PEAF - Overview

Contents

# Introduction

What is PEAF

PEAF is part of the Pragmatic family of Architecture Frameworks.

PEAF is a vendor and consultancy independent, technology neutral, Enterprise Architecture Framework which allows organisations to kick start or re-start an EA initiative and provides a comprehensive set of Products and Processes of everything required to hit the ground running. It is **FREE** for use by End-User Organisations, Government Bodies and Academic Institutions.

PEAF bridges the gap between minimal "EA Frameworks" which do not provide a complete set of what is required or huge monolithic "EA Frameworks" that are too difficult to understand and difficult to use.

PEAF achieves this by **CUTTING EA TO THE BONE**, and providing everything you need, and nothing you don't. For more information, visit www.PragmaticEA.com.

PEAF is composed of two fundamental parts; **Products** and **Processes**.
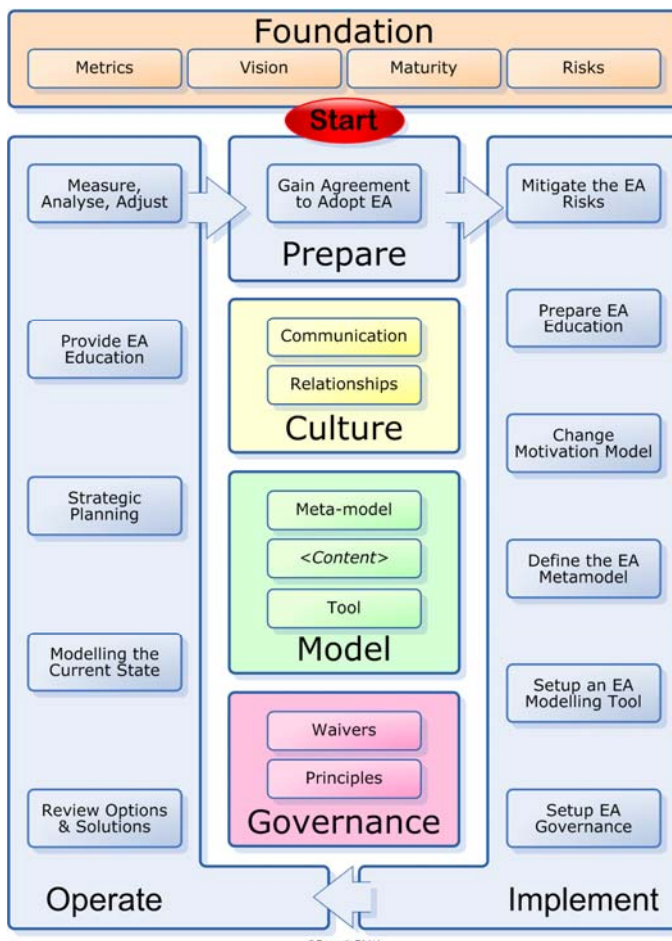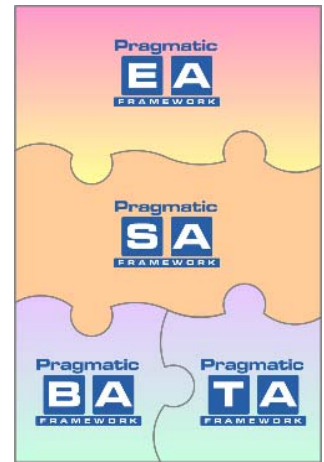
Products

This part contains all the products required for an EA initiative: -

- **Foundation** - Provides the products required for starting and/or progressing an existing EA initiative.
- **Culture** - Communication and relationships are the key to EA. Without them and their understanding, everything else is superfluous.
- **Model** - The main artefact of EA are the models which allow information to be gathered, viewed and analysed.
- **Governance** - Providing an environment to guide change as it happens throughout the organisation.

Processes

This part contains all the processes required for an EA initiative divided into 3 distinct phases: -

- **Prepare** - Scoping and gaining approval for an EA initiative.
- **Implement** - Making the changes to prepare the organisation to operate EA.
- **Operate** – "Doing" EA.

Aim of this document

This document provides an overview of the structure and content of the Pragmatic Enterprise Architecture framework (PEAF). It should be the starting point for anyone wishing to gain a better understanding of PEAF and how to lever it.

Overview

How Does PEAF relate to Other Frameworks?

