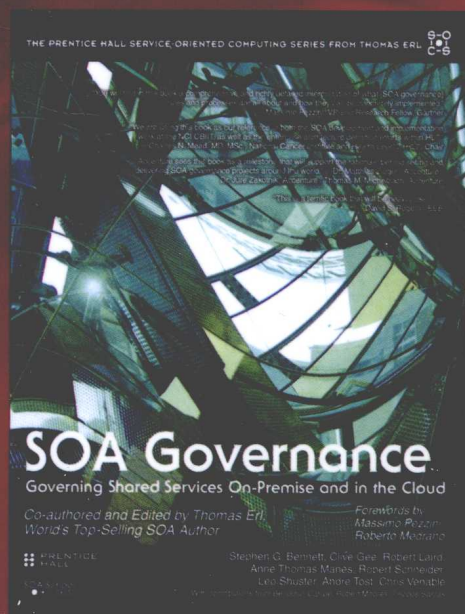


SOA治理

——云环境中的共享服务治理

(英文版)

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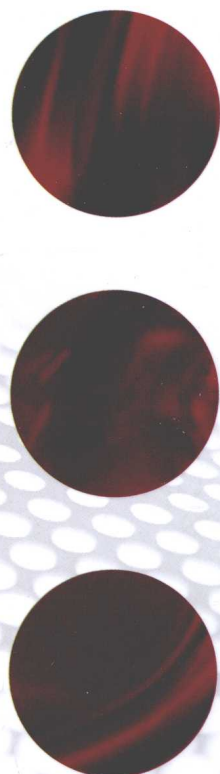


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SOA Governance:
Governing Shared Services On-Premise and in the Cloud



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内 容 简 介

本书是作者多年采用面向服务架构(SOA)和面向服务技术建立 IT 治理控制项目的工程实践经验总结,清晰地介绍了如何构建 SOA 治理,并通过具体步骤引导读者进行工业治理实践。通过研究实例,本书论述了如何定义和放置规则、组织角色、流程、标准和业务度量,全面、直观地描述了角色、流程、规则和项目阶段之间的交叉引用和映射。通过学习本书,读者能够用这些治理控制去创建自己的用户 SOA 治理系统。

本书可供 SOA 领域的项目经理、架构师、分析师、开发人员、网络管理员、质量管理专家、安全专家和云计算研究者等参考学习。

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Foreword

by Massimo Pezzini

“What are the three key ingredients for successful SOA?” I was asked (in Sweden, if I remember well) by a pretty senior application architect several years ago. It was the time, circa 2004, when SOA was at the peak of what we at Gartner call “the hype cycle.” Every vendor was busily trying to reposition as a SOA player, and users were struggling to understand what SOA was and why they should care about it.

When that application architect asked me the fatal question, I had luckily already investigated SOA, especially its key “dos” and “don’ts,” for quite a while, starting in the late 1990s. I had by then spoken with quite a number of large organizations, in both North America and Europe, that had gone through the painful process of figuring out, through trial and error, how to manage a large-scale and business-critical set of SOA-based projects. Therefore, my answer was spontaneous and also came out with a rather unquestionable tone: “Discipline, discipline, and discipline!”

From my conversation with these leading-edge organizations, it was in fact pretty evident to me that what was later to be called SOA governance was a critical success factor for SOA initiatives. If you think about it for a second, this is obvious: The basic goals of SOA are

1. Reducing application development and maintenance costs, through run-time sharing of services across multiple applications
2. Increasing business agility, by effectively managing service and application life-cycle (discovery, definition, design, implementation, testing, deployment, management, maintenance, and retirement)

There is no way to achieve these goals without applying a proper set of rules and processes, which we now call SOA governance. SOA governance is in charge of making sure that services are designed and implemented to be truly reusable, that there are facilities in place (e.g., a *service repository* or *service inventory*, as it is called in this book) to enable a “reuse first” approach to application development, that ownership of (and accountability for) services is well defined and unambiguous, and that it is clear “who pays for what.” (You would be surprised to know how many SOA initiatives I analyzed came to a stalemate because of cost allocation issues....) SOA pioneers also discovered it was not sufficient to define SOA governance rules and processes. Without an organizational entity (the *SOA Center of Excellence* or *SOA Governance Program Office*, as it is called in this book) in charge of not only defining but also enabling and enforcing these rules and processes, they simply don’t happen.

