Enterprise Architecture Practitioner's Conference
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Core competencies for EA development
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Today's Focus : People in EA
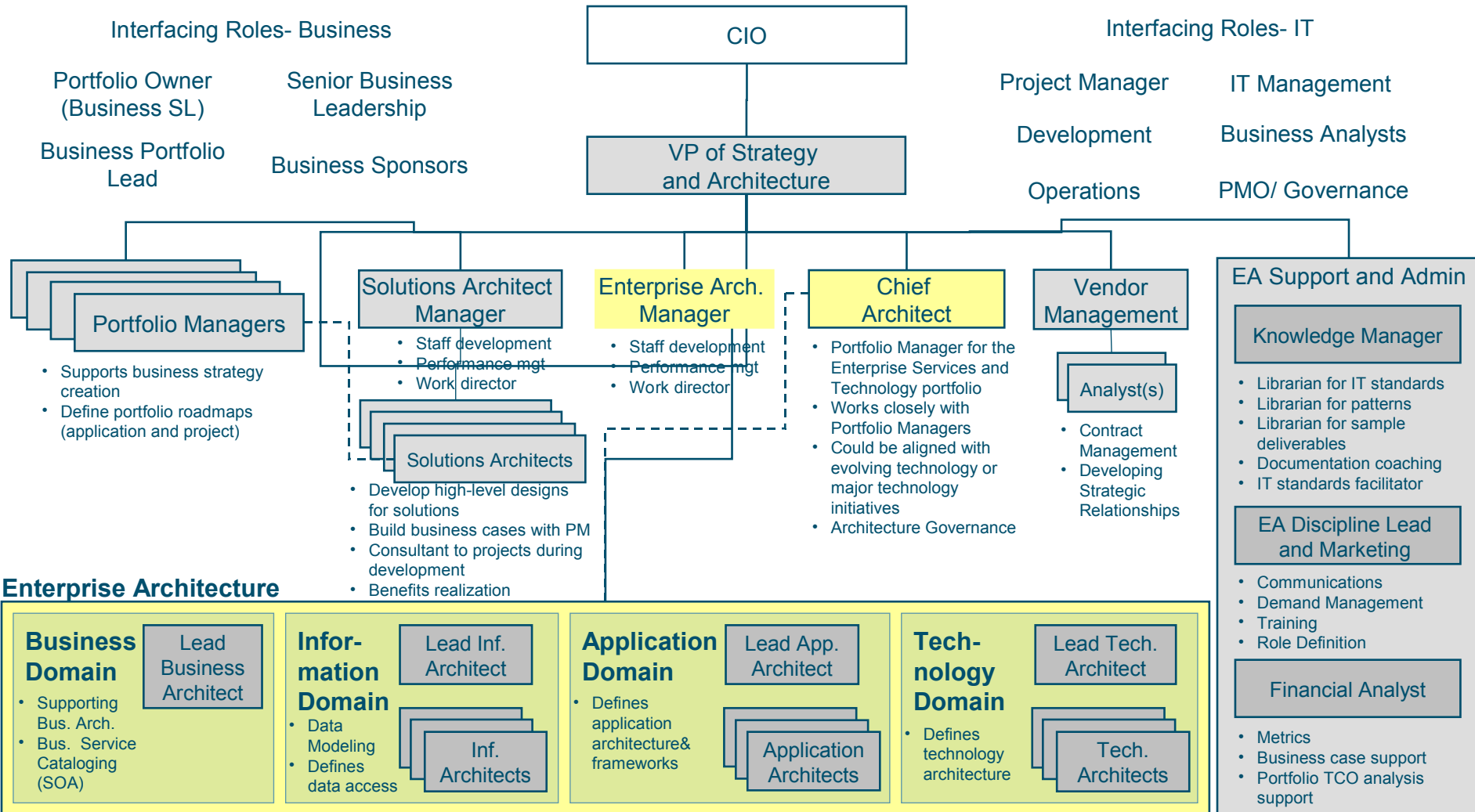

Framework (1)
- Guidelines
- Model Abstraction Layers

Repository (2)
- Tools
- Model Archival
- Productivity Aids

Change Management (6)
- Training
- Publication
- Initiatives

Governance (5)
- Decisions
- Processes
- Principles

Enterprise Architecture

Models, Patterns, Standards (3)
- Business Reference Model
- Information Reference Model
- Application Reference Model
- Technology Reference Model
- Technology Policies
- Technology Standards

People (4)
- Organization Structure
- Competency
- Culture

- **Organization structure:** defines how the business is structured and organized

- **Competency:** defines **knowledge**, **skills**, and **attributes** that an organization's workforce must possess to perform a business capability, to execute the organization's strategy, and to ensure that the organization competes successfully in the marketplace.

