



Workshop on SOA Governance

Insight into a key to success for SOA adoption

What is the greatest obstacle to realizing the benefits of SOA adoption?

Who owns the services that are common to multiple lines of business in your enterprise?

How can you resolve conflicting requirements or change requests for shared services?

How can you determine which services make sense to develop?



A recent *InfoWorld* survey found that the lack of governance ranks as the greatest inhibitor to SOA adoption—greater than seemingly more obvious concerns such as unresolved security issues and the absence of mature standards.

SOA governance provides a set of policies, rules, and enforcement mechanisms for developing, using, and evolving SOA assets and for analysis of their business value. It provides the *who*, the *what*, and the *how* business, engineering, and operations decisions are made in order to support a SOA strategy.

Depending on the context, SOA governance can refer to

- creating, overseeing and enforcing policy (business design, technical design, application security) that directs the organization
- coordinating the people, policies, and processes that provide the framework for decision making
- identifying, developing, and deploying SOA assets in a way that is consistent with an organization's SOA strategy
- monitoring and managing SOA assets in a way that is consistent with an organization's SOA strategy

Characteristics of Good SOA Governance

SOA governance should encourage active and efficient use of available services by service consumers through providing

- **flexible authority structure**
SOA environments demand governance across all of the communities involved—operation, development, and acquisition.

- **reoriented incentives**

- Contractors in an SOA environment deal with service providers that offer service-level agreements (SLAs) in place of the familiar incentives of contractual obligations.
- Service providers, especially of Web services, have a changed concept of profit, because their services exist in a far more volatile marketplace than a commercial off-the-shelf (COTS) vendor's products.
- For acquirers, service-oriented system deployment is likely to occur iteratively, and fielding a system is now fielding a collection of capabilities.
- Incentives are also needed across industry boundaries. For instance, the government may desire that its contractor, Company A, make use of various services in creating an application. But if using many of those services provides a favorable revenue stream for Company B (a competitor to A), there is a strong disincentive for A to use those services.

- **distribution across full operational life cycle**

A service-oriented system can be distributed among infrastructure providers, service providers, and service consumers. Governance, too, becomes distributed, with shared responsibilities among several different agencies.

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The SEI's SOA Governance Workshop

The SEI offers a workshop to help customer organizations develop appropriate SOA

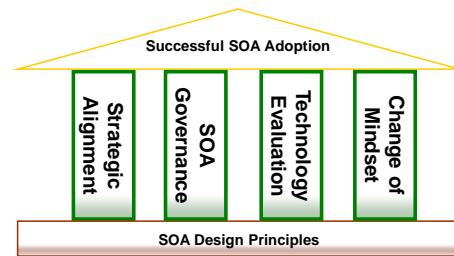
- governance policies and procedures, including service identification, service registration, and SLAs
- governance roles and responsibilities, such as an SOA governance manager responsible for policy creation, approval, implementation, and enforcement
- design-time governance, which involves, for example, rules for the development of services that align with business goals and offer the greatest benefit at the lowest risk
- runtime governance, which, in part, involves the enforcement of rules to assure that services are executed legally and securely

Understanding and devising an effective SOA governance plan is challenging. Among the questions with which workshop participants deal are

- What is the process for evolving and changing services if there are many consumers of the service?
- Who owns the actual data if more than one service is using it?
- What mechanisms, tools, and policies are used for maintaining and monitoring deployed services?
- Who owns and maintains the shared repository of services in an organization?
- How are SLAs defined and enforced between service consumers and providers?

The SOA Governance workshop is designed to be delivered in any setting, including at your site. It is also a natural complement to a workshop that the SEI offers on SOA Strategy.

Governance, One of the SEI's Four Pillars of SOA Adoption



In addition to governance, the pillars are

- strategic alignment of SOA strategy with business needs and goals
- contextual validation of technology claims in using, for example, the T-CheckSM method
- change of mindset to understand how service-oriented systems development is different from traditional systems development

Migrating Legacy Systems to an SOA Environment?

Trust the SEI to help you gain insight into the migration of legacy systems to SOA environments through this workshop on SOA Governance and these offerings:

- a comprehensive eLearning course entitled Migrating Legacy Systems to SOA Environments
- a two-day SOA Migration, Adoption, and Reuse Technique (SMART) Training course
- an application of SMART, which helps an organization
 - determine whether to migrate legacy systems to SOA environments
 - decide which services it makes sense to develop

- assess the changes needed in the legacy system to accomplish the migration
- evaluate migration strategies
- SEI Certification of SOA-SMART Team Leads who can conduct SEI-Authorized SMART workshops on behalf of SEI Partner organizations

For More Information about SEI Workshops for SOA

SOA Governance:
www.sei.cmu.edu/training/s14.cfm

SOA Strategy:
www.sei.cmu.edu/training/s13.cfm

For More Information on SOA Courses

www.sei.cmu.edu/go/soaofferings/

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