The graphic below illustrates how PEAF, TOGAF and Zachman relate and compliment each other.
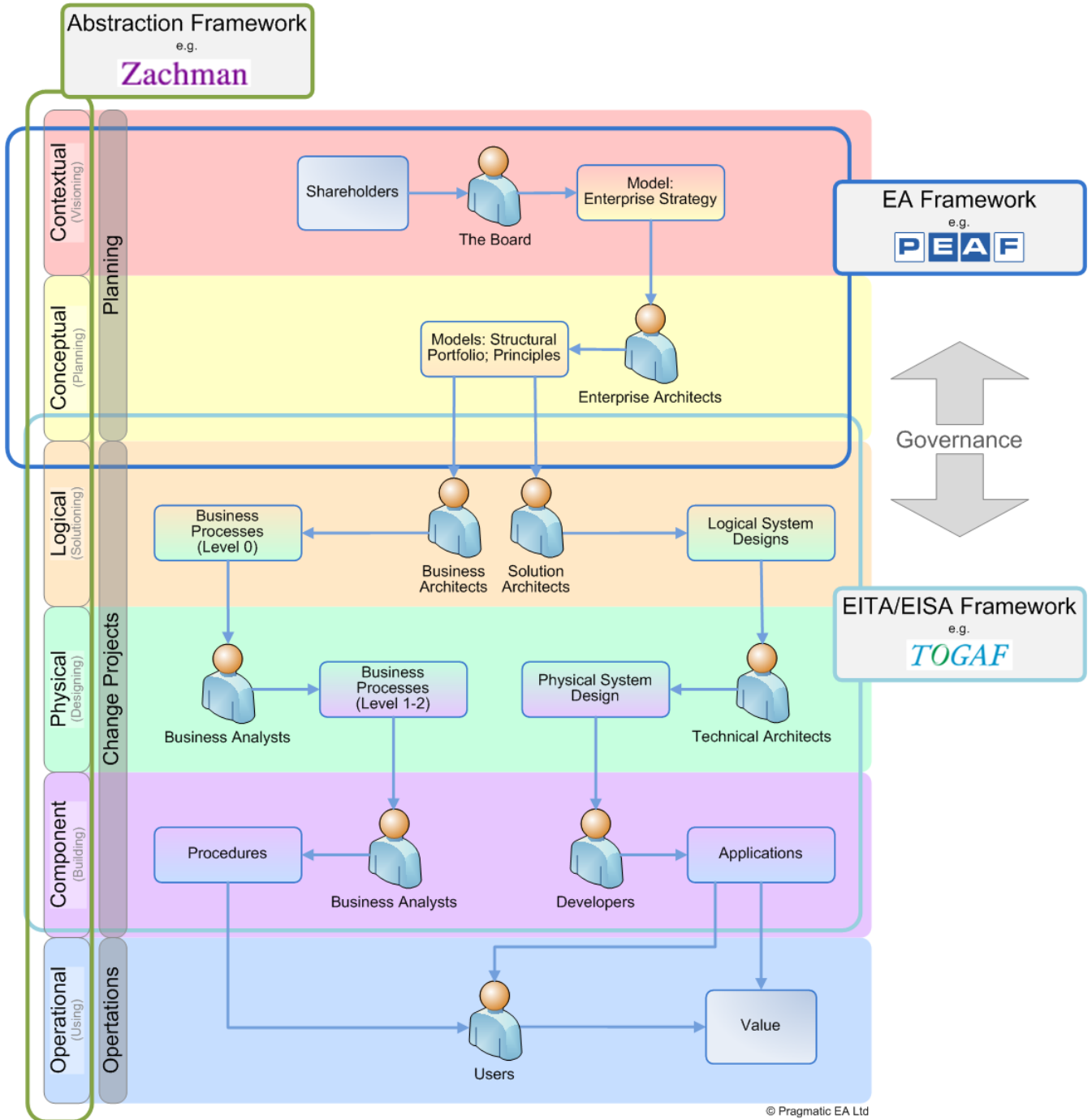
Adoption

At the time of writing (November 2010) since it's introduction in November 2008, Pragmatic has issued over 1,200 licenses breaking down as follows: -

- 1216 Non-Commercial Licensees
    - o 23 Academic Institutions
    - o 45 Government Bodies
    - o 163 Companies
    - o 984 Individuals
    - o 1 Research Organisation
- 22 Commercial Licensees
    - o 7 Consultancies
    - o 10 Tool Vendors
    - o 5 Training Providers

Feedback

Below are some comments we have received about PEAF...