- **Culture:** defines values, norms, and behaviors

Organization Chart

Sample comprehensive organization that we have implemented at clients. This model shows the reporting structure of a centralized Enterprise Architecture organization.

Interfacing Roles- Business

- Portfolio Owner (Business SL)
- Senior Business Leadership
- Business Portfolio Lead
- Business Sponsors

CIO

VP of Strategy and Architecture

Interfacing Roles- IT

- Project Manager
- IT Management
- Development
- Business Analysts
- Operations
- PMO/ Governance

Portfolio Managers
- Supports business strategy creation
- Define portfolio roadmaps (application and project)

Solutions Architect Manager
- Staff development
- Performance mgt
- Work director

Solutions Architects
- Develop high-level designs for solutions
- Build business cases with PM
- Consultant to projects during development
- Benefits realization

Enterprise Arch. Manager
- Staff development
- Performance mgt
- Work director

Chief Architect
- Portfolio Manager for the Enterprise Services and Technology portfolio
- Works closely with Portfolio Managers
- Could be aligned with evolving technology or major technology initiatives
- Architecture Governance

Vendor Management

Analyst(s)
- Contract Management
- Developing Strategic Relationships

EA Support and Admin

Knowledge Manager
- Librarian for IT standards
- Librarian for patterns
- Librarian for sample deliverables
- Documentation coaching
- IT standards facilitator

EA Discipline Lead and Marketing
- Communications
- Demand Management
- Training
- Role Definition

Financial Analyst
- Metrics
- Business case support
- Portfolio TCO analysis support

Enterprise Architecture

Business Domain — Lead Business Architect
- Supporting Bus. Arch.
- Bus. Service Cataloging (SOA)

Information Domain — Lead Inf. Architect — Inf. Architects
- Data Modeling
- Defines data access

Application Domain — Lead App. Architect — Application Architects
- Defines application architecture & frameworks

Technology Domain — Lead Tech. Architect — Tech. Architects
- Defines technology architecture

It's about the Architect…

Previous Focus

Today's Focus

Position / Position Description

Role(s)

Responsibilities

Knowledge, Skills, and Attributes (Competencies)

Proficiencies

Example

Chef
Responsible for the planning and creation of all entree items for lunch and dinner

- Supervisor
- Food Preparer
- Quality Control

- Plan menus
- Select/order food
- Plan seasonal specialties

- Food Selection
- Food Preparation
- Food Presentation
- Customer Service
- Creativity

Food Preparation
- Able to describe and follow basic health practices (P1-with supervision; P4 - on own)
- Adjusts recipe/preparation to suit customer requests (P1-with supervision; P4 - on own)

Competency Framework 101

Purpose of a competency framework

- Staffing

  - Building up the organization's capability by hiring the right people for the right job

- Training

  - Improve the proficiency of the workforce to align with business needs and strategy

