

Service Portfolio Planning



ProPath

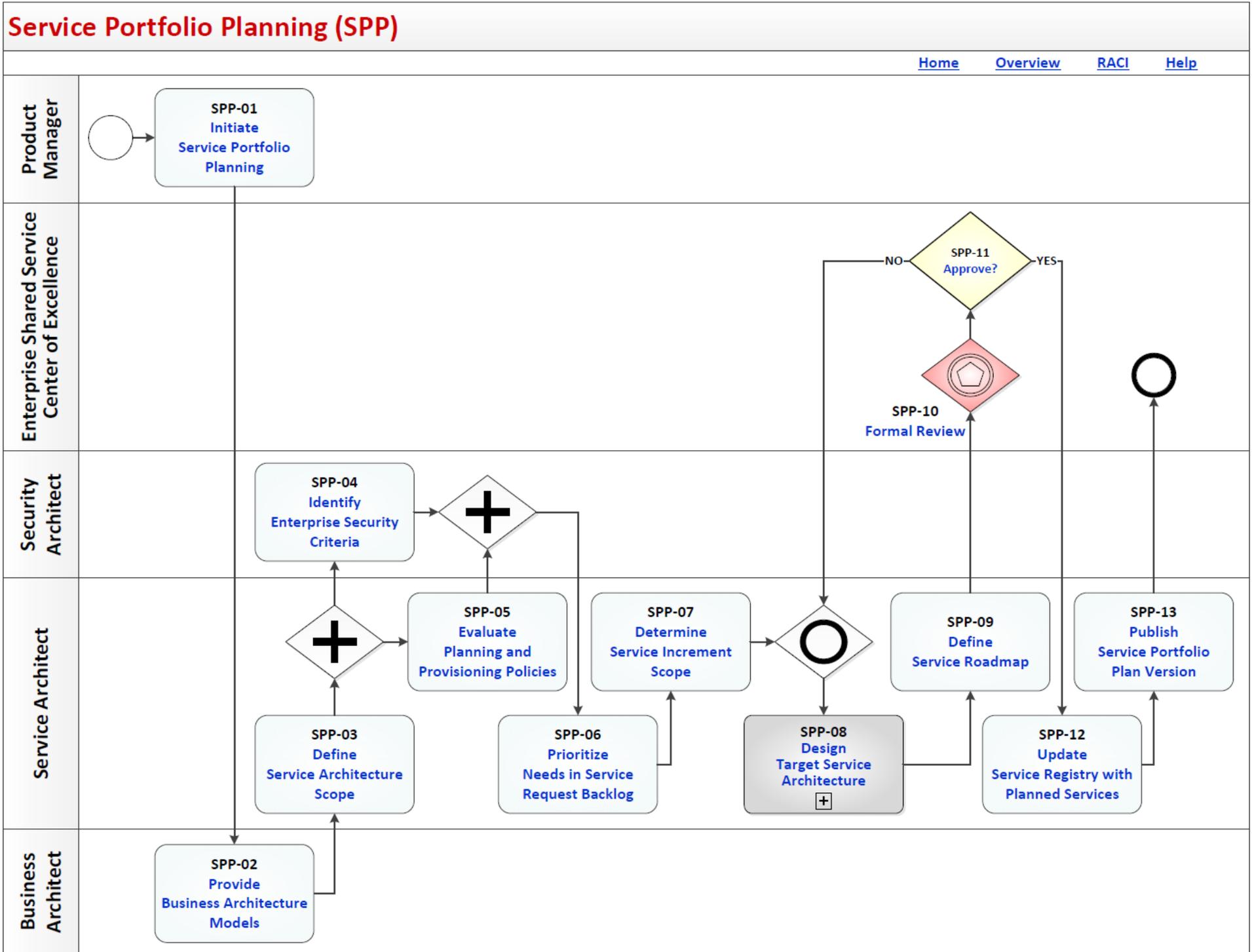
Office of Information and Technology

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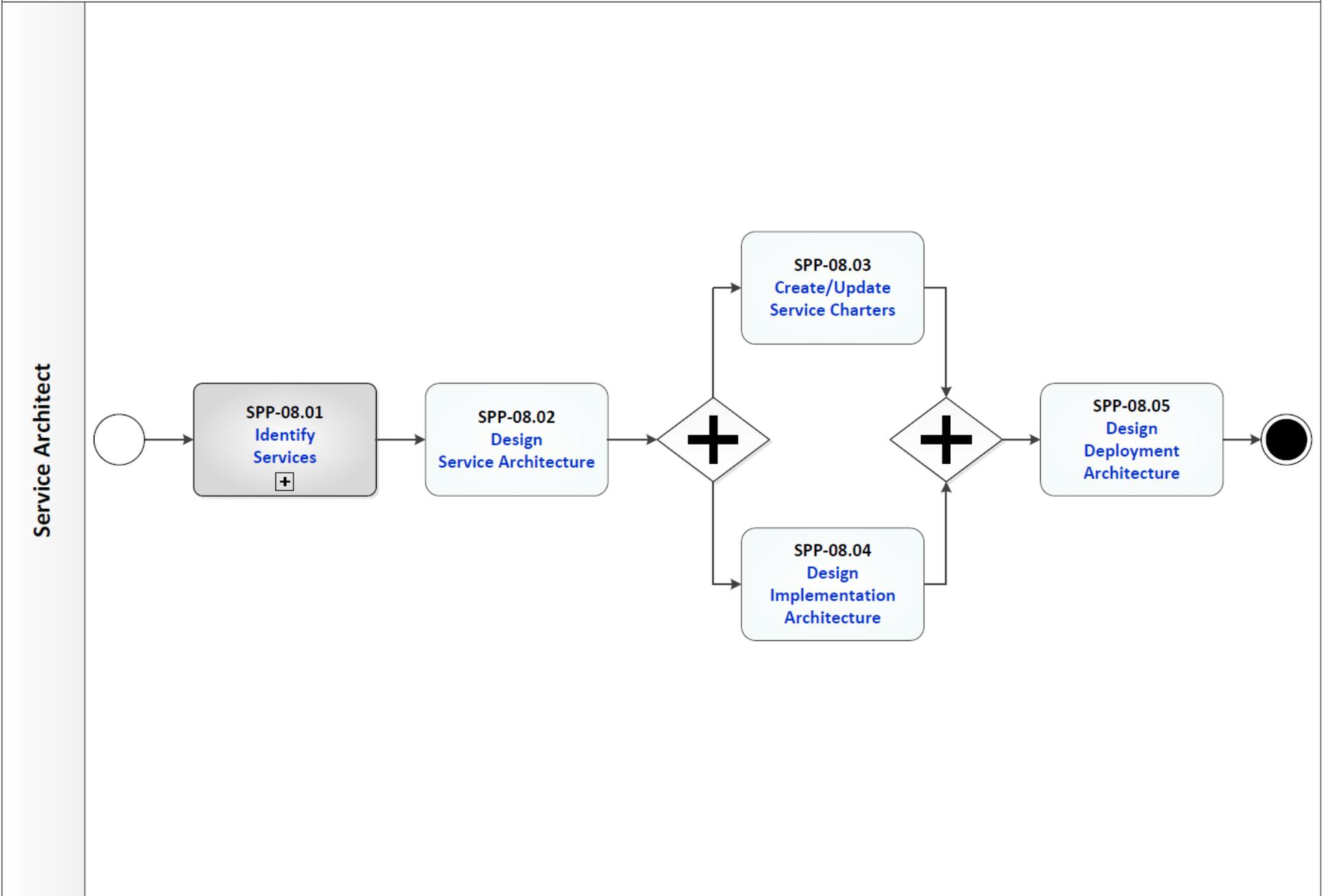
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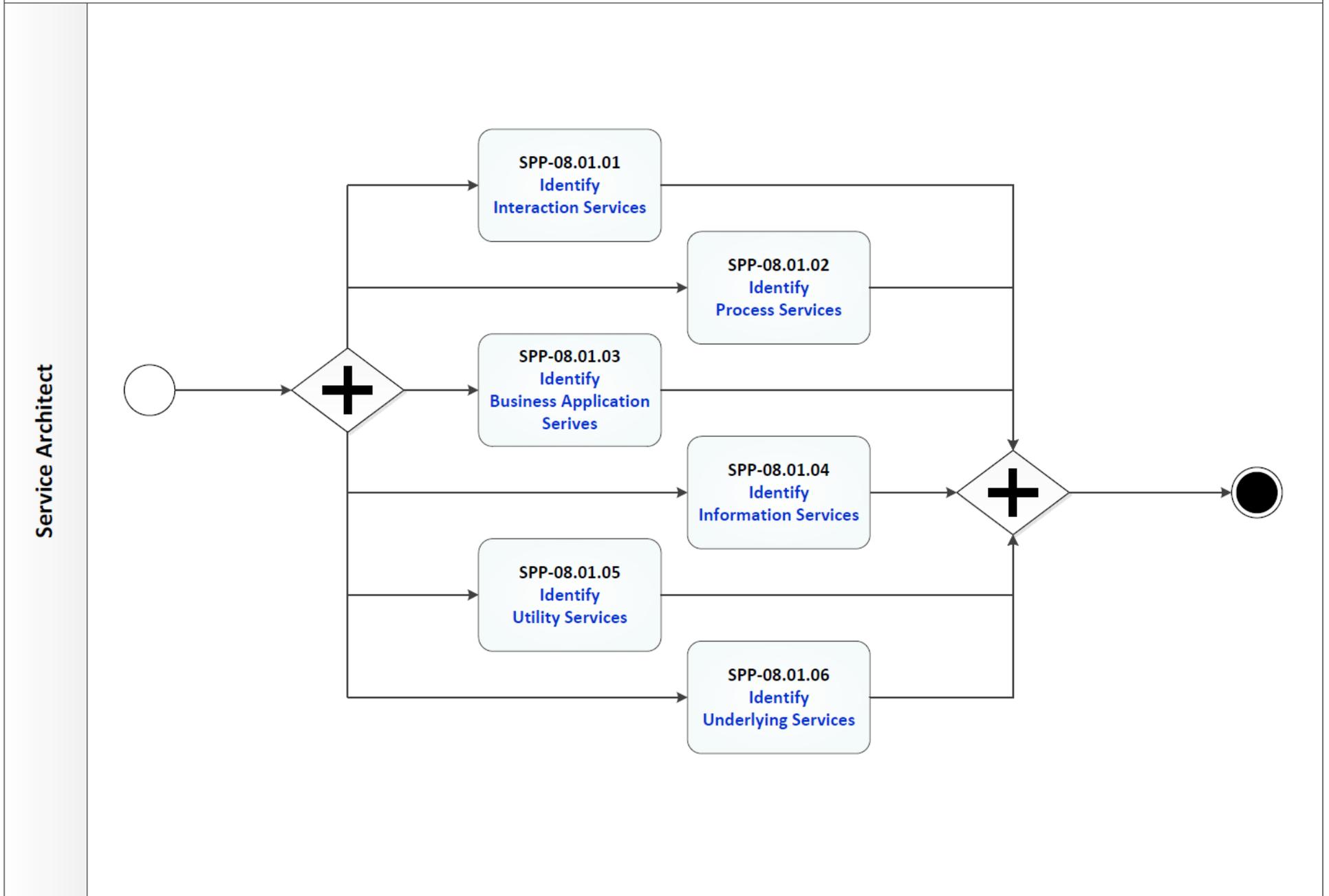
Service Portfolio Planning Process Maps



Service Portfolio Planning: SPP-08 Design Target Service Architecture



Service Portfolio Planning: SPP-08.01.01 Identify Services



Process: Service Portfolio Planning

Overview: The process map for Service Portfolio Planning cycles through the following process and review activities:

- SPP-01 Initiate Service Portfolio Planning
- SPP-02 Provide Business Architecture Models
- SPP-03 Define Service Architecture Scope
- SPP-04 Identify Enterprise Security Criteria
- SPP-05 Evaluate Planning and Provisioning Policies
- SPP-06 Prioritize Needs in Service Request Backlog
- SPP-07 Determine Service Increment Scope
- SPP-08 Design Target Service Architecture
 - SPP-08.01 Identify Services
 - SPP-08.01.01 Identify Interaction Services
 - SPP-08.01.02 Identify Process Services
 - SPP-08.01.03 Identify Business Application Services
 - SPP-08.01.04 Identify Information Services
 - SPP-08.01.05 Identify Utility Services
 - SPP-08.01.06 Identify Underlying Services
 - SPP-08.02 Design Service Architecture
 - SPP-08.03 Create/Update Service Charters
 - SPP-08.04 Design Implementation Architecture
 - SPP-08.05 Design Deployment Architecture
- SPP-09 Define Service Roadmap
- SPP-10 Conduct Formal Review of Target Service Architecture
- SPP-11 Approve?
- SPP-12 Update Service Registry with Planned Services
- SPP-13 Publish Service Portfolio Plan Version

Service Portfolio Planning Description and Goals

Description

The Service Portfolio Planning process is part of Family of Services/Initiatives Management (FoSIM) and provides a high level collaborative planning process for a particular business area and/or service increment among service architects, business architects, and cross-functional members of the Integrated Project Team (IPT) including the Product Support team. The Service Portfolio Planning process is intended to be an iterative process for a particular program/business area. The Service Portfolio Planning process produces progressively more detailed versions of the target service architecture and an associated service roadmap for reaching that target. The process plays a key role in ensuring that IT Services are responsive to VA business needs and promotes service reuse.

The process plays a key role in the evolution towards a unified environment that promotes integration of enterprise information and promotes establishing Enterprise Shared Services (ESS) as a strategy for reuse, interoperability, and governance of services across internal and external organizational and program boundaries.

The review, analysis and prioritization activities of the process result in updates to the Service Portfolio Plans that are focused on delivery of targeted service capabilities and supports the VA Enterprise Technology Strategic Plan.

