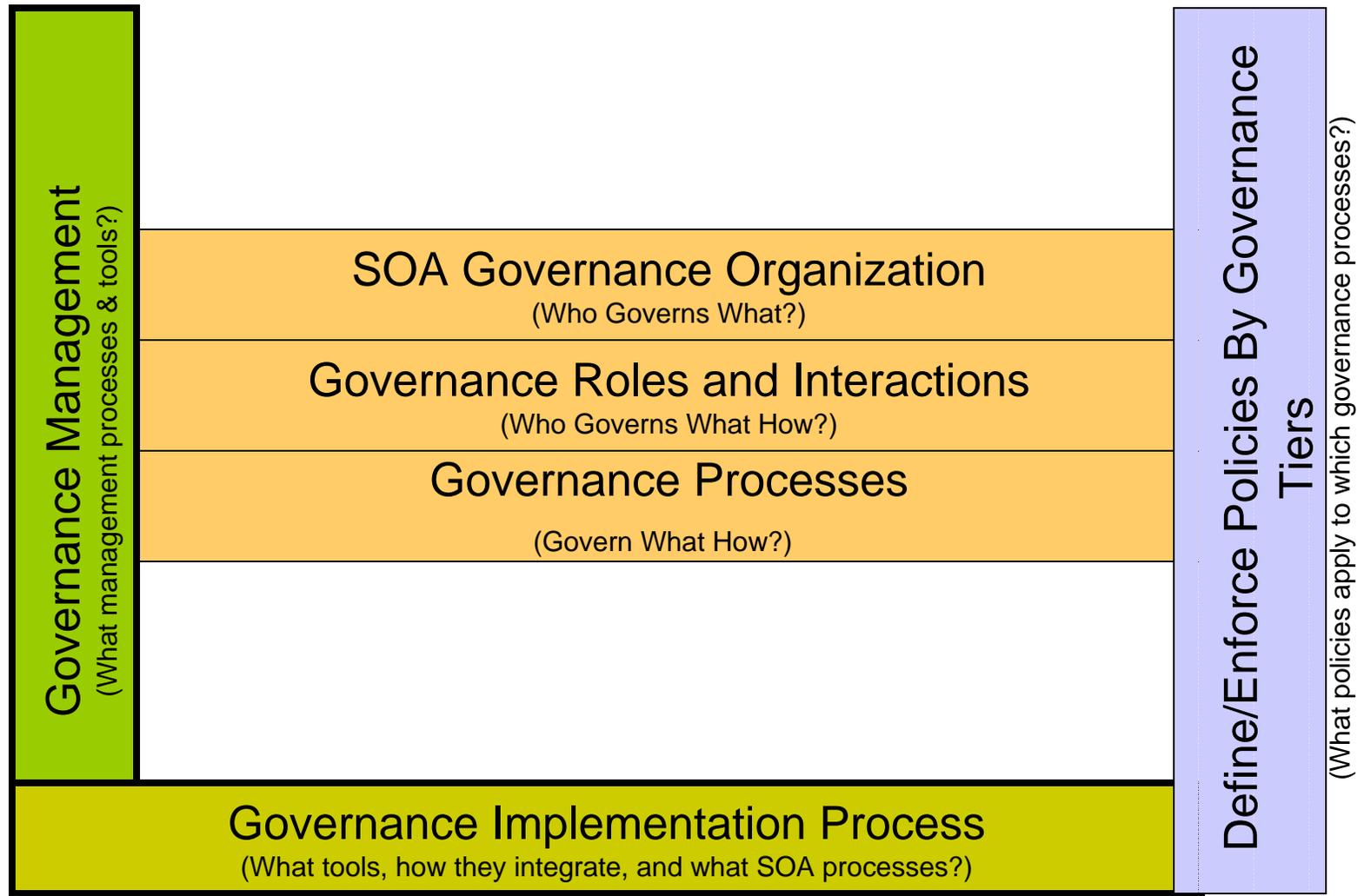
SOA Governance Reference Model v.1.0



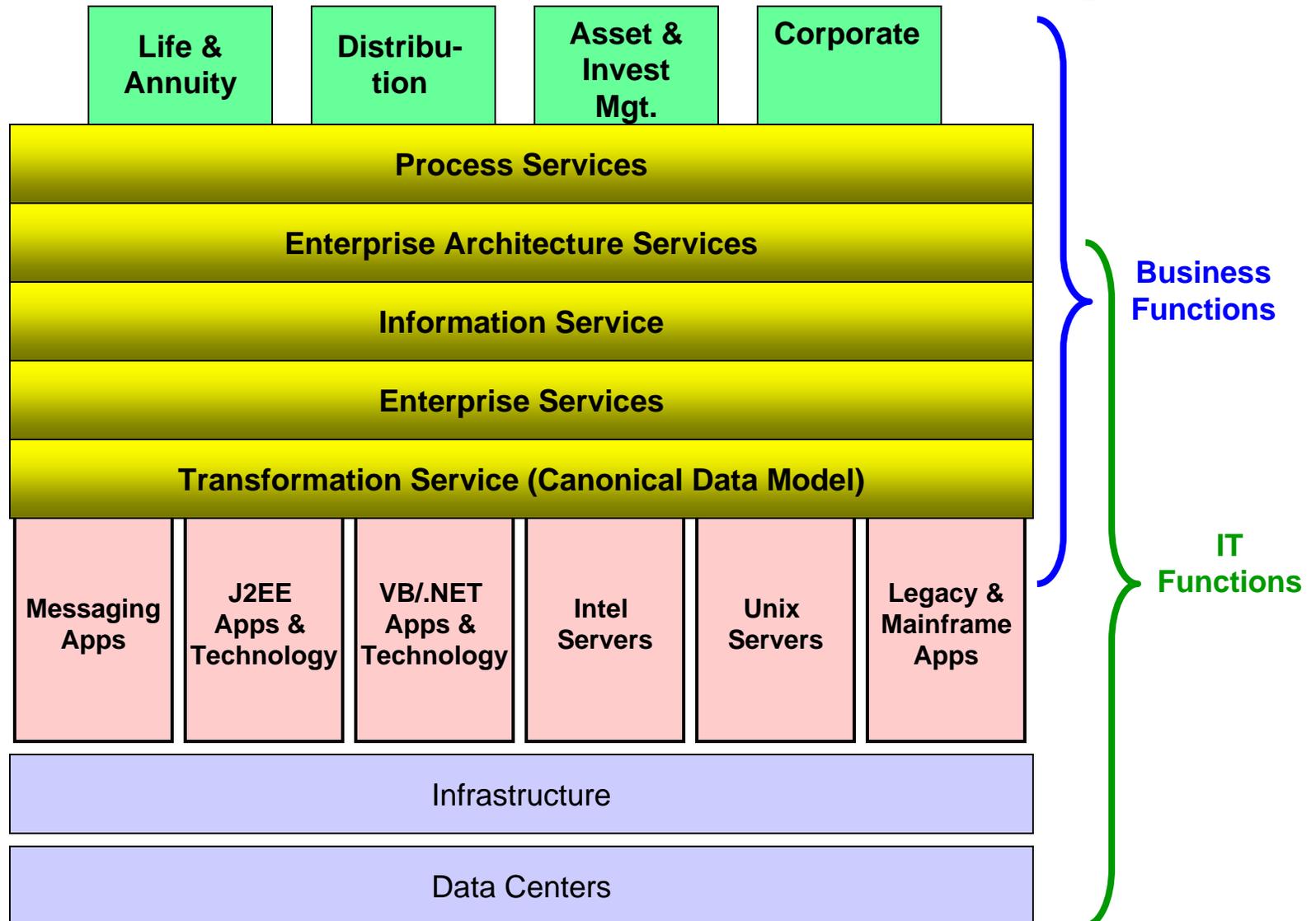
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Allocation of SOA Decision Rights