- Human performance management

  - Define career progression

- Certification

  - Objectively assess competency

  - Showcase competency

Elements of an organizational competency framework

Competency Categories

Competency Description

Proficiency level and 'how-to' to assess

Competency Dictionary

Competency scale increasing proficiency
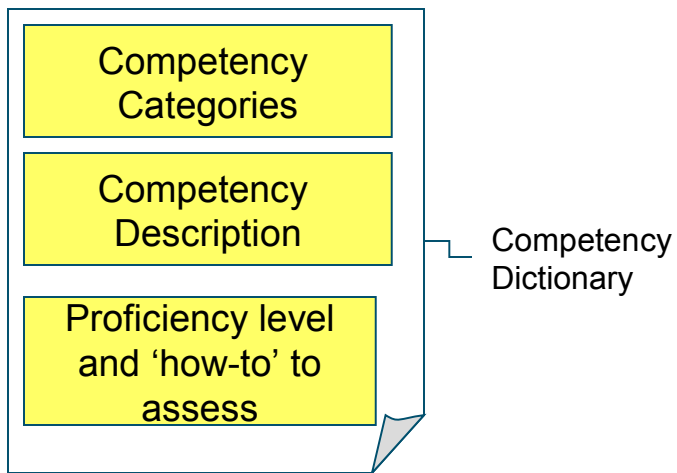
Competency	P1- Novice	P2- Apprentice	P3- Professional	P4- Seasoned professional	P5- Expert

Role

Direct correlation

Competency Name	Desired proficiency level
Architecture	P3
Communication	P3
Leadership	P3
Business acumen	P2

Graded map of Position to behavioral competencies

Level/ Band	Architecture	Communication	Leadership	Business Acumen
1	Role	P4	P3	P3
2	Role	P3	P3	P2
3	Role	P3	P2	P1
4	Role	P2	P2	N/A

Individual view: Position - Role - Competency

■ **Position : Principal Architect, Senior Manager, Level 3, Band B…**

represents

- Seniority

- Direct influence on business decisions

determines

- Remuneration

■ **Role : Information Architect, Application Architect…**

represents

- Authority/scope

- Responsibilities

determines

- Work content

■ **Competency : Leadership, Negotiation, Architecture Definition…**
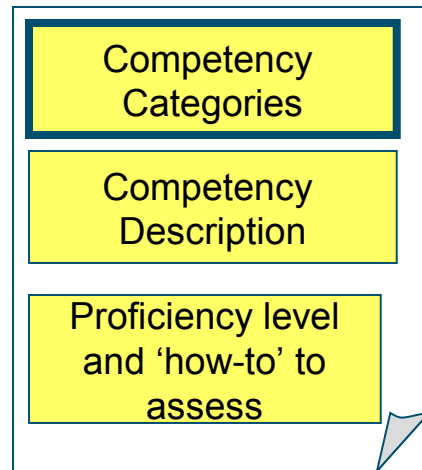
represents