Goals

The goals of the Service Portfolio Planning (SPP) process are to:

- Define the Target Service Architecture that supports a portion of the overall VA Business Architecture
- Define the associated Service Portfolio Roadmap in alignment with the VA Enterprise Roadmap
- Obtain formal review of prioritized service needs and the Target Service Architecture by the Enterprise Shared Service Center of Excellence
- Initiate service lifecycles for newly identified services or service versions by producing service charters and preliminary service descriptions

Service Portfolio Planning RACI Information

The following describes the RACI information for this process:

SPP-01 Initiate Service Portfolio Planning

Responsible Role: Product Manager

Accountable Role: Deputy Chief Information Officer, Architecture, Strategy and Design

Consulted Role: Business Owner; Product and Platform Management Portfolio Director; Stakeholder(s)

Informed Role: Business Analyst; Business Architect; Service Architect; Service Infrastructure Architect

SPP-02 Provide Business Architecture Models

Responsible Role: Business Architect

Accountable Role: Application and Data Architecture Service Director

Consulted Role: None Listed

Informed Role: Service Architect

SPP-03 Define Service Architecture Scope

Responsible Role: Service Architect

Accountable Role: Chairs, Enterprise Shared Services Center of Excellence

Consulted Role: Business Architect; Product Manager; Stakeholder(s)

Informed Role: None Listed

SPP-04 Identify Enterprise Security Criteria

Responsible Role: Security Architect

Accountable Role: Chairs, Enterprise Shared Services Center of Excellence

Consulted Role: Business Architect; Product Manager; Stakeholder(s)

Informed Role: None Listed

SPP-05 Evaluate Planning and Provisioning Policies

Responsible Role: Service Architect

Accountable Role: Chairs, Enterprise Shared Services Center of Excellence

Consulted Role: Product Manager; Stakeholder(s)

Informed Role: None Listed

SPP-06 Prioritize Needs in Service Request Backlog

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: Business Architect; Product Manager; Stakeholder(s)

Informed Role: None Listed

SPP-07 Determine Service Increment Scope

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: Business Architect; Product Manager

Informed Role: None Listed

SPP-08.01.01 Identify Interaction Services

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: Business Architect; Product Manager

Informed Role: None Listed

SPP-08.01.02 Identify Process Services

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: Business Architect; Product Manager

Informed Role: None Listed

SPP-08.01.03 Identify Business Application Services

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: Business Architect; Product Manager

Informed Role: None Listed

SPP-08.01.04 Identify Information Services

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: Business Architect

Informed Role: None Listed

SPP-08.01.05 Identify Utility Services

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: Business Architect

Informed Role: None Listed

SPP-08.01.06 Identify Underlying Services

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: None Listed

Informed Role: None Listed

SPP-08.02 Design Service Architecture

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: Business Architect; Product Manager

Informed Role: None Listed

SPP-08.03 Create/Update Service Charters

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: Business Architect

Informed Role: Product Manager

SPP-08.04 Design Implementation Architecture

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: None Listed

Informed Role: Business Architect; Product Manager

SPP-08.05 Design Deployment Architecture

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: None Listed

Informed Role: Business Architect; Product Manager

SPP-09 Define Service Roadmap

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: Business Architect; Product Manager

Informed Role: None Listed

SPP-10 Conduct Formal Review of Target Service Architecture

Responsible Role: Enterprise Shared Service Center of Excellence

Accountable Role: Chairs, Enterprise Shared Services Center of Excellence

Consulted Role: Business Architect; Product Manager; Stakeholder(s)

Informed Role: None Listed

SPP-11 Approve?

Responsible Role: Enterprise Shared Service Center of Excellence

Accountable Role: Chairs, Enterprise Shared Services Center of Excellence

Consulted Role: None Listed

Informed Role: Service Architect

SPP-12 Update Service Registry with Planned Services

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: Business Architect

Informed Role: Product Manager

SPP-13 Publish Service Portfolio Plan Version

Responsible Role: Service Architect

Accountable Role: Product and Platform Management Portfolio Director

Consulted Role: None Listed

Informed Role: Product Manager

Service Portfolio Planning Associated Artifacts Information

Associated Artifacts information (including hyperlinks) for this process includes:

Review Findings Summary Template

Risk Log

Service Description Template

Service Roadmap Template

VA Handbook 6500.6 - Appendix A - Checklist For Information Security In The Initiation Phase Of Acquisitions

Service Portfolio Planning Tools and Web Sites Information

The Tools and Web Sites associated with this process (including hyperlinks) include:

Business Domain

Department of Veterans Affairs Office of Policy and Planning

Enterprise Design Patterns, Design Pattern Library

Enterprise Messaging Infrastructure (eMI) WIKI Home

Needs Repository

Office of Information Security Risk Based Decisions Portal

One-VA Technical Reference Model

Rational Software Architect

Rational Team Concert (Change/Configuration Management)

Service Registry Dashboard

VA EA ESS Center of Excellence

VA EA Home

VA EA Strategy

VA Family of Services/Initiatives Management (FoSIM)

VA Systems Inventory

Service Portfolio Planning Standards Information

Standards associated with this process (including hyperlinks) include:

Enterprise Shared Service (ESS) Modeling Style Guide Service Architecture Modeling

Enterprise Shared Service (ESS) Service Oriented Architecture (SOA) Design How To Guide

Enterprise Shared Service (ESS) Style Guide - Overview

Enterprise Shared Services (ESS) Modeling Style Guide - Modeling to Support Roadmap Planning

Enterprise Shared Services Center of Excellence Charter (ESS-CoE) Charter
NIST Special Publication 800-30, Guide for Conducting Risk Assessments
NIST Special Publication 800-37, Guide for Applying the Risk Management Framework to Federal Information Systems
NIST Special Publication 800-47, Security Guide for Interconnecting Information Technology Systems
Release Requirements User Stories Decision Tree
SOA Reference Architecture Technical Standard: Services Layer: Service Layer
VA Directive 6051, Enterprise Architecture
VA Directive 6500, Managing Information Security Risk: VA Information Security Program
VA Directive 6517, Cloud Computing Services
VA Directive 6551, Enterprise Design Patterns
VA EA Enterprise Technical Architecture (ETA) Compliance Criteria
VA EA Service Taxonomy and Classification
VA Enterprise Cybersecurity Strategy
VA Enterprise Roadmap
VA Enterprise Technology Strategic Plan, FYxx-5years
VA FY XX Information Resources Management Strategic Plan
VA Handbook 6500, Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program
VA Handbook 6500.5, Incorporating Security and Privacy into the System Development Life Cycle
VA Handbook 6500.6, Contract Security
VA Handbook 6510, VA Identity and Access Management

Service Portfolio Planning Process

Process Activity Name: SPP-01 Initiate Service Portfolio Planning

Previous Activities

Process Begins

Next Activities

SPP-02 Provide Business Architecture Models

Description

The Product Manager initiates a Family of Services/Initiatives Management (FoSIM) Service Portfolio Planning process at the request of a Business Owner or as a periodic review and update of a program or business area. The Product Manager reviews the Service Portfolio Planning Request and identifies the appropriate Business Analysts, Business Architects, Service Architects and Service Infrastructure Architects to assign to the Service Portfolio Planning effort.