"*PEAF takes the confusion out of EA. It's simplicity of design allows a person to easily learn, understand and implement EA without a heavy background in business or IT. PEAF is a godsend in comparison to other much more convoluted and confusing EA frameworks! Thanks for PEAF.*"

- Dr. Shawn W. Flynn

"*Simplicity and relevancy to quickly enable EA capability from scratch on the right track based on best practices, particularly for small and medium business enterprises, without being stuck into methodological questions and piece by piece shopping of complex EA standards typically used by huge or governmental organizations.*"

- Xavier Blaisel

"*One my favourite aspects of PEAF is the concept of Enterprise Debt. If the goal of the Enterprise Architecture practice is to architect a work programme aligned to strategic goals the concept of Enterprise Debt provides a mechanism for tracking off-target variations, handing executives a tool for planning future activity to "get back on track". Tracking and measuring enterprise debt is not intended to inhibit tactical moves. Its purpose is to allow decisions to be made in the context of the strategic implications that may be incurred. It guarantees that corporate attention doesn't stray from the strategic direction for too long. As such it is an innovative and extremely useful tool whose simplicity and elegance begs the question "why didn't I think of that?"*"

- Michael Lambrellis

"*As Junior Enterprise Architect, I found PEAF a very practical framework to initiate and launch an EA inside the organization. Moreover, PEAF is a systematic way with easy to use methodology to implement the different steps at each phase. The fundamental parts which consists of products and process scope the implementation in well defined perspectives. The most impressive part of PEAF is the maturity model with the ability to evolve from one maturity level to another. Providing the necessary steps to progress from level to level make PEAF really pragmatic and useful. Finally, PEAF is really cutting the EA to the bone where it provides every thing we would use.*"

- Rachad Badawi Najjar

PEAF | Pragmatic EA

Overview

The model below illustrates the relationships between the Products and Processes of PEAF..

Foundation

| Metrics | Vision | Maturity | Risks |

Start

Prepare

| Measure, Analyse, Adjust | Gain Agreement to Adopt EA | Mitigate the EA Risks |

Culture

Provide EA Education

- Communication
- Relationships

Prepare EA Education

Change Motivation Model

Model

Strategic Planning

- Meta-model
- <Content>
- Tool

Modelling the Current State

Define the EA Metamodel

Setup an EA Modelling Tool

Governance

- Waivers
- Principles

Review Options & Solutions

Setup EA Governance

Operate

Implement

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PEAF Products
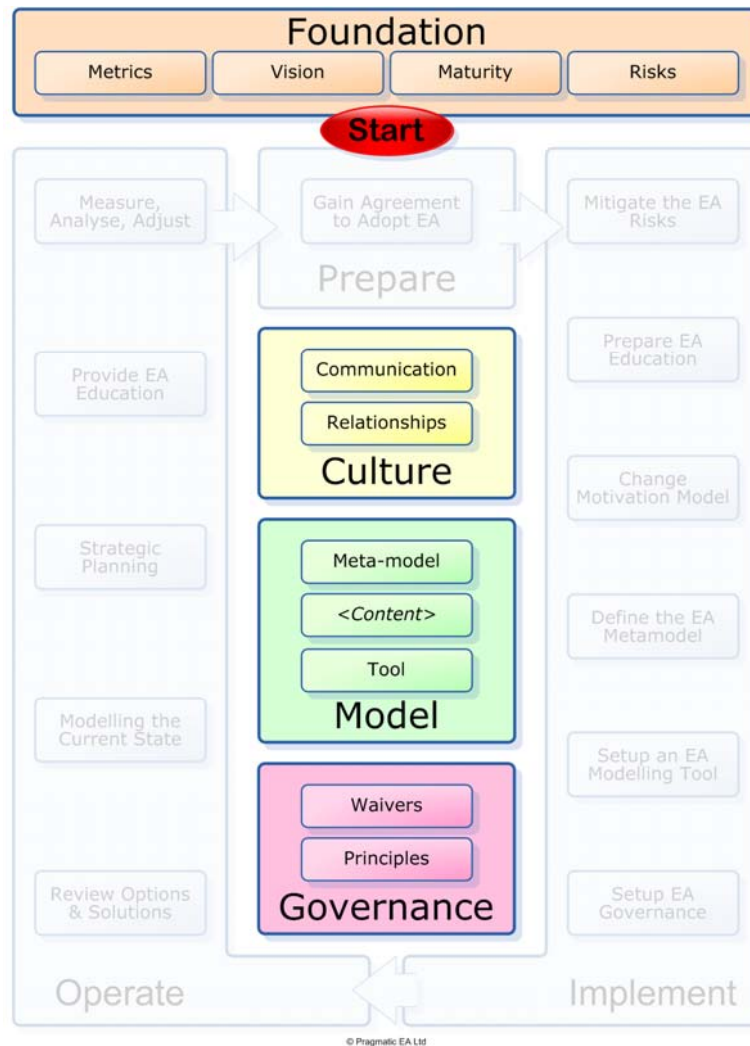
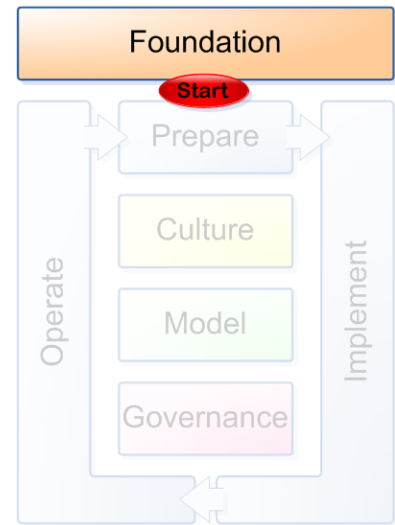|	
Foundation	The foundation section provides the products required for starting and/or progressing an existing EA initiative.
Culture	People and Communication are the key to EA. Without them and their understanding, everything else is superfluous.
Model	The main artefact of EA are the models which allow information to be gathered, viewed and analysed.
Governance	Providing an environment to guide change as it happens throughout the organisation.