- Knowledge

- Skills

- Attributes

determines

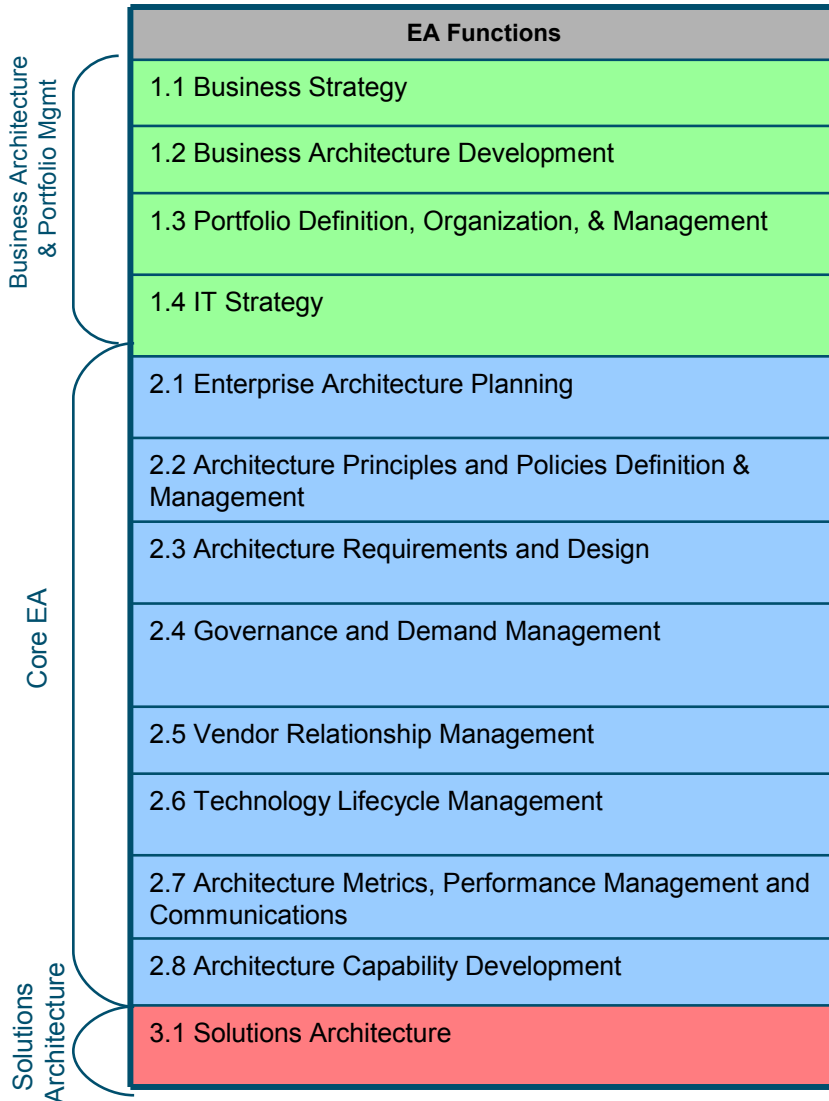- Career Progression*

> * Performance being a key criterion

Broad competency categories

Competency Categories

Competency Description

Proficiency level and 'how-to' to assess

- **Operational or Technical**
  - Technical knowledge and skills directly related to a role/job

- **Professional or Behavioral**
  - Behaviors required for conducting self within the organization
  - Can apply to one or more roles

- **Organization context specific**
  - Applies to every individual in the organization

Core competencies for EA development

To arrive at EA core competencies, we examine a sample EA organization…

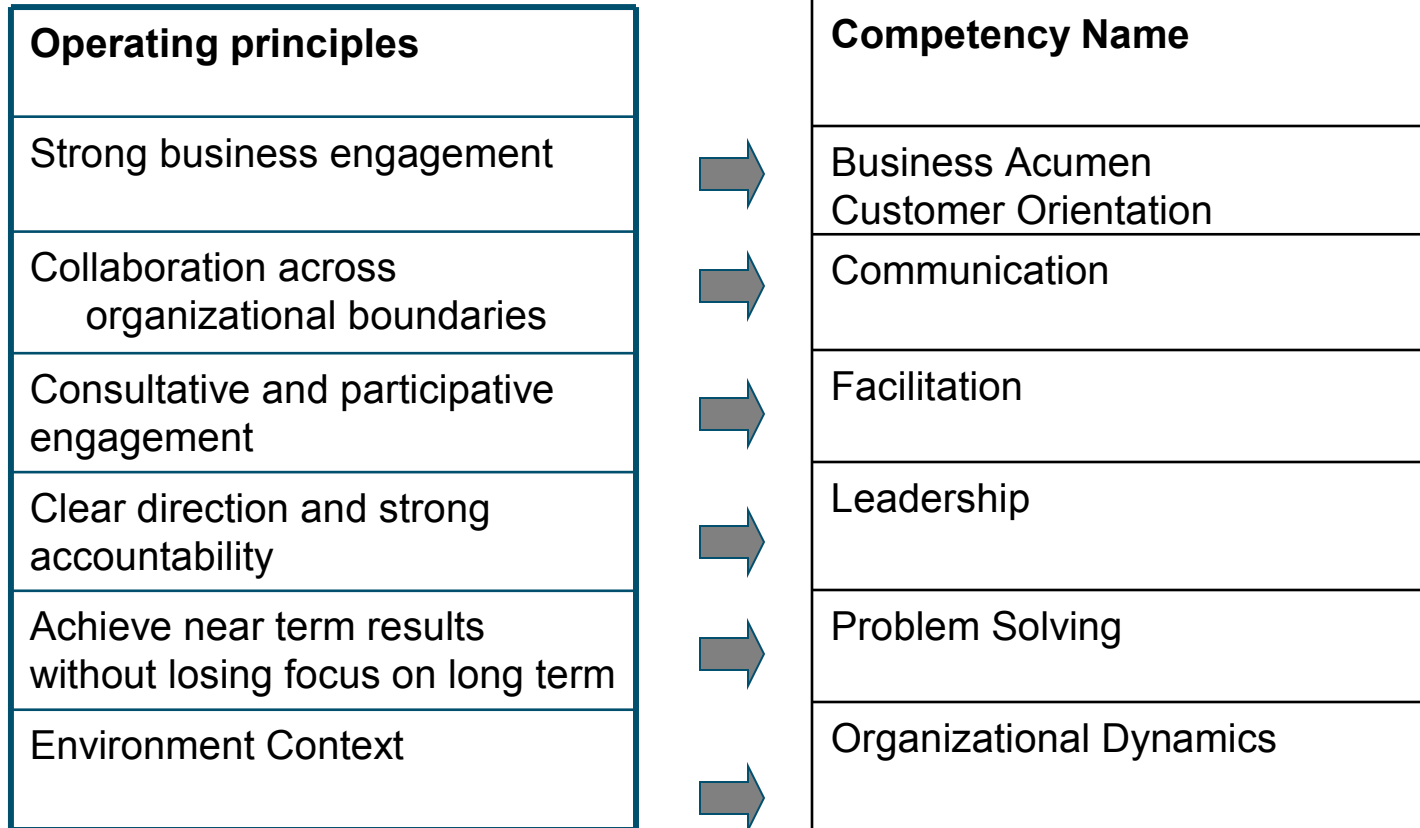| EA Functions |
|---|
| **Business Architecture & Portfolio Mgmt** |
| 1.1 Business Strategy |
| 1.2 Business Architecture Development |
| 1.3 Portfolio Definition, Organization, & Management |
| 1.4 IT Strategy |
| **Core EA** |
| 2.1 Enterprise Architecture Planning |
| 2.2 Architecture Principles and Policies Definition & Management |
| 2.3 Architecture Requirements and Design |
| 2.4 Governance and Demand Management |
| 2.5 Vendor Relationship Management |
| 2.6 Technology Lifecycle Management |
| 2.7 Architecture Metrics, Performance Management and Communications |
| 2.8 Architecture Capability Development |
| **Solutions Architecture** |
| 3.1 Solutions Architecture |