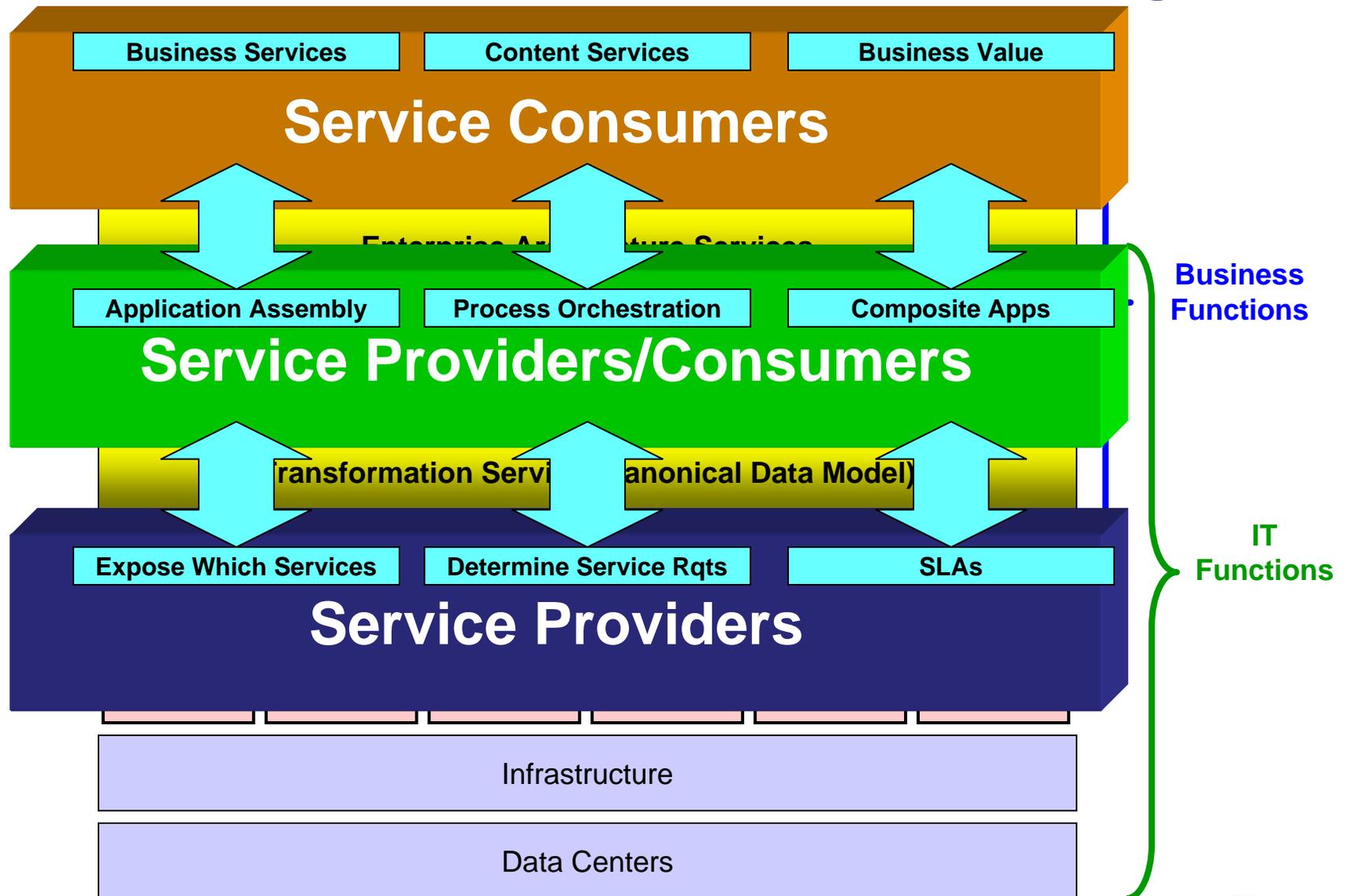
Introducing New Roles: Consumer-Provider Models