Foundation

The Foundation section of PEAF covers the artefacts that are required to instigate and gain approval for an EA programme of work.

Using these as a starting point allows a rapid definition and proposal to be formulated.

Once formulated, the board can quickly decide whether to pursue an EA initiative or not.

| Vision	This product details the strategies, tactics and objectives of adopting Enterprise Architecture and the strategic goals of the enterprise that they flow from. Without a clear vision that the business and IS can understand, agree and believe in, the rest of the initiative is irrelevant.
Maturity	This product details a Maturity Model which describes maturity levels for each part and sub-part of the Framework. One dimension defines a set of levels 1-5. The other dimension consists of domains which match the structure of the framework. i.e. Culture, Model, Governance, and the processes in the Operate phase. At the intersection of each the maturity model defines the benefit of attaining that level and what the tasks and costs involved are in moving to that level.
Risks	This product details the risks associated with bringing Enterprise Architecture to an organization. Most of these risks deal with peoples misconceptions about EA. Each risk defined documents the impact and general mitigation strategies to deal with the. A placeholder is left for specific mitigation strategies for each individual organization.
Metrics	This product details the metrics that measure and monitor how well Enterprise Architecture is helping the organisation and delivering on its goals and objectives.

Culture

The Culture section of PEAF covers the people aspects of Enterprise Architecture.

These products, coupled with the preparation work in the "Implementation" phase and the provision of training and education in the "Operate" phase, are the most important of all the products.

It is also the hardest to get right and the easiest to overlook, which is why so many EA initiatives fail.

> Communication and education is one of the keys to mitigating many of the risks associated with adoption EA. For this reason, good quality and continuous education is mandatory if Enterprise Architecture is to be a success.
>
> **If it is not done, or done badly, your EA initiative WILL FAIL.**
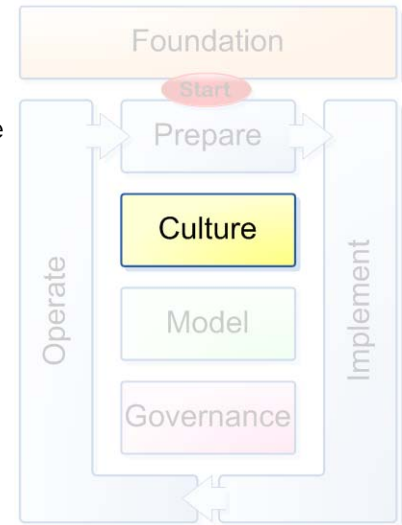
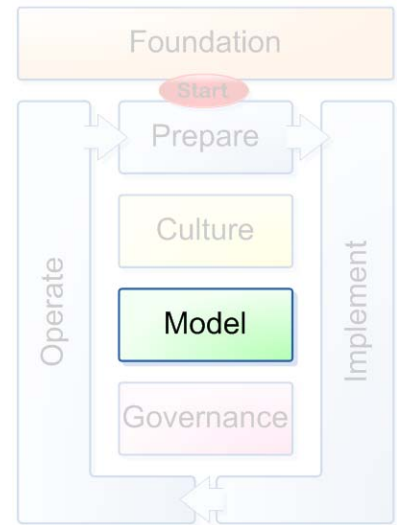|	
Communication	Communication with the entire enterprise is absolutely paramount. EA is all about joining the business and IS in a mutually beneficial partnership where both work together in a symbiotic and open relationship.
	These products comprise a set of MS Powerpoint slides and speaker notes to be used to explain what EA in general and PEAF in particular is, what it is not and how to "do it".
Relationships	This product deals with the relationships between people & the various groups that exist within an organisation. A framework cannot create or fix relationships within an organisation but it can highlight the framework those relationships exist with and the fundamentals of those relationships. It also provides a list of the resources required to prepare, implement and operate EA. Job Descriptions and Terms of Reference are provided for key individuals and groups.
	This is a Critical Success Factor for an EA initiative. Without the correct harmonious relationships and culture, an EA initiative is destined to fail.