- **Mission**
  - Our mission is to enable our organization achieve business results by delivering comprehensive solutions that meet strategic business challenges and opportunities, while mitigating risk and driving down cost of doing business.

- **Operating Principles**
  - Strong business engagement
  - Collaboration across organizational boundaries
  - Consultative and participative engagement
  - Clear direction and strong accountability
  - Achieve near term results without losing focus on long term objectives

- **Environmental context**
  - Federated architecture organization structure

- **Strengths**
  - Technical skills
  - Domain knowledge
  - Organization knowledge

Operational Competencies map to the Core EA functions…

Competency Name	EA Function
Architecture definition (Detail level skill varies by specific specialization area)	2.1 EA Planning 2.2 Architecture Principles and Policies Definition & Management 2.6 Technology Lifecycle Management 2.8 Architecture Capability Development
Technology Management	2.1 EA Planning 2.5 Vendor Relationship Management 2.6 Technology Lifecycle Management
Project Management	2.3 Architecture Requirements and Design 2.4 Governance and Demand Management 2.7 Architecture Metrics, Performance Management and Communications
Business case preparation	2.1 Enterprise Architecture Planning
Research	2.1 EA Planning 2.6 Technology Lifecycle Management
Business Knowledge	2.1 EA Planning 2.3 Architecture Requirements and design

Professional Competencies are derived from Mission and operating principles …

Operating principles	Competency Name
Strong business engagement	Business Acumen Customer Orientation
Collaboration across organizational boundaries	Communication
Consultative and participative engagement	Facilitation
Clear direction and strong accountability	Leadership
Achieve near term results without losing focus on long term	Problem Solving
Environment Context	Organizational Dynamics