Service Consumers

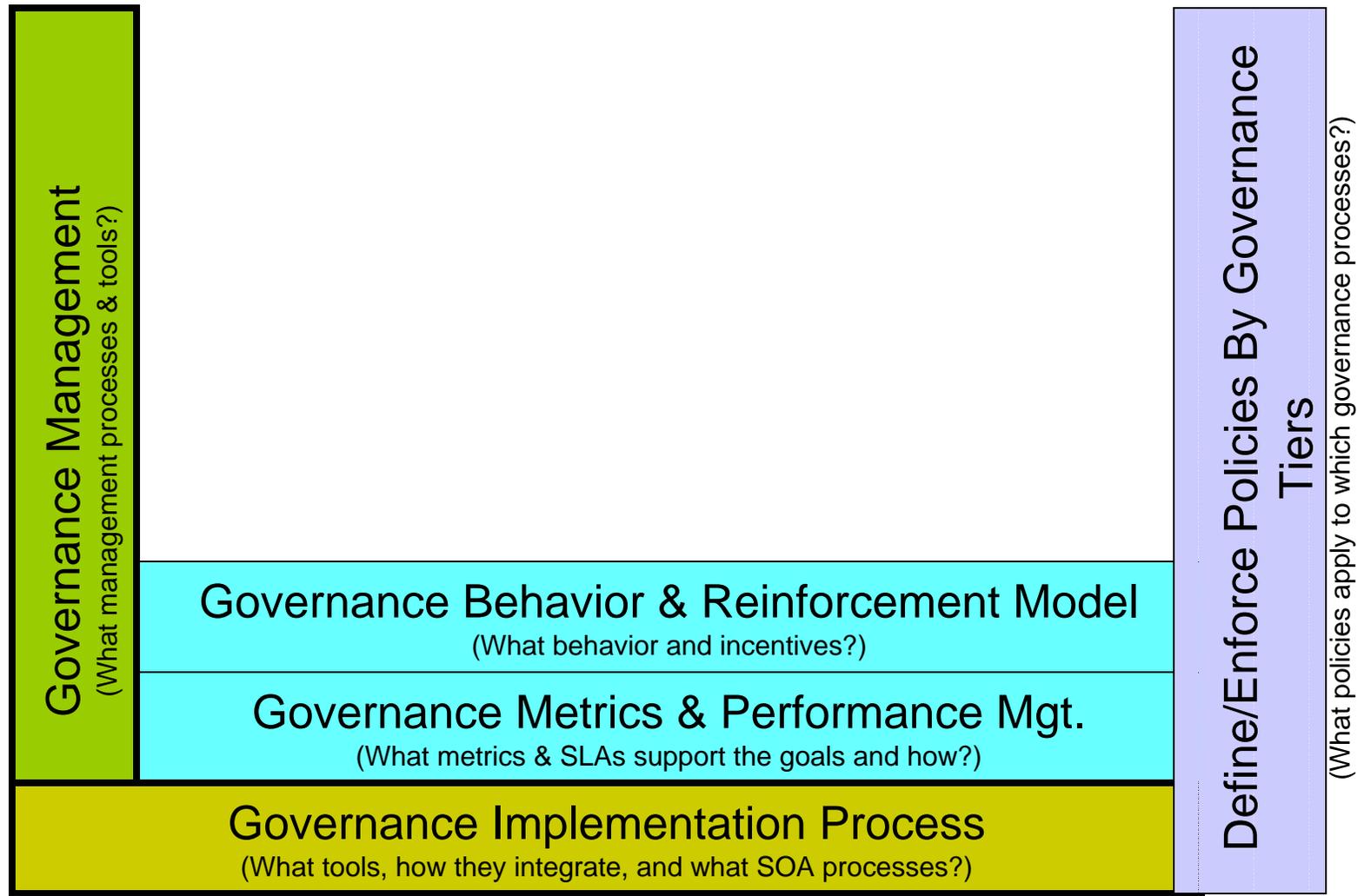
Service Providers/Consumers

Service Providers

Consumer-Provider Modeling



SOA Governance Reference Model v.1.0



SOA Is a Behavioral Challenge

- “Your current IT architecture is a behavioral artifact that resulted from patterns of organizational behavior over time, driven by corporate strategy and business goals.”
- “The only way to achieve SOA is to address the organization, cultural and behavioral issues first, then architect toward your SOA goals.”

SOA Governance & Behavioral Reference Model

SOA Vision, Goals and Guidelines

- Business and IT goals
- SOA guidelines and principles
- Standards and policies
- Organizational guidelines
- Management and Oversight

IT Organization
Development Process

Organization & Structure

IT Governance Model
Architecture Model

Behavioral Interaction

Roles

Customers
Architects
Developers
Business Mgt.
IT Mgt.
Partners

Governance & Policies



Metrics Model

Processes

IT Governance
Architecture
Development
Business Proc Mgt.
IT Mgt.
Channels

Behavior and Culture Domain Model



Governance Behavior and Reinforcement

- Define organizational incentives, rewards and penalties
- Define individual incentives, rewards and penalties
- Eliminate disincentives to participate
- Create new performance expectations
- Reinforce SOA governance through mantras, recognition, preferential funding