Input

Service Portfolio Planning Request

Output

Service Portfolio Planning Request (Updated)

Service Portfolio Planning Resource Assignments

Associated Artifacts

None Listed

Responsible Role

Product Manager

Accountable Role

Deputy Chief Information Officer, Architecture, Strategy and Design

Consulted Role

Business Owner; Product and Platform Management Portfolio Director; Stakeholder(s)

Informed Role

Business Analyst; Business Architect; Service Architect; Service Infrastructure Architect

Tools and Websites

Department of Veterans Affairs Office of Policy and Planning

Enterprise Messaging Infrastructure (eMI) WIKI Home

VA EA Home

VA EA Strategy

VA Family of Services/Initiatives Management (FoSIM)

Standards

VA Directive 6051, Enterprise Architecture

VA Directive 6551, Enterprise Design Patterns

VA Handbook 6510, VA Identity and Access Management

More Info

VA EA Home and VA EA Strategy web sites are used as a resource for current strategic and tactical planning guidance.

Refer to the eMI WIKI Technical Corner, eMI Software Oriented Architecture (SOA) Governance section for policy and guidelines related to the use of eMI integration capabilities.

Process Activity Name: SPP-02 Provide Business Architecture Models

Previous Activities

SPP-01 Initiate Service Portfolio Planning

Next Activities

SPP-03 Define Service Architecture Scope

Description

The Business Architect requests business models (Business Domain Model, Business Capability Model, Business Process Model, and Conceptual Data Model) from the applicable business unit. The Business Architect reviews and updates the models as necessary, and provides the models to the Service Architect. If a Conceptual Data Model (CDM) is not available, a Business Logical Data Model or Enterprise Logical Data Model is substituted.

Input

Business Capability Model

Business Domain Model

Business Process Model

Conceptual Data Model (Business Logical Data Model/Enterprise Logical Data Model if no CDM exists)

Notice of Service Portfolio Planning Activity

Service Portfolio Planning Request

Output

Business Capability Model (Updated)

Business Domain Model (Updated)

Business Logical Data Model (Updated)

Business Process Model (Updated)

Conceptual Data Model (Updated)

Associated Artifacts

None Listed

Responsible Role

Business Architect

Accountable Role

Application and Data Architecture Service Director

Consulted Role

None Listed

Informed Role

Service Architect

Tools and Websites

Business Domain

Needs Repository

Rational Software Architect

VA EA Strategy

VA Family of Services/Initiatives Management (FoSIM)

Standards

None Listed

More Info

The VA EA Business Architecture site contains the VA Business Capability Model and VA Business Process Models for VA functional organizations.

Process Activity Name: SPP-03 Define Service Architecture Scope

Previous Activities

SPP-02 Provide Business Architecture Models

Next Activities

SPP-04 Identify Enterprise Security Criteria

And

SPP-05 Evaluate Planning and Provisioning Policies

Description

The Service Architect defines the architecture scope for the Service Portfolio Planning effort by:

- Analyzing the Business Capability Model that the service architecture supports and the business processes that use or realize those business capabilities

- Analyzing the corresponding information used by the business processes as represented in the Data Model
- Analyzing and relating the Business Domain definitions and including the corresponding Service Domain definitions in the Service Architecture Scope Definition from the last increment
- Identifying the Business Domains, Capabilities, Processes, and Information that the service portfolio will support

Alternatively (or in combination with the business elements), the scope of the service portfolio may be defined by identifying specific service domains that are to be included.

Input

Business Capability Model

Business Domain Model

Business Process Model

Conceptual Data Model (Business Logical Data Model/Enterprise Logical Data Model if no CDM exists)

Service Architecture Scope Definition

VA Enterprise Capability Model

Output

Service Architecture Scope Definition (Updated)

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Chairs, Enterprise Shared Services Center of Excellence

Consulted Role

Business Architect; Product Manager; Stakeholder(s)

Informed Role

None Listed

Tools and Websites

Business Domain

Needs Repository

Rational Software Architect

VA Family of Services/Initiatives Management (FoSIM)

Standards

None Listed

More Info

None Listed

Process Activity Name: SPP-04 Identify Enterprise Security Criteria**Concurrent Activities**

SPP-05 Evaluate Planning and Provisioning Policies

Previous Activities

SPP-03 Define Service Architecture Scope

Next Activities

SPP-06 Prioritize Needs in Service Request Backlog

Description

The Security Architect analyzes the business capabilities in the Service Architecture Scope Definition and identifies or enhances the needed security capabilities based on the Security Domain Model to identify the applicable security controls needed to mitigate the business risks using the VA Enterprise Architecture (EA) Enterprise Technical Architecture (ETA) Compliance Criteria.

Input

Business Logical Data Model

Business Process Model

Conceptual Data Model

Security Domain Model

Service Architecture Scope Definition

Service Portfolio Planning Request

Output

Security Criteria

Associated Artifacts

None Listed

Responsible Role

Security Architect

Accountable Role

Chairs, Enterprise Shared Services Center of Excellence

Consulted Role

Business Architect; Product Manager; Stakeholder(s)

Informed Role

None Listed

Tools and Websites

Business Domain

Office of Information Security Risk Based Decisions Portal

Rational Software Architect

Standards

NIST Special Publication 800-30, Guide for Conducting Risk Assessments

NIST Special Publication 800-37, Guide for Applying the Risk Management Framework to Federal Information Systems

NIST Special Publication 800-47, Security Guide for Interconnecting Information Technology Systems

VA Directive 6500, Managing Information Security Risk: VA Information Security Program

VA EA Enterprise Technical Architecture (ETA) Compliance Criteria

VA Handbook 6500, Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program

VA Handbook 6500.5, Incorporating Security and Privacy into the System Development Life Cycle

VA Handbook 6500.6, Contract Security

More Info

None Listed

Process Activity Name: SPP-05 Evaluate Planning and Provisioning Policies**Concurrent Activities**

SPP-04 Identify Enterprise Security Criteria

Previous Activities

SPP-03 Define Service Architecture Scope

Next Activities

SPP-06 Prioritize Needs in Service Request Backlog

Description

The Service Architect evaluates the VA Planning and Provisioning Policies in consultation with the Product Manager and Stakeholder(s). The Service Architect determines which VA Planning and Provisioning Policies apply to the Service Architecture Scope Definition and selects policies for use in triaging pending service requests for inclusion in the Service Portfolio Plan Increment. Triage Policies are the set of applicable VA Planning and Provisioning Policies.

