Agenda

- Background
- Architecture Transition Points
- Bridging Systems & Software Architectures
- Project approach
- Key cost drivers and risks
  - Summary of all cost drivers and risks
  - Insufficient Program Planning
  - Artifacts to support transition
  - Lack of Software Architecture Process
- Recommendations for improving transition
Background

Raytheon Network Centric Systems (NCS)
- Continuous Process Improvements in Architecture to Achieve:
  - Reduction in Pursuit Cycle Time
  - Reduction in Engineering Development Cycle Time
  - Increase Engineering Development Productivity
  - Improve Global Workforce Communications
  - Ability to Shape Adaptable Solutions
  - Agility in Handling Change
  - Improvement on NCS Return On Investment Costs (ROIC)
  - Increased Mission Assurance

Architecture Transitions was identified as a key factor in achieving these goals.
Bridging Systems & Software Architectures

- Ineffective Architecture transition introduces cost and risk
  - As architecture transition through the various levels of decomposition
  - Late phase rework is needed due to miscommunication of
    - System requirements
    - Architecture principles
    - Quality Attributes desired

- Goal of this Initiative:
  - Identify process improvements
  - Provide guidance to Systems Architects and Software Architects
  - Vertically integrate systems architecture and software architecture products to achieve compliance with
    - System requirements
    - Architecture principles
    - Quality Attributes
  - Reduce cost and risk

Project Approach

- Solution Needed To Address Business & Technical Perspectives
- Selected the Zachman Framework.
  - Enterprise = “Capability to transition from Systems Architecture to Software Architecture”
- Primary Mission Architecting Effort
  - mission primitives in a contextual model (Zachman Row 1)
  - business entities in a conceptual model (Zachman Row 2)
  - Association matrices to describe how the business entities relate to each other.
  - list of initiatives were then identified and ranked against the business goals.
Summary of All Cost Drivers & Risks

- Lack of Software Architecture Process
  - The primary cost driver and risk to the systems to software architecture transition is the deficiency of the software processes involved in the architecture transition and alignment of the processes with systems architecture processes.

- Insufficient Program Planning
  - Program Planning, which includes planning, cost estimation, and scheduling, requires a culture change to ensure the value of architecture is understood and planning frameworks support architecture tasks.

- Artifacts to Support Transition
  - The conclusion was that if the work called out in our processes were performed correctly there should not be any appreciable deficiencies. This is not to say that having these documents alone will make for a successful transition.

- Communications during Transition
  - Architecture teams must establish an approach to facilitate the communication, identify the need for a common lexicon, and capture lessons learned from successful (and unsuccessful transitions) to ensure communications are ever improving.

- Governance / Process Enforcement and Awareness
  - This risk addresses how to effectively implement the processes associated with architecture governance and compliance.

- Insufficient Number of Trained Architects for Transition
  - This risk addresses the training necessary for a successful transition. Even though Raytheon has invested in Systems Architecture training curriculum and a Software Architecture training curriculum, there is no training that addresses the transition between Systems Architecture and Software Architecture.

Lack of SW Architecture process

- Raytheon Enterprise Architecture Process (REAP) distinctly ends at the system level
  - A Gap between IPDS stages IPDS 3-02 (System) and 3-04 (Product)

- NCS Common Process Architecture (CPA) introduces SW Architecture
  - Integrated with IPDS Stage 4-01 (Component) Preliminary Design
    - Only when MDD is used (i.e., round-trip model to code engineering)
    - Identifies SW Architecture Role, Responsibilities, and Training

- SW Architecture is not integrated across multiple Products or Components
  - Introduces inconsistency, especially when multiple suppliers are involved
Insufficient Program Planning

- Architecture Process has evolved
  - Customer expectation of architecture has evolved
  - Program planning does not always see the value added for architecture
  - Architecture Cost Estimation tools are immature

- As a result.

Artifacts to support the transition

- No appreciable deficiencies were identified in artifacts needed for the transition from System to Software Architects

- However –
  - Architecture is a highly communicative process
  - System Architects need to focus the Software Architects on
    - critical information and its significance
    - tribal knowledge that is often difficult to adequately capture in documents
    - reasoning behind trade-offs
    - importance and impacts of the quality attributes
**Project Recommendations**

- Cost drivers and risks are not independent of each other
  - The program planning phase is highly dependent on architects trained on Architecture Planning and cost estimation of architecture.
  - Improved communications during the transition can be achieved by improved training.
  - Improved training is dependent on first establishing software architecture processes.

**Recommendations To Improve**

- **Lack of Software Architecture Process**
  - Update the NCS CPA Software Architecture Definition
    - Reassign to Product Level Architecture to ensure consistency across Software Products and Components
    - Remove the tie to Model Driven Design
      - Software Architecture is not only a “model-code” round trip issue
  
- **Artifacts to Support Transition**
  - Update REAP to include a “Transition” View
    - TOGAF 8.1.1 includes a Software View that addresses software developer concerns
    - Recommend that this view be built by a combined System and Software Architecture Team.
Recommendations To Improve

- Insufficient Program Planning
  - Empower an Architecture Community of Practice
    - Increase communication between those planning the architecture stage and the practicing architects
    - Provide to other programs for processes, tools, and review board conduct
  - Architecture Cost Estimation Tool
  - Program Culture Change

Summary

- Architecting is a Pervasive Element of all System Development
- The Architecture must Inform and Govern at all levels of decomposition
- The Organization must improve the process to reduce cost and risk
- The Zachman Framework served us well
  - Characterized the environment of our Enterprise in Row 1
  - Characterized our “Architecting” Enterprise in Row 2
- This project identified several key cost drivers and risks
- Recommendations for improving transition
  - Improved Software Architecture process
  - Create “Transition View” for System to Software
  - Improve Architecture communication between individuals to facilitate better Program Planning
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