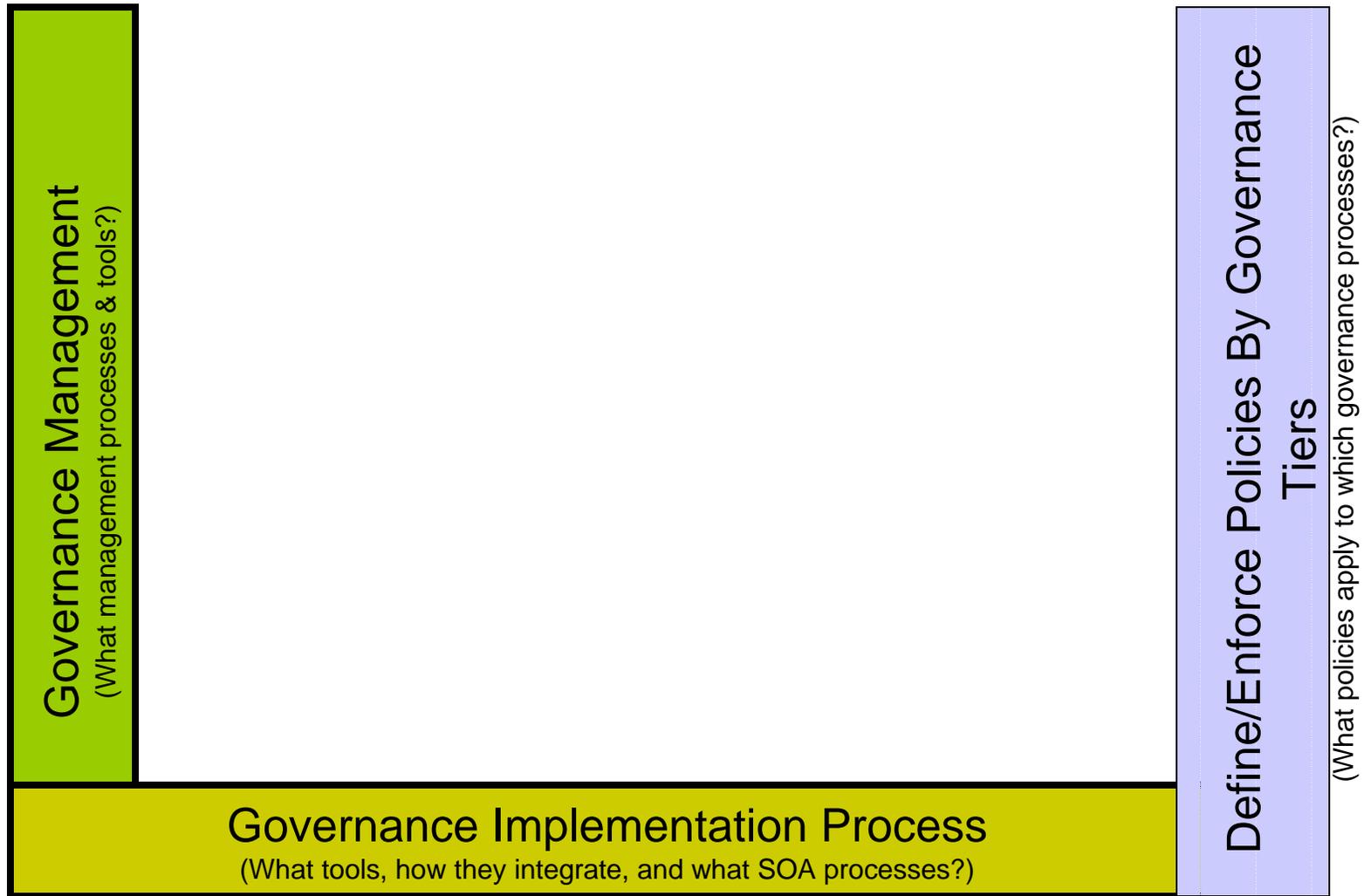
Governance Implementation and Management