Input

Service Architecture Scope Definition

VA ETA Compliance Checklist

Output

Triage Policies

VA ETA Compliance Checklist (Updated)

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Chairs, Enterprise Shared Services Center of Excellence

Consulted Role

Product Manager; Stakeholder(s)

Informed Role

None Listed

Tools and Websites

Department of Veterans Affairs Office of Policy and Planning

Enterprise Design Patterns, Design Pattern Library

Enterprise Messaging Infrastructure (eMI) WIKI Home

One-VA Technical Reference Model

VA EA Home

VA EA Strategy

VA Family of Services/Initiatives Management (FoSIM)

Standards

VA Directive 6551, Enterprise Design Patterns

VA Enterprise Cybersecurity Strategy

VA Enterprise Technology Strategic Plan, FYxx-5years

VA Enterprise Roadmap

VA FY XX Information Resources Management Strategic Plan

More Info

Planning and Provisioning Policies are documented in the VA ETA Compliance Checklist in the ESS tab.

VA Planning and Provisioning Policies are defined by the Enterprise Shared Service Center of Excellence using the VA Enterprise Technology Strategic Plan, current VA Enterprise Roadmap, and current VA FYXX Information Resources Management Strategic Plan included in the key planning documents specified on the VA EA Home page. Together these documents comprise the Planning and Provisioning Policies.

Refer to the eMI WIKI Technical Corner, eMI Software Oriented Architecture (SOA) Governance section for policy and guidelines related to the use of eMI integration capabilities.

Process Activity Name: SPP-06 Prioritize Needs in Service Request Backlog

Previous Activities

SPP-04 Identify Enterprise Security Criteria

Or

SPP-05 Evaluate Planning and Provisioning Policies

Next Activities

SPP-07 Determine Service Increment Scope

Description

The Service Architect reviews the existing Service Request Backlog and updates the priority of the requests in accordance with the Triage Policies and known service dependencies. The activity includes:

- Identifying the business priority from:
 - Critical business issues that need to be addressed
 - Priority business processes that require service support and
 - Key business information that needs to be shared or managed
- Analyzing the following items:
 - Service change requests
 - New service requests
 - Critical business issues
 - Critical risk issues addressed by the Security Model(s)
 - Service portfolio – are there services that need to be retired?
 - Service capacity needs – are there services that are not performing properly?
 - Service usage patterns
 - Current solution project schedules for upcoming service needs
- Classifying any new services requested to identify the types of service

- Updating the Service Request Backlog including the estimated level of effort
- Updating the Architecture Scope Definition
- Creating a Risk Issue Log for potential risks associated with the updated Architecture Scope Definition.

Input

Business Architecture(s)
 Business Risk Log
 Critical Business Issues
 Major Business Initiatives
 Portfolio/Program In-Process Reviews Meeting Minutes
 Security Model(s)
 Service Architecture Scope Definition
 Service Portfolio Plan (from last planning cycle)
 Service Request Backlog
 Triage Policies

Output

Risk Issue Log
 Service Architecture Scope Definition (Updated)
 Service Portfolio Plan (Updated)
 Service Request Backlog (Updated)

Associated Artifacts

Risk Log

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

Business Architect; Product Manager; Stakeholder(s)

Informed Role

None Listed

Tools and Websites

Rational Team Concert (Change/Configuration Management)

Standards

VA Enterprise Technology Strategic Plan, FYxx-5years

Release Requirements User Stories Decision Tree

More Info

Major Business Initiatives are identified in the VA Enterprise Technology Strategic Plan. Meeting Minutes from Portfolio/Program In-Process Reviews identify service issues.

When needs are prioritized in the Service Request Backlog, update the Compliance User Stories contained in the project/product instance of the Rational Requirements Management repository.

Process Activity Name: SPP-07 Determine Service Increment Scope

Previous Activities

SPP-06 Prioritize Needs in Service Request Backlog

Next Activities

SPP-08 Design Target Service Architecture

Description

The Service Architect works in collaboration with the Business Architect and Product Manager to determine the portion of the overall service architecture that is addressed in this increment of the Service Portfolio Plan. Determining the Increment Scope involves:

- Reviewing opportunities to consolidate Services Requests in the Service Requests Backlog
- Analyzing dependencies
- Performing a risk assessment
- Reviewing the time and resources needed to address each Service Request or group of related Service Requests on the prioritized list
- Reviewing the time and resources available to support the planned increment
- Determining the increment scope by selecting viable combinations of Service Requests that can be addressed within the time and resources available

Input

Business Architecture(s)

Major Business Initiatives

Product Planning Document(s)

Risk Issue Log

Service Architecture Scope Definition

Service Portfolio Architecture(s)

Service Request Backlog

Output

Increment Scope Definition

Risk Issue Log (Updated)

Associated Artifacts

Risk Log

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

Business Architect; Product Manager

Informed Role

None Listed

Tools and Websites

Business Domain

Needs Repository

Rational Software Architect

Standards

VA Enterprise Technology Strategic Plan, FYxx-5years

More Info

Major Business Initiatives are identified in the VA Enterprise Technology Strategic Plan.

Product Planning Documents (PPDs) are developed in the Product Analysis and Concept Development (PRAN). Refer to the Needs Repository for relevant PPDs (if available) or other business need documents.

Process Activity Name: SPP-08 Design Target Service Architecture**Previous Activities**

SPP-07 Determine Service Increment Scope

Or

SPP-11 Approve?

Next Activities

SPP-08.01 Identify Services

Description

The sub-process, Design Target Service Architecture, addresses the designing of the service architecture, which includes the identification of the aspects of the service (i.e., interactions with end users, business applications, other processes/use cases coordination, information, utility, and any other underlying services). This process also addresses designing of the service architecture which will include the service capability and specification architecture. Next, the charter is created/updated, and concurrently, the implementation architecture is designed. Lastly, the deployment architecture is designed to meet the capacity and implementation needs.

Process Activity Name: SPP-08.01 Identify Services

Previous Activities

SPP-08 Design Target Service Architecture

Next Activities

SPP-08.01.01 Identify Interaction Services

And

SPP-08.01.02 Identify Process Services

And

SPP-08.01.03 Identify Business Application Services

And

SPP-08.01.04 Identify Information Services

And

SPP-08.01.05 Identify Utility Services

And

SPP-08.01.06 Identify Underlying Services

Description

The sub-process for Identify Services addresses the identification of several aspects of the targeted service such as interactions with end users, business applications, other processes/use cases coordination, information services, utility services, and any other underlying services.

Process Activity Name: SPP-08.01.01 Identify Interaction Services

Concurrent Activities

SPP-08.01.02 Identify Process Services

And

SPP-08.01.03 Identify Business Application Services

And

SPP-08.01.04 Identify Information Services

And

SPP-08.01.05 Identify Utility Services

And

SPP-08.01.06 Identify Underlying Services

Previous Activities

SPP-08.01 Identify Services

Next Activities

SPP-08.02 Design Service Architecture

Description

The Service Architect, in collaboration with the Business Architect and Product Manager, identifies the interaction services that support the presentation logic of the business design and facilitates the interaction between applications and end users. The Service Architect tailors the service operation content and the behavior required for each interaction service needed to support the user interface design.