You will find in this book a comprehensive and richly detailed interpretation of what these rules and processes are all about and how they can be concretely implemented. You may adopt and adapt these suggestions to your actual business and technical requirements, level of SOA maturity, organizational settings, and your company’s business and IT culture. The variety of case studies discussed in the book will also give you a sense of how concretely SOA governance can be implemented to achieve real-life business goals.

Let me conclude with a final “lesson learned” from the SOA governance trenches: Your SOA initiative may be killed by lack of governance, but too much governance can be deadly, too. Figuring out what is the “just enough” amount of governance appropriate for your company is a difficult, but worthwhile task. This book will help you accomplish that goal.

—Massimo Pezzini

VP and Research Fellow, Gartner, Inc.

Foreword

by Roberto Medrano

We have spent the better part of the last decade working on SOA governance programs at some of the world's largest and most complex IT organizations. We are very pleased, therefore, to see this important topic addressed in detail by Thomas Erl, one of this generation's truly great software architecture authors. Thomas' book is beyond timely, in our view, as it captures a serious truth that has crept up on even some of the most savvy CIOs. That is, SOA has gone from "nice to have," to "have to have," to today's reality that SOA is *just here*. Period. You have it. You don't have any choice but to have it. And now that you have, you have to govern it.

How did this happen? How did SOA emerge from the egghead shadows to become the de facto enterprise architecture across the globe? Many factors contributed to this situation, but perhaps most important has been the ascendancy of cloud computing. Though still in its infancy, cloud computing has been absolutely transformative in the role that SOA plays in day-to-day enterprise computing. The cloud is inherently service-oriented. Whether an organization is totally cloud-based, a hybrid of on-premise and cloud, or using a private cloud, its applications are now reaching out to consume and expose Web services in ways that would have been hard to imagine even a few years ago. Even organizations that shunned SOA now have one. It's called the cloud, and it's here to stay.

SOA governance and the cloud are vital companions, for better or worse. In a nutshell SOA governance is about making sure the enterprise builds the right things, build them right, and makes sure that what it has built is behaving right. With proper SOA governance, the cloud can be a strategic bonanza, smoothing the way for improving agility,

reducing risks, reducing costs and economies that everyone should want. Companies realizing the most success are those that have built a Unified SOA Governance infrastructure that governs a wide range of assets and artifacts through their entire lifecycle. Without SOA governance, the cloud threatens operational disaster and exposure to multiple levels of risk. And now, we have a thorough and well thought out book on the subject. Thomas has done the industry a great service by delving deeply into this topic in a way that readers of many different backgrounds can understand.

This book works because it gives the reader a sense of SOA governance across the full IT lifecycle and spans the organizations that are charged with managing the SOA. Thomas offers valuable insights and pragmatic tips on how to implement governance that is sensible yet effective, touching on managerial and business issues as much as technology. He probes into the nature of rules and organizations, even human nature, as he lays out the groundwork for good governance. Thomas understands that all of these aspects of governance are relevant to the success of a program. Enjoy this book. If you are involved in IT management, you will find it an indispensable companion in your quest for success with SOA.

—*Roberto Medrano*
EVP, SOA Software

Contents

Foreword by Massimo Pezzini	xix
--	------------

Foreword by Roberto Medrano	xxi
--	------------

CHAPTER 1: Introduction	1
--	----------

1.1 About this Book	3
Who this Book is For.	3
What this Book Does Not Cover.	4
<i>This is Not a Book About SOA Management</i>	4
<i>This is Not a Book About Cloud Computing Governance.</i>	4
1.2 Recommended Reading	5
1.3 How this Book is Organized	6
Part I: Fundamentals	6
<i>Chapter 3: Service-Oriented Computing Fundamentals</i>	6
<i>Chapter 4: SOA Planning Fundamentals</i>	6
<i>Chapter 5: SOA Project Fundamentals.</i>	6
<i>Chapter 6: Understanding SOA Governance</i>	7
Part II: Project Governance	7
<i>Chapter 7: Governing SOA Projects</i>	7
<i>Chapter 8: Governing Service Analysis Stages</i>	7
<i>Chapter 9: Governing Service Design and Development Stages</i>	8
<i>Chapter 10: Governing Service Testing and Deployment Stages</i>	9
<i>Chapter 11: Governing Service Usage, Discovery,</i> <i>and Versioning Stages</i>	9