Governance Management Model

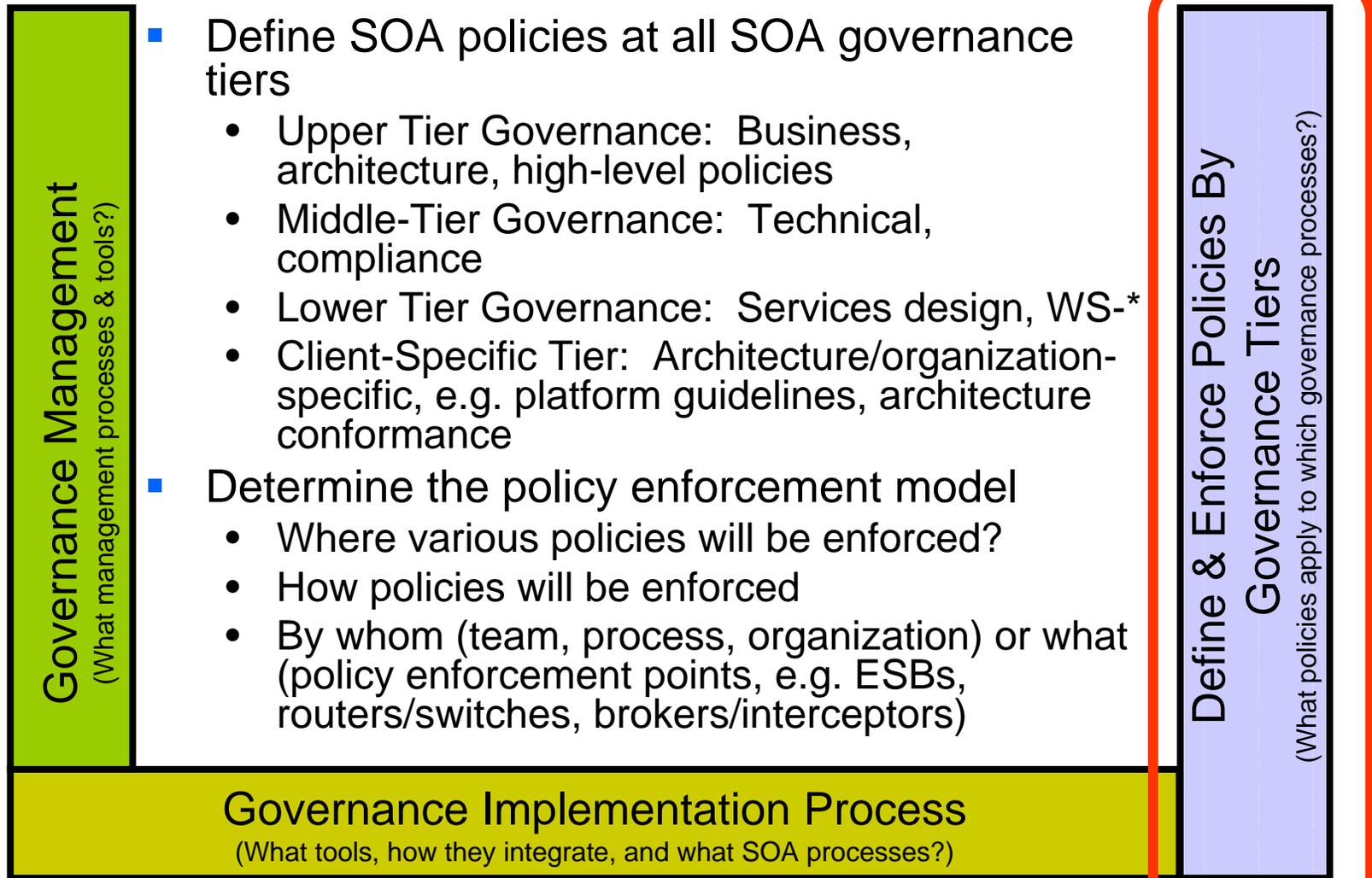
Governance Policy & Enforcement Model

Governance Implementation,
Technology and Integration Model

SOA Governance Reference Model v.1.0



Define & Enforce Policies By Tiers



Implementation, Enforcement and Management Model

Governance Management
(What management processes & tools?)

- Define the SOA governance implementation model
- Determine how and where policies will be enforced by Governance tiers
 - Business and procedural policies
 - Architecture and standards policies
 - WS-*, WS-I, technical policies
- Determine the governance technology and integration requirements that support governance goals
 - Design-time repositories, service registries, runtime tools, management solutions
- ***Do not confuse the “implementation” of governance with the “process of governing”***

Define & Enforce Policies By
Governance Tiers

(What policies apply to which governance processes?)

Governance Implementation, Technology and
Integration Process

(What tools, how they integrate, and what SOA processes?)

Implementation, Enforcement and Management Model

Governance Management
(What management processes & tools?)

- Determine how overall governance processes will be managed
- How will governance evolve to meet new challenges? Governance must adapt to reality.
- How will nonconformance issues be addressed?
- How will good governance behaviors be rewarded?
- What incentives, penalties and rewards can be used to support the governance process?
- What metrics are required to manage the SOA performance, conformance levels and nonconformances?