Model

The Model section of PEAF covers the main artefact of an EA initiative - the EA Model.

The EA Model is the bedrock of EA. While people are the key to its success, the EA Model forms the backbone of an EA imitative as it is the main repository of information about the organisation, its objectives, Goals, Targets and Strategies.

The model is not meant to be used by an elite group of individuals. The more people use it, and the more people contribute to it the more benefit the organisation will attain.
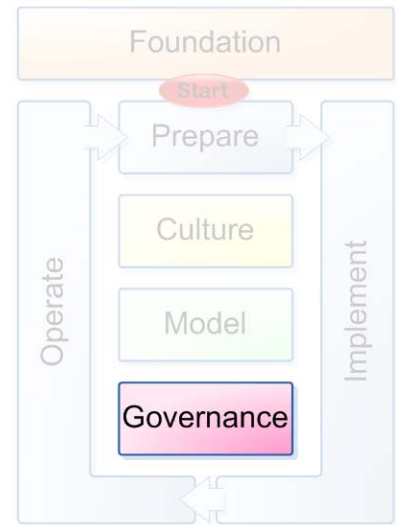
Metamodel	This product details a high level Metamodel which describes the entities (things) an organisation wants to collect information about along with what relationships that can exist between those entities. This starter set of entities can be modified and augmented in any way depending upon the specifics of the organisation it is being used in or even replaced all together is an preferred or existing Metamodel is already in use.
Tool Rationale	This product sets out why an EA modelling tool is required and then goes on to define different types of tools, their strengths and weaknesses and when to adopt them.
Tool Requirements	This product details a set of requirements for the selection of an EA Modelling Tool.
Tool Vendors	This product identifies and presents information regarding all the EA tool vendors presently in the marketplace.
Tool Scores	This product details the vendor supplied scores against each of the requirements. The evaluations have been supplied by the vendors themselves. Pragmatic EA Ltd accepts no responsibility for the accuracy of the information presented. Accuracy and correctness of the information rests solely with the individual companies concerned.

Governance

The Governance section of PEAF covers the quality control which makes sure that either agreed principles, policies and standards are being followed, or, if not, that the impacts, risks and implications of not doing so are costed, understood, accepted and managed.
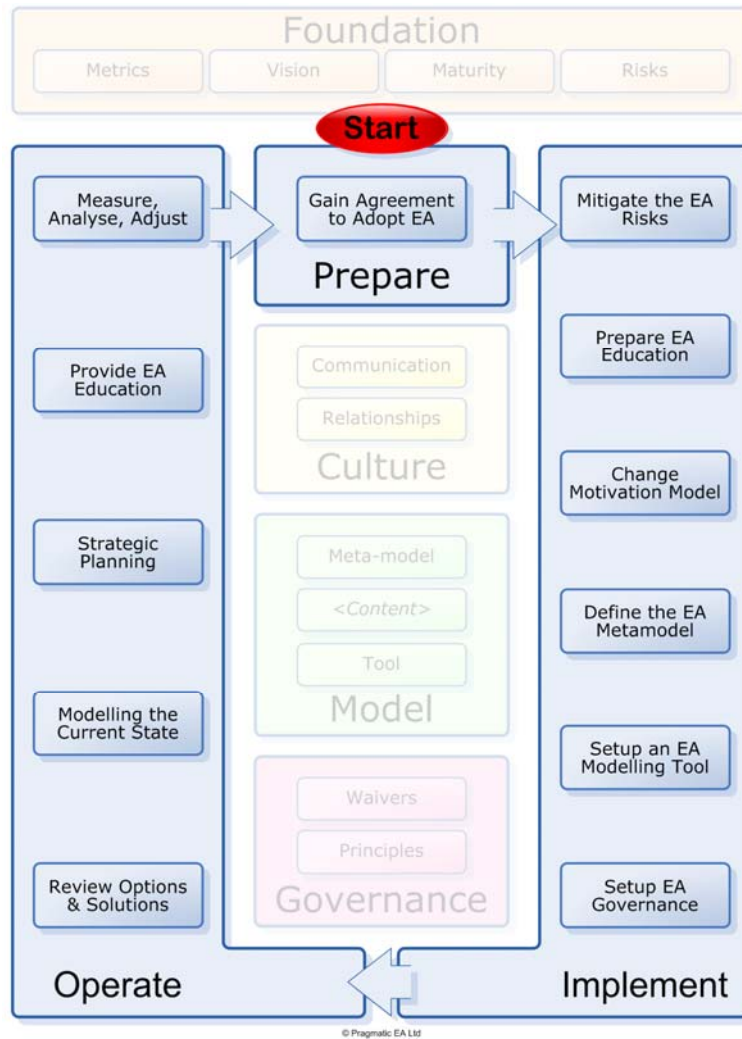
A key point regarding governance is that it should not be viewed as a policing environment where things are rejected and accepted or that penalties are incurred for breaking the rules.