Input

Business Architecture(s)

Increment Scope Definition

Major Business Initiatives

Product Planning Document(s)

Review Findings Summary

Service Portfolio Architecture(s)

Service Request Backlog

Target Service Architecture (Existing)

Output

Interaction Service(s)

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

Business Architect; Product Manager

Informed Role

None Listed

Tools and Websites

Needs Repository

Rational Software Architect

Standards

Enterprise Shared Service (ESS) Modeling Style Guide Service Architecture Modeling

Enterprise Shared Service (ESS) Service Oriented Architecture (SOA) Design How To Guide

SOA Reference Architecture Technical Standard: Services Layer: Service Layer

VA EA Service Taxonomy and Classification

More Info

None Listed

Process Activity Name: SPP-08.01.02 Identify Process Services

Concurrent Activities

SPP-08.01.01 Identify Interaction Services

And

SPP-08.01.03 Identify Business Application Services

And

SPP-08.01.04 Identify Information Services

And

SPP-08.01.05 Identify Utility Services

And

SPP-08.01.06 Identify Underlying Services

Previous Activities

SPP-08.01 Identify Services

Next Activities

SPP-08.02 Design Service Architecture

Description

The Service Architect, in collaboration with the Business Architect and Product Manager, identifies the process services that are tied to the organizations particular way of doing business. The Service Architect identifies each process service, which corresponds to an 'end to end' business process, and the operations for each unique, use case step in the business process that requires orchestration and coordination of other services in order to accomplish the required outcome.

Input

Business Architecture(s) (Business Process Model, Business Capability Model, Business Functional Framework)

Increment Scope Definition

Major Business Initiatives

Product Planning Document(s)

Review Findings Summary

Service Portfolio Architecture(s)

Service Request Backlog

Target Service Architecture (Existing)

Output

Process Service(s)

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

Business Architect; Product Manager

Informed Role

None Listed

Tools and Websites

Needs Repository

Rational Software Architect

Business Domain

Standards

Enterprise Shared Service (ESS) Modeling Style Guide Service Architecture Modeling

Enterprise Shared Service (ESS) Service Oriented Architecture (SOA) Design How To Guide

SOA Reference Architecture Technical Standard: Services Layer: Service Layer

VA EA Service Taxonomy and Classification

More Info

Process Services are within the Business Logic Layer. Process services perform and orchestrate the business response to business events. Process services are not needed when all use case steps can be supported by direct invocations of core business services.

Process Activity Name: SPP-08.01.03 Identify Business Application Services

Concurrent Activities

SPP-08.01.01 Identify Interaction Services

And

SPP-08.01.02 Identify Process Services

And

SPP-08.01.04 Identify Information Services

And

SPP-08.01.05 Identify Utility Services

And

SPP-08.01.06 Identify Underlying Services

Previous Activities

SPP-08.01 Identify Services

Next Activities

SPP-08.02 Design Service Architecture

Description

The Service Architect, in collaboration with the Business Architect and Product Manager, identifies the business application services which are stand-alone services that provide a discreet, business-related behavior specific to a narrow set of service domains.

Input

Business Architecture(s) (Business Process Model, Business Capability Model, Business Functional Framework)

Output

Business Application Service(s)

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

Business Architect; Product Manager

Informed Role

None Listed

Tools and Websites

Rational Software Architect

Business Domain

Standards

Enterprise Shared Service (ESS) Modeling Style Guide Service Architecture Modeling

Enterprise Shared Service (ESS) Service Oriented Architecture (SOA) Design How To Guide

SOA Reference Architecture Technical Standard: Services Layer: Service Layer

VA Directive 6551, Enterprise Design Patterns

VA EA Service Taxonomy and Classification

VA Handbook 6510, VA Identity and Access Management

More Info

Business Application Services are within the Business Logic Layer. Business Application Services likely have a single business owner.

Process Activity Name: SPP-08.01.04 Identify Information Services**Concurrent Activities**

SPP-08.01.01 Identify Interaction Services

And

SPP-08.01.02 Identify Process Services

And

SPP-08.01.03 Identify Business Application Services

And

SPP-08.01.05 Identify Utility Services

And

SPP-08.01.06 Identify Underlying Services

Previous Activities

SPP-08.01 Identify Services

Next Activities

SPP-08.02 Design Service Architecture

Description

The Service Architect, in collaboration with the Business Architect, identifies information services that provide information related to business entities, broadly used across processes, and less specific than process services. The Service Architect uses the following steps for identifying information services:

1. Review Business Type Model (related to the Logical Data Model) within the Business Architecture and Design Policies
2. Identify core business types
3. Assign detailing types to core business types
4. Mark up Business Type Model Diagram with Information Services
5. Prepare initial Service Descriptions
6. Identify service dependencies
7. Prepare a Service Dependency Diagram

Input

Business Architecture(s) (Business Type Model or Enterprise Logical Data Model)

Output

Information Service(s)

Information Service Dependency Diagram

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

Business Architect

Informed Role

None Listed

Tools and Websites

Rational Software Architect

Business Domain

Standards

Enterprise Shared Service (ESS) Modeling Style Guide Service Architecture Modeling
Enterprise Shared Service (ESS) Service Oriented Architecture (SOA) Design How To Guide
SOA Reference Architecture Technical Standard: Services Layer: Service Layer
VA EA Service Taxonomy and Classification

More Info

Information Services are within the Business Logic Layer.

Process Activity Name: SPP-08.01.05 Identify Utility Services

Concurrent Activities

SPP-08.01.01 Identify Interaction Services

And

SPP-08.01.02 Identify Process Services

And

SPP-08.01.03 Identify Business Application Services

And

SPP-08.01.04 Identify Information Services

And

SPP-08.01.06 Identify Underlying Services

Previous Activities

SPP-08.01 Identify Services

Next Activities

SPP-08.02 Design Service Architecture

Description

The Service Architect, in collaboration with the Business Architect, identifies utility services which are stand-alone services that provide discreet, business-related capability and behavior repeated across a wide range of business applications.

Input

Design Patterns

Service Registry Dashboard Entry(s)

Output

Utility Service(s)

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

Business Architect

Informed Role

None Listed

Tools and Websites

Service Registry Dashboard

Enterprise Design Patterns, Design Pattern Library

Standards

Enterprise Shared Service (ESS) Modeling Style Guide Service Architecture Modeling

Enterprise Shared Service (ESS) Service Oriented Architecture (SOA) Design How To Guide

SOA Reference Architecture Technical Standard: Services Layer: Service Layer

VA EA Service Taxonomy and Classification

More Info

Utility Services are within the Business Logic Layer. Utility Services likely have a broad cross section of stakeholders and applications.