Organization Context specific competencies are inherited for the position…

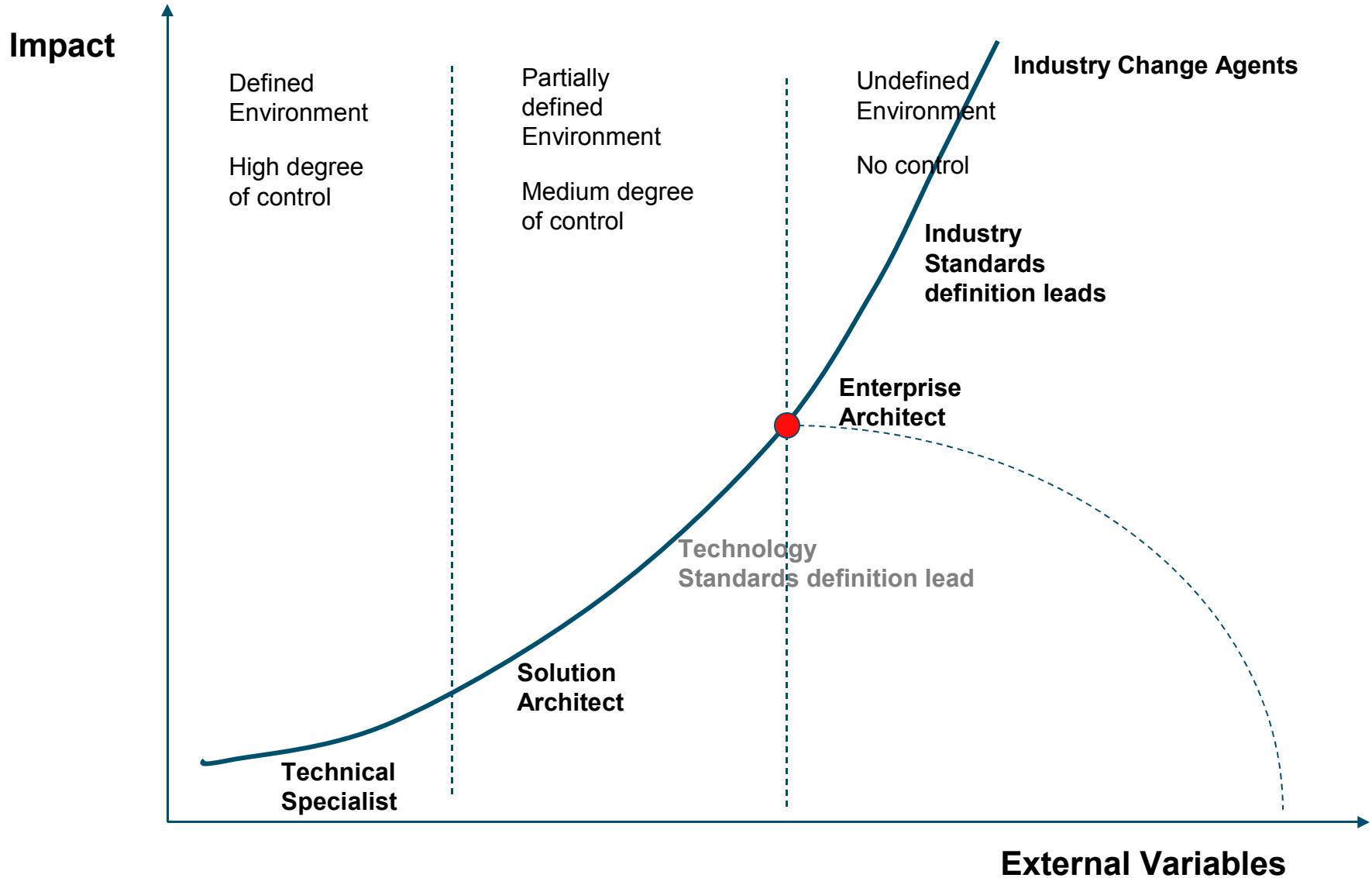Sample

Competency Name
Leadership
End customer orientation
Mentoring
Ethical behavior
Contribution to knowledge assets
Alignment with organization's goal

End note

The job just passed the "Inflection point"...

Impact (vertical axis)

External Variables (horizontal axis)

Defined Environment

High degree of control

Partially defined Environment

Medium degree of control

Undefined Environment

No control

Industry Change Agents

Industry Standards definition leads

Enterprise Architect

Technology Standards definition lead

Solution Architect

Technical Specialist

The Enterprise Architect

What people expect him to be

Who he needs to be

Thanks!