Part III: Strategic Governance	10
Chapter 12: Service Information and Service Policy Governance	10
Chapter 13: SOA Governance Vitality	11
Chapter 14: SOA Governance Technology	11
Part IV: Appendices	11
Appendix A: Case Study Conclusion	11
Appendix B: Master Reference Diagrams for Organizational Roles . . .	11
Appendix C: Service-Oriented Principles Reference	11
Appendix D: SOA Design Patterns Reference	11
Appendix E: The Annotated SOA Manifesto	11
Appendix F: Versioning Fundamentals for Web Services and REST Services	12
Appendix G: Mapping Service-Oriented to RUP	12
Appendix H: Additional Resources	12
1.4 Symbols, Figures, and Style Conventions	12
Symbol Legend	12
Mapping Diagrams	12
SOA Principles & Patterns Sections	13
Capitalization	14
1.5 Additional Information	14
Updates, Errata, and Resources (www.soabooks.com)	14
Master Glossary (www.soaglossary.com)	15
Referenced Specifications (www.soaspecs.com)	15
SOASchool.com® SOA Certified Professional (SOACP)	15
CloudSchool.com™ Cloud Certified Professional (CCP)	15
The SOA Magazine (www.soamag.com)	15
Notification Service	16
CHAPTER 2: Case Study Background	17
2.1 How Case Studies are Used	18
2.2 Raysmoore Corporation	18
History	18
IT Environment	18
Business Goals and Obstacles	19
2.3 Case Study Continuation	20

PART I: FUNDAMENTALS

CHAPTER 3: Service-Oriented Computing Fundamentals . . 23

3.1 Basic Terminology	24
Service-Oriented Computing	25
Service-Orientation	26
Service-Oriented Architecture (SOA).	29
Services	31
<i>Services as Components</i>	32
<i>Services as Web Services</i>	32
<i>Services as REST Services</i>	34
SOA Manifesto	34
Cloud Computing	35
IT Resources	35
Cloud	36
On-Premise	37
Cloud Deployment Models.	37
Cloud Consumers and Cloud Providers.	38
Cloud Delivery Models	38
Service Models.	38
<i>Agnostic Logic and Non-Agnostic Logic</i>	39
Service Composition	40
Service Inventory	41
Service Portfolio	41
Service Candidate	42
Service Contract.	43
Service-Related Granularity	44
SOA Design Patterns	46
3.2 Further Reading	47

CHAPTER 4: SOA Planning Fundamentals. 49

4.1 The Four Pillars of Service-Orientation	51
Teamwork	52
Education	52
Discipline	52
Balanced Scope	53

4.2 Levels of Organizational Maturity	56
Service Neutral Level	57
Service Aware Level	57
Service Capable Level	57
Business Aligned Level	58
Business Driven Level	58
Service Ineffectual Level	58
Service Aggressive Level	59
4.3 SOA Funding Models	60
Platform (Service Inventory) Funding	60
<i>Project Funding Model (Platform)</i>	61
<i>Central Funding Model (Platform)</i>	64
<i>Usage Based Funding Model (Platform)</i>	66
Service Funding	69
<i>Project Funding Model (Service)</i>	69
<i>Central Funding Model (Service)</i>	71
<i>Hybrid Funding Model (Service)</i>	72
<i>Usage Based Funding Model (Service)</i>	74

CHAPTER 5: SOA Project Fundamentals79

5.1 Project and Lifecycle Stages	81
SOA Adoption Planning	82
Service Inventory Analysis	82
Service-Oriented Analysis (Service Modeling)	84
Service-Oriented Design (Service Contract)	85
Service Logic Design	87
Service Development	87
Service Testing	88
Service Deployment and Maintenance	89
Service Usage and Monitoring	90
Service Discovery	90
Service Versioning and Retirement	91
5.2 Organizational Roles	92
Service Analyst	96
Service Architect	96
Service Developer	97
Service Custodian	98