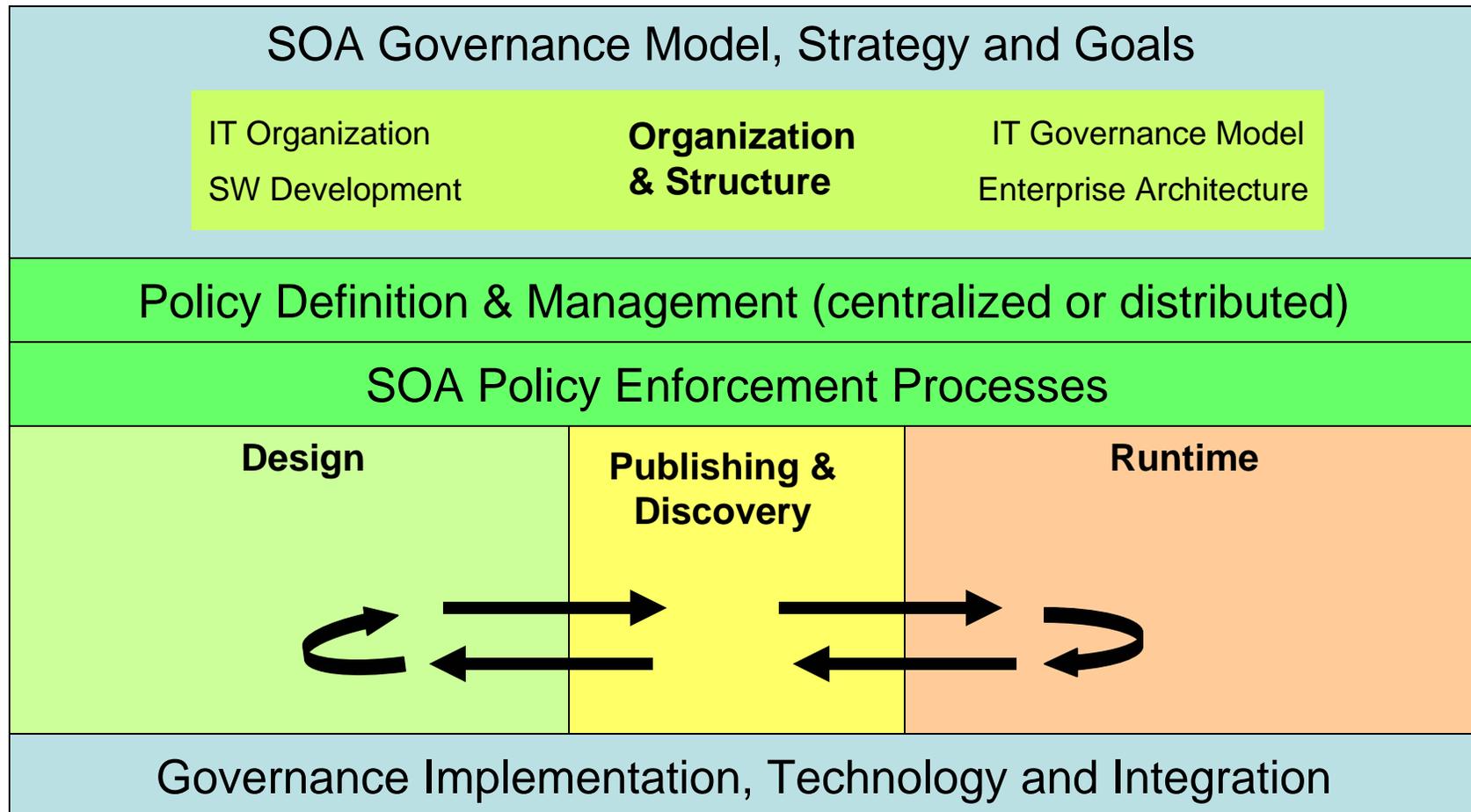
**Define & Enforce Policies By
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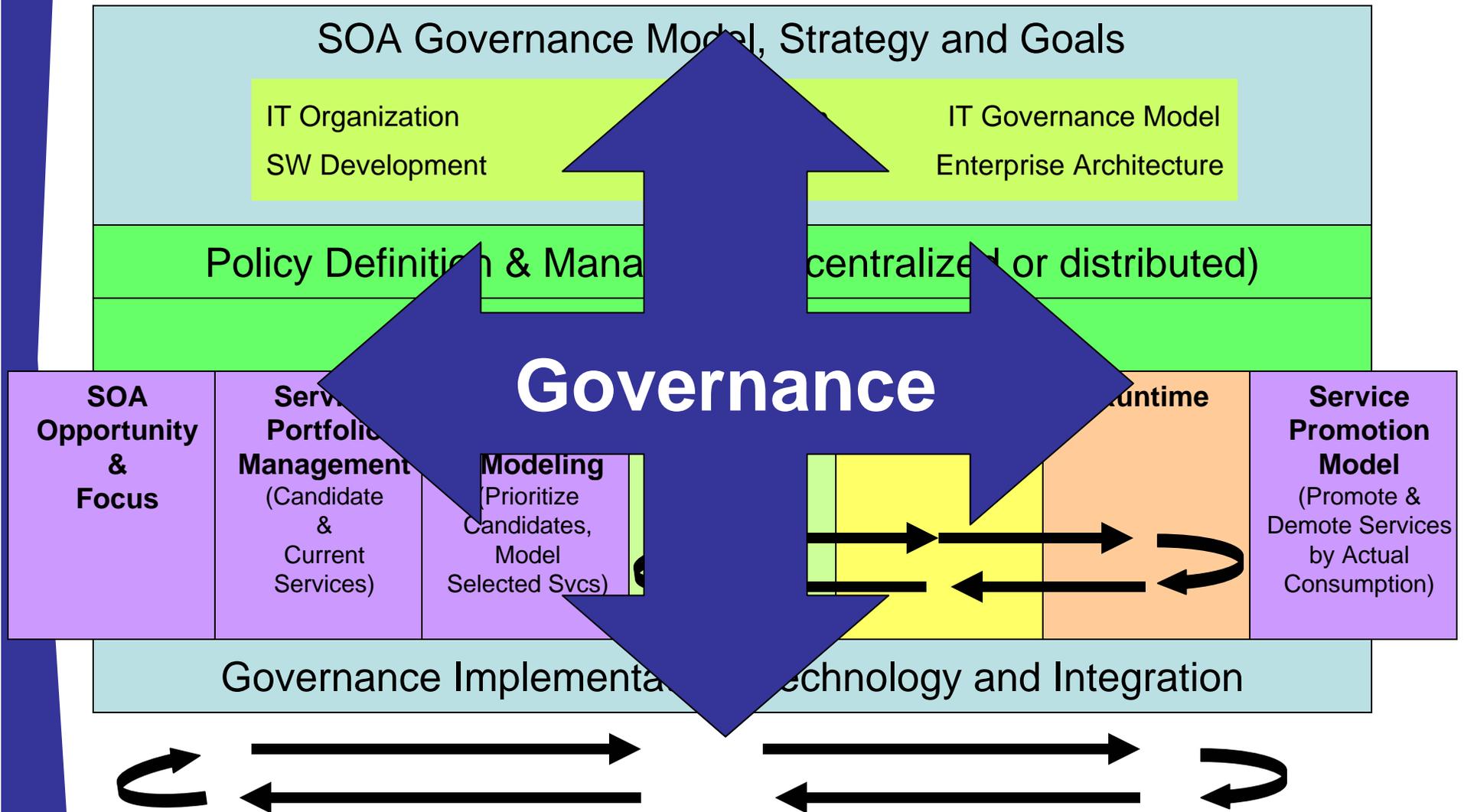
**Governance Implementation, Technology and
Integration Process**

(What tools, how they integrate, and what SOA processes?)

Closed Loop Governance Model



The Extended SOA Lifecycle



SOA Gaps & Challenges

- Business- or Mission-aligned SOA strategies
 - Use business and IT imperatives to align and focus SOA initiatives
- Services Portfolio Management & Promotion Model
 - ID the right services, prioritize them
 - Model the services for functionality, granularity, reusability, interoperability, et al
 - Build services using design-time governance
- Governance is way misunderstood
 - Governance = registry
 - Governance = tool
- Organization, Culture and Behavioral challenges are far more important in an SOA
- Establishing clear processes and roles around **consumer/provider interactions** and a **Services Layer**

SOA Governance Reference Model v.1.0



AgilePath's SOA Bill of "Rights"™

- Execute the *right* SOA Strategy
- Identify the *right* services
- Build services the *right* way
- Run them on the *right* platform/stack
- Govern your SOA the *right* way
- Build the *right* organizational, cultural and behavioral model
- Achieve the *right* SOA results

Thank You!

Eric A. Marks
AgilePath Corp.
emarks@agile-path.com
www.agile-path.com