The approach must be culture based, with the organisation (business and IS) understanding the reasons behind the principles, policies and standards existing and how they contribute to move the organisation from where it is to where it want s to be.

Principles	This product details a set of widely accepted principles that apply to 99.9% of organisations.
	As work progresses, these principles should be augmented with principles arising from considering the Enterprise Strategy Model.
	The purpose of these principles is not to constrain, but to provide a broad cultural framework in which work will be carried out.
Waivers	This product details the information that should be captured to understand when Enterprise Debt is being created and the impact of that debt so that informed decisions can be mode.

PEAF Processes

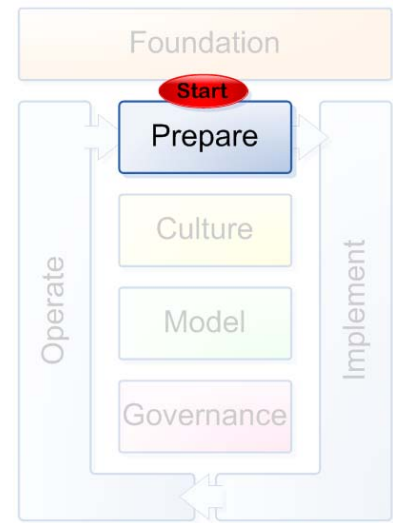|	
Prepare	The Prepare phase of PEAF is concerned with setting out the business case for starting an EA initiative and gaining the required remit, budget and resources.
	The resulting EA Implementation Plan is born out of considering the Maturity model, deciding upon the level that an organisation currently maps to, the level that it wishes to map to, and the timescales in which it would like to make the transition.
Implement	The Implementation phase of PEAF is concerned with making the necessary identified changes and adjustments to the enterprise in preparation for it to be able to utilise Enterprise Architecture.
	The work required to be undertaken is totally dependant on each enterprises specific goals and timescales identified in the Prepare phase of PEAF (which considers their current and target EA maturity levels).
Operate	The Operate Phase of PEAF is concerned with the processes of "doing" Enterprise architecture.
	These processes are largely the same for all enterprises although they may change slightly depending upon the structure of specific enterprises.

Prepare Phase

The Prepare phase of PEAF is concerned with setting out the business case for starting an EA initiative and gaining the required remit, budget and resources.

The resulting EA Implementation Plan is born out of considering the Maturity model, deciding upon the level that an organisation currently maps to, the level that it wishes to map to, and the timescales in which it would like to make the transition.

Gain Agreement to Adopt EA

Process	This process is concerned with setting out the raison d'être for adopting EA. It defines the vision, and risks involved, and considers the maturity of the organisation with respect to EA. Having agreed how mature the organisation is, how mature it wishes to be and how the risks will be mitigated, a plan can then be drawn up to allow the board to decide whether to proceed to implementation and operation or not.
Plan	This file provides is an example Microsoft Project Plan for this process. Timescales will vary for different enterprise depending on their size and complexity but this work should be completed in 10 to 30 days.

Implement Phase

The implementation of the changes required to operate and gain the benefits of Enterprise Architecture are essentially just making adjustments to the existing structures and processes within the enterprise. It is a fallacy that Enterprise Architecture requires the installation of larger numbers of people in teams and the adoption of a totally new raft of processes.

Making appropriate adjustments is a key aspect that can be ignored with people focussing instead on the processes and products of "doing" EA. Unless sufficient emphasis and work is done in this area, any work "doing" Enterprise Architecture is likely to have very limited use and will is liable to die and become Shelfware very quickly.
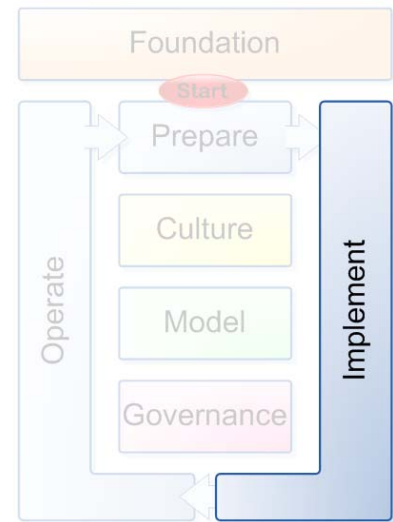
Prepare EA Education

Process	This process creates the necessary communication materials required for ongoing and continuous education and two way communication. It is concerned with educating people about Enterprise Architecture in general and about the framework the organisation has chosen in particular. This process, coupled with the provision of training and education in the "Operate" phase, is the most important of all the processes. Communication and education is one of the keys to mitigating many of the risks associated with adoption EA. For this reason, good quality and continuous education is mandatory if Enterprise Architecture is to be a success. **If it is not done, or done badly, your EA initiative WILL FAIL.**
Plan	This is an example Microsoft Project Plan which assumes an organisation is at level 1 in all areas of maturity, and wishes to move to level 2 in all areas of maturity.