Cloud Service Owner	98
Service Administrator	100
Cloud Resource Administrator	100
Schema Custodian	102
Policy Custodian	104
Service Registry Custodian	105
Technical Communications Specialist	105
Enterprise Architect	106
Enterprise Design Standards Custodian (and Auditor)	107
SOA Quality Assurance Specialist	109
SOA Security Specialist	110
SOA Governance Specialist	111
Other Roles	112
<i>Educator</i>	<i>112</i>
<i>Business Analyst</i>	<i>113</i>
<i>Data Architect</i>	<i>113</i>
<i>Technology Architect</i>	<i>113</i>
<i>Cloud Technology Professional</i>	<i>114</i>
<i>Cloud Architect</i>	<i>114</i>
<i>Cloud Security Specialist</i>	<i>114</i>
<i>Cloud Governance Specialist</i>	<i>114</i>
<i>IT Manager</i>	<i>115</i>
5.3 Service Profiles	115
Service-Level Profile Structure	117
Capability Profile Structure	118
Additional Considerations	119
<i>Customizing Service Profiles</i>	<i>119</i>
<i>Service Profiles and Service Registries</i>	<i>119</i>
<i>Service Profiles and Service Catalogs</i>	<i>119</i>
<i>Service Profiles and Service Architecture</i>	<i>120</i>

CHAPTER 6: Understanding SOA Governance 121

6.1 Governance 101	122
The Scope of Governance	123
<i>Governance and Methodology</i>	<i>124</i>
<i>Governance and Management</i>	<i>124</i>
<i>Methodology and Management</i>	<i>125</i>
<i>Comparisons</i>	<i>125</i>

The Building Blocks of a Governance System	127
<i>Precepts</i>	128
<i>People (Roles)</i>	128
<i>Processes</i>	129
<i>Metrics</i>	129
Governance and SOA	130
6.2 The SOA Governance Program Office (SGPO)	131
6.3 SGPO Jurisdiction Models	133
<i>Centralized Enterprise SGPO</i>	133
<i>Centralized Domain SGPO</i>	134
<i>Federated Domain SGPOs</i>	135
<i>Independent Domain SGPOs</i>	136
6.4 The SOA Governance Program.	137
Step 1: Assessing the Enterprise (or Domain)	137
<i>Current Governance Practices and Management Styles</i>	138
<i>SOA Initiative Maturity</i>	138
<i>Current Organizational Model</i>	139
<i>Current and Planned Balance of On-Premise and Cloud-based IT Resources</i>	139
Step 2: Planning and Building the SOA Governance Program	139
<i>SOA Governance Precepts</i>	139
<i>SOA Governance Processes</i>	141
<i>SOA Governance Roles</i>	143
<i>Additional Components</i>	146
Step 3: Running the SOA Governance Program (Best Practices and Common Pitfalls)	146
<i>Collect the Right Metrics and Have the Right People Use Them</i>	146
<i>Provide Transparency and Foster Collaboration</i>	147
<i>Ensure Consistency and Reliability</i>	147
<i>Compliance and Incentives</i>	147
<i>Education and Communication</i>	148
<i>Common Pitfalls</i>	148

PART II: PROJECT GOVERNANCE

CHAPTER 7: Governing SOA Projects 153

7.1 Overview 155

 Precepts, Processes, and People (Roles) Sections. 156

7.2 General Governance Controls. 157

 Precepts 157

Service Profile Standards 157

Service Information Precepts 158

Service Policy Precepts. 158

Logical Domain Precepts 159

Security Control Precepts 160

SOA Governance Technology Standards. 163

 Metrics 164

Cost Metrics 164

Standards-related Precept Metrics 165

Threshold Metrics 165

Vitality Metrics 166

 Case Study Example 167

7.3 Governing SOA Adoption Planning 169

 Precepts 169

Preferred Adoption Scope Definition. 169

Organizational Maturity Criteria Definition 171

Standardized Funding Model 172

 Processes. 173

Organizational Governance Maturity Assessment 173

Adoption Impact Analysis 176

Adoption Risk Assessment. 178

 People (Roles) 179

Enterprise Architect. 179

SOA Governance Specialist 181

 Case Study Example 182

CHAPTER 8: Governing Service Analysis Stages 187

8.1 Governing Service Inventory Analysis	192
Precepts	193
<i>Service Inventory Scope Definition</i>	193
Processes	195
<i>Business Requirements Prioritization</i>	195
People (Roles)	197
<i>Service Analyst</i>	197
<i>Enterprise Design Standards Custodian</i>	198
<i>Enterprise Architect</i>	199
<i>SOA Governance Specialist</i>	200
Case Study Example	201
8.2 Governing Service-Oriented Analysis (Service Modeling).	206
Precepts	206
<i>Service and Capability Candidate Naming Standards</i>	206
<i>Service Normalization</i>	207
<i>Service Candidate Versioning Standards</i>	209
Processes	210
<i>Service Candidate Review</i>	210
People (Roles)	212
<i>Service Analyst</i>	212
<i>Service Architect</i>	213
<i>Enterprise Design Standards Custodian</i>	214
<i>Enterprise Architect</i>	215
<i>SOA Governance Specialist</i>	216
Case Study Example	217