Process Activity Name: SPP-08.01.06 Identify Underlying Services**Concurrent Activities**

SPP-08.01.01 Identify Interaction Services

And

SPP-08.01.02 Identify Process Services

And

SPP-08.01.03 Identify Business Application Services

And

SPP-08.01.04 Identify Information Services

And

SPP-08.01.05 Identify Utility Services

Previous Activities

SPP-08.01 Identify Services

Next Activities

SPP-08.02 Design Service Architecture

Description

The Service Architect identifies a set of underlying services that provide:

- Access Service, providing access to legacy systems and whose service interfaces are tightly coupled to the legacy system interface
- Partner Service, capturing interoperability policies, Quality of Service (QoS) policies, and constraints that the businesses must conform to when using the partner provided services and isolates the enterprise from changes to these partner provided services

Input

Information Service Dependency Diagram

Legacy Systems (within Scope) External Partner Interface(s) (which act as a Provider/Consumer for Service/Information)

Output

Underlying Access and Partner Service(s)

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

None Listed

Informed Role

None Listed

Tools and Websites

Service Registry Dashboard

Enterprise Design Patterns, Design Pattern Library

VA Systems Inventory

Standards

Enterprise Shared Service (ESS) Modeling Style Guide Service Architecture Modeling

Enterprise Shared Service (ESS) Service Oriented Architecture (SOA) Design How To Guide
SOA Reference Architecture Technical Standard: Services Layer: Service Layer

VA EA Service Taxonomy and Classification

More Info

None Listed

Process Activity Name: SPP-08.02 Design Service Architecture

Previous Activities

SPP-08.01.01 Identify Interaction Services

AND

SPP-08.01.03 Identify Business Application Services

AND

SPP-08.01.04 Identify Information Services

AND

SPP-08.01.05 Identify Utility Services

AND

SPP-08.01.06 Identify Underlying Services

Next Activities

SPP-08.03 Create/Update Service Charters

And

SPP-08.04 Design Implementation Architecture

Description

The Service Architect, in collaboration with the Business Architect and Product Manager, uses the services identified in the previous activities to design the Service Architecture which includes the Service Capability Architecture and the Service Specification Architecture. Product Planning Document(s) are reviewed when relevant for the Increment Scope Definition. The Service Architect collaboratively develops a risk mitigation strategy for reducing negative impacts of each risk and creates or updates the Risk Issue Log for the Target Service Architecture. When the Target Service Architecture has been returned from a review, the Service Architect determines and makes changes to the views as indicated in the Review Findings Summary.

Input

Business Application Service(s)

Business Architecture(s) (Business Process Model, Business Capability Model, Business Functional Framework)

Information Service(s)

Information Service Dependency Diagram

Interaction Service(s)

Process Service(s)

Risk Issue Log

Service Request Backlog
Target Service Architecture, if exists
Underlying Access and Partner Service(s)
Utility Service(s)

Output

Risk Issue Log (Updated)
Service Capability Architecture
Service Request Backlog (Updated)

Associated Artifacts

Risk Log

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

Business Architect; Product Manager

Informed Role

None Listed

Tools and Websites

Rational Team Concert (Change/Configuration Management)
Rational Software Architect
Enterprise Design Patterns, Design Pattern Library
VA EA Home
VA EA Strategy
VA Family of Services/Initiatives Management (FoSIM)

Standards

Enterprise Shared Service (ESS) Modeling Style Guide Service Architecture Modeling
Enterprise Shared Service (ESS) Service Oriented Architecture (SOA) Design How To Guide
SOA Reference Architecture Technical Standard: Services Layer: Service Layer
VA Directive 6551, Enterprise Design Patterns
VA EA Service Taxonomy and Classification
VA Handbook 6510, VA Identity and Access Management

More Info

None Listed

Process Activity Name: SPP-08.03 Create/Update Service Charters**Concurrent Activities**

SPP-08.04 Design Implementation Architecture

Previous Activities

SPP-08.02 Design Service Architecture

Next Activities

SPP-08.05 Design Deployment Architecture

Description

The Service Architect creates Service Charter(s) for new services or new service versions resulting from the identification of services in the Service Capability Architecture and Service Specification Architecture. A Service Charter is the initial section of a Service Description.

Input

Increment Scope Definition

Information Service Dependency Diagram

Service Capability Architecture

Service Description(s), if exists

Service Specification Architecture

Output

Service Charter(s) (New or Updated)

Service Description(s) (Updated)

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

Business Architect

Informed Role

Product Manager

Tools and Websites

Rational Software Architect

VA Family of Services/Initiatives Management (FoSIM)

Standards

Enterprise Shared Service (ESS) Modeling Style Guide Service Architecture Modeling

Enterprise Shared Service (ESS) Service Oriented Architecture (SOA) Design How To Guide

SOA Reference Architecture Technical Standard: Services Layer: Service Layer

VA EA Service Taxonomy and Classification

More Info

None Listed

Process Activity Name: SPP-08.04 Design Implementation Architecture

Concurrent Activities

SPP-08.03 Create/Update Service Charters

Previous Activities

SPP-08.02 Design Service Architecture

Next Activities

SPP-08.05 Design Deployment Architecture

Description

The Service Architect, in collaboration with the Business Architect, Product Manager, and Enterprise Systems Engineering Analyst, designs the Service Implementation Architecture to identify the implementation elements (including components, wrappers, API interfaces, and legacy systems) used to realize the service capability and associated behaviors.

Input

Risk Issue Log

Service Capability Architecture

Service Specification Architecture

System Platform Architecture (from the Enterprise Technology Strategic Plan)

Output

Risk Issue Log (Updated)

Service Implementation Architecture

Associated Artifacts

Risk Log

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

None Listed

Informed Role

Business Architect; Product Manager

Tools and Websites

Rational Team Concert (Change/Configuration Management)

Rational Software Architect

Enterprise Design Patterns, Design Pattern Library

Standards

Enterprise Shared Service (ESS) Modeling Style Guide Service Architecture Modeling

Enterprise Shared Service (ESS) Service Oriented Architecture (SOA) Design How To Guide

VA Enterprise Technology Strategic Plan, FYxx-5years

SOA Reference Architecture Technical Standard: Services Layer: Service Layer

VA Directive 6551, Enterprise Design Patterns

VA EA Service Taxonomy and Classification

More Info

None Listed

Process Activity Name: SPP-08.05 Design Deployment Architecture**Previous Activities**

SPP-08.03 Create/Update Service Charters

AND

SPP-08.04 Design Implementation Architecture

Next Activities

SPP-09 Define Service Roadmap

Description

The Service Architect, in collaboration with the Business Architect, Product Manager, and Enterprise Systems Engineering Analyst, designs the Service Deployment Architecture to meet the capacity and implementation needs identified in the Service Implementation Architecture. With the completion of the Service Deployment Architecture, all four architecture components of the Target Service Architecture are complete.