Change Motivation Model

Process	This process effects the cultural and human change necessary to bring about a more long term view of the management and direction of the organisation. Without this, it does not matter how many principles, processes or models you adopt as the direction and management will continue to compromise the future of the organisation for short term (usually) financial individual gain.
Plan	This is an example Microsoft Project Plan which assumes an organisation is at level 1 in all areas of maturity, and wishes to move to level 2 in all areas of maturity.

Define the EA Metamodel

Process	This process defines the Metamodel that will be used for gathering and analysing information that is to be stored in the EA Modelling Tool.

Since some EA Modelling Tools have pre-existing and somewhat static Metamodel's this process may not be required. However, even if the approach is to use whatever Metamodel that comes with the Tool that will be selected, it is still a good idea to go through this process to identify the initial entities, relationships and views that are initially important to the enterprise as beginning with a massive and detailed Metamodel can dilute the focus.

In addition, the Metamodel for the Structural domains (e.g. Current, Target and Intermediate as distinct from the Strategy, Portfolio and Principles domains) is somewhat driven by the process for populating the current model. I.E. based on the question(s) that are required to be answered.

Another dimension to be aware of is that whatever Metamodel is chosen, the Metamodel will expand as times goes on and therefore consideration should be given not only to the initial Metamodel but also how that Metamodel will grow over time and therefore consideration should be given to an EA Metamodel Roadmap. |
| Plan | This is an example Microsoft Project Plan which assumes an organisation is at level 1 in all areas of maturity, and wishes to move to level 2 in all areas of maturity. |

Setup an EA Modelling Tool

Process	This process is concerned with the procurement of an EA modeling tool.

It should be noted that any information within the organisation is not an island and therefore due consideration must be give to how the EA tool fits in with the landscape of other tools utlised by the organisation (e.g. portfolio planning and management, Risk Management, Configuration Management and change management, etc). |
| Plan | This is an example Microsoft Project Plan which assumes an organisation is at level 1 in all areas of maturity, and wishes to move to level 2 in all areas of maturity. |

Setup EA Governance

Process	This process creates a set of principles and puts in place the governance structure required to operate them effectively.
Plan	This is an example Microsoft Project Plan which assumes an organisation is at level 1 in all areas of maturity, and wishes to move to level 2 in all areas of maturity.

Mitigate the EA Risks

|	
Process	This process identifies and mitigates the risks associated with an EA initiative.
Plan	This is an example Microsoft Project Plan which assumes an organisation is at level 1 in all areas of maturity, and wishes to move to level 2 in all areas of maturity.

Operate Phase

The Operate Phase of PEAF is concerned with the processes of "doing" Enterprise architecture.

These processes are largely the same for all enterprises although they may change slightly depending upon the structure of specific enterprises.
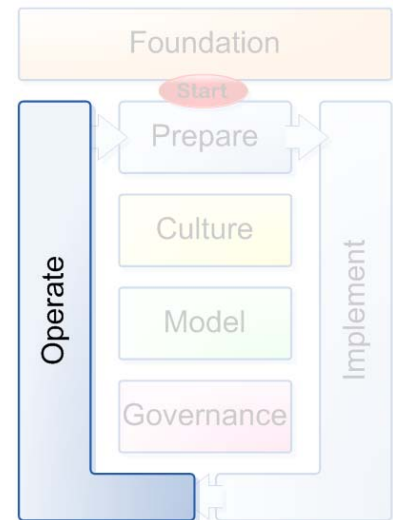
Provide EA Education

Process	This process takes the communication materials and communication plan that were created in the Implementation Phase, and executes the plan.

This process, coupled with the preparation work in the "Implementation" phase is the most important of all the processes.

> Communication and education is one of the keys to mitigating many of the risks associated with adoption EA. For this reason, good quality and continuous education is mandatory if Enterprise Architecture is to be a success.
>
> **If it is not done, or done badly, your EA initiative WILL FAIL.**

Education and Training consists of two main areas.

1. **Formal classroom based information and knowledge transfer.**

This is kind of education is required to be able to present and transfer key knowledge and information about Enterprise Architecture, what it is consists of and the mechanics of how to adopt and operate it.