CHAPTER 9: Governing Service Design and Development Stages 221

9.1 Governing Service-Oriented Design (Service Contract) . .	223
Precepts	223
<i>Schema Design Standards</i>	223
<i>Service Contract Design Standards</i>	225
<i>Service-Orientation Contract Design Standards</i>	228
<i>SLA Template</i>	229
Processes	231
<i>Service Contract Design Review</i>	231
<i>Service Contract Registration</i>	234

People (Roles)	236
<i>Service Architect</i>	236
<i>Schema Custodian</i>	237
<i>Policy Custodian</i>	238
<i>Technical Communications Specialist</i>	239
<i>Enterprise Design Standards Custodian</i>	241
<i>Enterprise Architect</i>	242
<i>SOA Security Specialist</i>	243
<i>SOA Governance Specialist</i>	245
Case Study Example	246
9.2 Governing Service Logic Design	249
Precepts	249
<i>Service Logic Design Standards</i>	249
<i>Service-Oriented Architecture Design Standards</i>	252
Processes	253
<i>Service Access Control</i>	253
<i>Service Logic Design Review</i>	255
<i>Legal Data Audit</i>	257
People (Roles)	259
<i>Service Architect</i>	259
<i>Enterprise Design Standards Custodian</i>	260
<i>Enterprise Architect</i>	261
<i>SOA Security Specialist</i>	262
<i>SOA Governance Specialist</i>	263
Case Study Example	265
9.3 Governing Service Development	267
Precepts	267
<i>Service Logic Programming Standards</i>	267
<i>Custom Development Technology Standards</i>	268
Processes	270
<i>Service Logic Code Review</i>	270
People (Roles)	272
<i>Service Developer</i>	272
<i>Enterprise Design Standards Custodian</i>	273
<i>Enterprise Architect</i>	274
<i>SOA Governance Specialist</i>	275
Case Study Example	276

CHAPTER 10: Governing Service Testing and Deployment Stages277

10.1 Governing Service Testing.....278

 Precepts.....279

Testing Tool Standards279

Testing Parameter Standards280

Service Testing Standards281

Cloud Integration Testing Standards.....283

Test Data Usage Guidelines285

 Processes.....286

Service Test Results Review286

 People (Roles)287

Service Administrator287

Cloud Resource Administrator288

Enterprise Architect.....289

SOA Quality Assurance Specialist290

SOA Security Specialist291

SOA Governance Specialist292

 Case Study Example294

10.2 Governing Service Deployment and Maintenance298

 Precepts.....298

Production Deployment and Maintenance Standards298

 Processes.....301

Service Certification Review301

Service Maintenance Review303

 People (Roles)304

Service Administrator304

Cloud Resource Administrator305

Service Custodian.....307

Enterprise Architect.....308

SOA Quality Assurance Specialist309

SOA Security Specialist310

SOA Governance Specialist311

 Case Study Example312

Chapter 11: Governing Service Usage, Discovery, and Versioning Stages 315

11.1 Governing Service Usage and Monitoring 317

 Precepts 317

Runtime Service Usage Thresholds 317

Service Vitality Triggers 320

 Processes 323

Service Vitality Review 323

 People (Roles) 325

Enterprise Architect 325

Service Architect 326

Service Administrator 327

Cloud Resource Administrator 328

Service Custodian 329

SOA Security Specialist 331

SOA Governance Specialist 332

 Case Study Example 333

11.2 Governing Service Discovery 335

 Precepts 335

Centralized Service Registry 335

 Processes 337

Service Registry Access Control 337

Service Registry Record Review 339

Service Discovery 340

Shared Service Usage Request 342

Shared Service Modification Request 343

 People (Roles) 345

Service Custodian 345

Service Registry Custodian 346

Technical Communications Specialist 348

SOA Governance Specialist 348

 Case Study Example 350

11.3 Governing Service Versioning and Retirement 352

 Precepts 352

Service Versioning Strategy 352

SLA Versioning Rules 354

Service Retirement Notification 356