Input

Risk Issue Log

Service Capability Architecture

Service Implementation Architecture

Service Specification Architecture

System Platform Architecture (from the Enterprise Technology Strategic Plan)

Output

Risk Issue Log (Updated)

Service Deployment Architecture

Associated Artifacts

Risk Log

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

None Listed

Informed Role

Business Architect; Product Manager

Tools and Websites

Rational Team Concert (Change/Configuration Management)

Rational Software Architect

Standards

Enterprise Shared Service (ESS) Modeling Style Guide Service Architecture Modeling

Enterprise Shared Service (ESS) Service Oriented Architecture (SOA) Design How To Guide

VA Enterprise Technology Strategic Plan, FYxx-5years

SOA Reference Architecture Technical Standard: Services Layer: Service Layer

VA EA Service Taxonomy and Classification

Release Requirements User Stories Decision Tree

More Info

When the Service Deployment Architecture is designed and/or risk issue log is updated, also update the Compliance User Stories contained in the project/product instance of the Rational Requirements Management repository.

Process Activity Name: SPP-09 Define Service Roadmap

Previous Activities

SPP-08.05 Design Deployment Architecture

Next Activities

SPP-10 Conduct Formal Review of Target Service Architecture

Description

The Service Architect creates the Service Roadmap for the service portfolio and/or associated Increment Scope Definition. The Service Roadmap contains a plan for when the identified services and/or service versions are to be deployed. The Service Roadmap takes into account the Target Service Architecture and the rollout of business initiatives that depend on the services as well as interdependencies between the service versions within the scope of the increment and any dependencies with service versions in other related service portfolios. The Service Roadmap covers all services within the scope of all increments of the Service Portfolio Plan up to the current increment. For a Returned Service Roadmap, the Service Architect determines and makes changes indicated in the Review Findings Summary.

Input

Increment Scope Definition

Product Planning Document(s)

Review Findings Summary

Service Capability Architecture

Service Deployment Architecture

Service Implementation Architecture

Service Portfolio Plan (from last planning cycle)

Service Specification Architecture

Output

Service Roadmap(s)

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

Business Architect; Product Manager

Informed Role

None Listed

Tools and Websites

Enterprise Messaging Infrastructure (eMI) WIKI Home

Rational Team Concert (Change/Configuration Management)

Needs Repository

Rational Software Architect

Standards

Enterprise Shared Services (ESS) Modeling Style Guide - Modeling to Support Roadmap Planning

More Info

The Target Service Architecture is made up of four service architecture views: Service Capability Architecture, Service Deployment Architecture, Service Implementation Architecture, and Service Specification Architecture.

The Product Roadmap is a section in the Product Planning Document.

Process Activity Name: SPP-10 Conduct Formal Review of Target Service Architecture

Previous Activities

SPP-09 Define Service Roadmap

Next Activities

SPP-11 Approve?

Description

The Enterprise Shared Service Center of Excellence (ESS-CoE) members review the four architecture views in the Target Service Architecture, the Service Charter and Preliminary Service Descriptions to ensure conformance with established Service-Oriented Architecture policies and ensures traceability to applicable Business Architecture elements. The ESS-CoE members also review the Service Roadmap to ensure the timeframes are reasonable and consistent with known internal and external dependencies. The ESS-CoE generates a Review Findings Summary to capture desired changes in the Target Service Architecture and Service Roadmap.

If the ESS-COE does not approve the Target Service Architecture and the Service Roadmap, they are returned to the Service Architect for updates.

Input

Risk Issue Log

Service Capability Architecture
Service Charter(s)
Service Deployment Architecture
Service Description(s)
Service Implementation Architecture
Service Portfolio Plan (from last planning cycle)
Service Roadmap(s)
Service Specification Architecture
VA System Inventory System Description

Output

Review Findings Summary
Service Roadmap(s) (Updated)
Target Service Architecture (Updated)

Associated Artifacts

Review Findings Summary Template
Risk Log

Responsible Role

Enterprise Shared Service Center of Excellence

Accountable Role

Chairs, Enterprise Shared Services Center of Excellence

Consulted Role

Business Architect; Product Manager; Stakeholder(s)

Informed Role

None Listed

Tools and Websites

One-VA Technical Reference Model
Business Domain
VA EA ESS Center of Excellence
VA EA Home
VA EA Strategy
VA Family of Services/Initiatives Management (FoSIM)

Standards

None Listed

More Info

The Target Service Architecture is made up of four service architecture views: Service Capability Architecture, Service Deployment Architecture, Service Implementation Architecture, and Service Specification Architecture.

The VA EA ESS Center of Excellence Charter describes roles and responsibilities.

Process Activity Name: SPP-11 Approve?

Previous Activities

SPP-10 Conduct Formal Review of Target Service Architecture

Next Activities

If "YES":

SPP-12 Update Service Registry with Planned Services

Or

If "NO":

SPP-08 Design Target Service Architecture

Description

Enterprise Shared Service Center of Excellence (ESS-COE) approves the Target Service Architecture and the Service Roadmap (YES) or does not approve the Target Service Architecture and the Service Roadmap (NO).

Responsible Role

Enterprise Shared Service Center of Excellence

Accountable Role

Chairs, Enterprise Shared Services Center of Excellence

Consulted Role

None Listed

Informed Role

Service Architect

Process Activity Name: SPP-12 Update Service Registry with Planned Services

Previous Activities

SPP-11 Approve?

Next Activities

SPP-13 Publish Service Portfolio Plan Version

Description

The Service Architect determines if there are conditions to the approval in the Review Findings Summary. The Service Architect, in collaboration with Business Architect and Product Manager, update the information in the Service Registry for the planned in-scope services. These updates are based on information in the Service Charters, the Preliminary Service Descriptions and the Review Findings Summary.

Input

Review Findings Summary

Service Charter(s)

Service Description(s)

Output

Service Registry Entry (Updated)

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

Business Architect

Informed Role

Product Manager

Tools and Websites

Enterprise Messaging Infrastructure (eMI) WIKI Home

Service Registry Dashboard

Standards

None Listed

More Info

None Listed

Process Activity Name: SPP-13 Publish Service Portfolio Plan Version

Previous Activities

SPP-12 Update Service Registry with Planned Services

Next Activities

Process Ends

Description

The Service Architect, in collaboration with Business Architect and Product Manager, creates a Service Portfolio Plan Version using the approved Target Service Architecture and Service Roadmap and publishes related artifacts and documents for a complete Service Portfolio Plan Version. The Service Portfolio Plan Version details of all services that are rolled out in the planned Service Portfolio release/version and includes:

- References to the policies that drove the Service Portfolio Plan
- Business and Service Domains being supported
- References for the four architecture views used in the Target Service Architecture
- Service Roadmap
- References to Preliminary Service Charters and Preliminary Service Descriptions

Input

Service Capability Architecture

Service Charter(s)

Service Deployment Architecture

Service Description(s)

Service Implementation Architecture

Service Roadmap(s)

Service Specification Architecture

Triage Policies

VA System Inventory System Description

Output

Service Portfolio Plan (Updated)

Associated Artifacts

None Listed

Responsible Role

Service Architect

Accountable Role

Product and Platform Management Portfolio Director

Consulted Role

None Listed

Informed Role

Product Manager

Tools and Websites

Rational Team Concert (Change/Configuration Management)

Standards

None Listed

More Info

None Listed

END OF PROCESS