2. **Informal discussions, workshops and round tables.**

This kind of education is required because there will be many questions and reticence on the part of some groups or individuals consisting of worry's misunderstandings and existing "baggage" that, if not tackled and tackled successfully, will totally undermine and erode an EA initiative.

Strategic Planning

Process	This process is concerned with Annual Business Planning, which generally takes place once per year in preparation for the creation of the portfolio of projects that will need to be executed during the next financial year. Strategic Planning can also be triggered at any time by large changes in the enterprises direction or priorities or in the business context that it operates within.
Plan	This file provides is an example Microsoft Project Plan for this process.

Modelling the Current State

Process	This process is concerned with the population of the Current or "As-Is" model.
	The organisation is on a constant journey responding to external and internal change and constantly evolving and re-shaping itself. In order to start any journey, one of the most important things to know is where you are starting from.
	The Current model effectively documents the "problem space". Once the current model is documented to a sufficient level, it usually becomes quite apparent not only what areas need attention but also what likely changes are needed to deal with them.
	The current model also allows people to understand how change which is happening today will affect the enterprise today and tomorrow.
Plan	This file provides is an example Microsoft Project Plan for this process.

Review Options & Solutions

Process	The purpose of governance is to ensure that as change happens on a daily basis, that change is guided in accordance with the bigger strategic and long term picture of the enterprise.
	Governance must not put up barriers and stop work from happening, but should allow decisions to be made in the context of the implications and the Enterprise Debt that may be incurred.
	Even though strategic plans are put into place, it is not long into the financial year that events can overtake an enterprise where those plans need adjustment. In addition, by the time work gets down to the projects and programmes to carry out the work, the strategic intent can be easily lost amongst the (rightly) blinkered focus of projects.
Plan	No example Microsoft Project Plan is provided for this process as the tasks required need to be dovetailed with the existing project lifecycle processes.

Measure, Analyse & Adjust

Process	This process is concerned with utilizing the metrics defined in the "Prepare" phase and gathering the associated data, analysing it to understand how effective the initiative is, and then to make necessary ongoing adjustments.
Plan	No example Microsoft Project Plan is provided for this process as the tasks arising come from the analysis performed.

PEAF Pragmatic **EA**

PEAF Licensing

PEAF Non-Commercial License

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- The Licensee is entitled to use the PEAF Licensee Logo on resume's, websites and other promotional materials.
- When used on a website the logo must link back to www.PragmaticEA.com

Applications for a license can be made at http://www.pragmaticea.com/licensing-non-commercial.asp

Non-Commercial License Fees
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Consultancies, Training Providers and Tool Vendors who wish to use PEAF to offer products and/or services based on or utilising any part of PEAF must possess an annual PEAF Commercial License in addition to being certified to provide the products and/or services they supply.

The PEAF Annual Commercial License covers all full-time employees of the licensing organisation, and permits the PEAF documentation to be distributed freely within that organisation, without each employee having to have to obtain their own Individual Consultant License.

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The license is issued with the following terms: -

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Commercial License Fees
The PEAF Commercial License Fees are dependent upon the type of organisation concerned and are detailed on the following page.

Consultancies

For organisations that wish to provide consultancy services to their clients or in any way utilise PEAF externally to their organisation, an Annual License Fee is due based upon the Turnover/Revenue of the Consultancy.

Turnover	Annual License Fee
< $25M	$2,500
$25M - $100M	$12,500
$100M - $1BN	$20,000
> $1BN	$50,000

Consultancies must also employ a minimum of 2 PEAF Certified Consultants. Details of training courses and charges can be found in the PEAF Training and Certification Guide at http://www.pragmaticea.com/docs/peaf-overview4-training-certification.pdf

Training Providers

License Fees are only payable when Training occurs and are calculated to be a 50%-50% profit split with the Training Provider.

In addition the Training Provider must also employ a minimum of 2 PEAF Certified Trainers. Details of training courses and charges can be found in the PEAF Training and Certification Guide (http://www.pragmaticea.com/docs/peaf-overview4-training-certification.pdf)

Tool Vendors

Tool Vendors who wish to be certified must implement the PEAF Metamodel which can be found in the PEAF Metamodel document at http://www.pragmaticea.com/display-doc.asp?DocName=peaf-model-metamodel and pay the Annual License Fee due which based upon the Turnover/Revenue of the Tool Vendor.

Turnover	Annual License Fee
< $25M	$2,500
$25M - $100M	$12,500
$100M - $1BN	$20,000
> $1BN	$50,000

Pragmatic EA Ltd

CUTTING ARCHITECTURE TO THE BONE