

The logo features the word "FORRESTER" in a white, serif font, centered within a dark green oval. The oval is set against a dark blue background with a pattern of thin, light blue wavy lines that radiate from the left side.

FORRESTER®

Enterprise Architecture Certification

Henry Peyret
Principal Analyst
Forrester Research

April 28, 2009



From Art to Science : Will EA certification replace talent?



Agenda

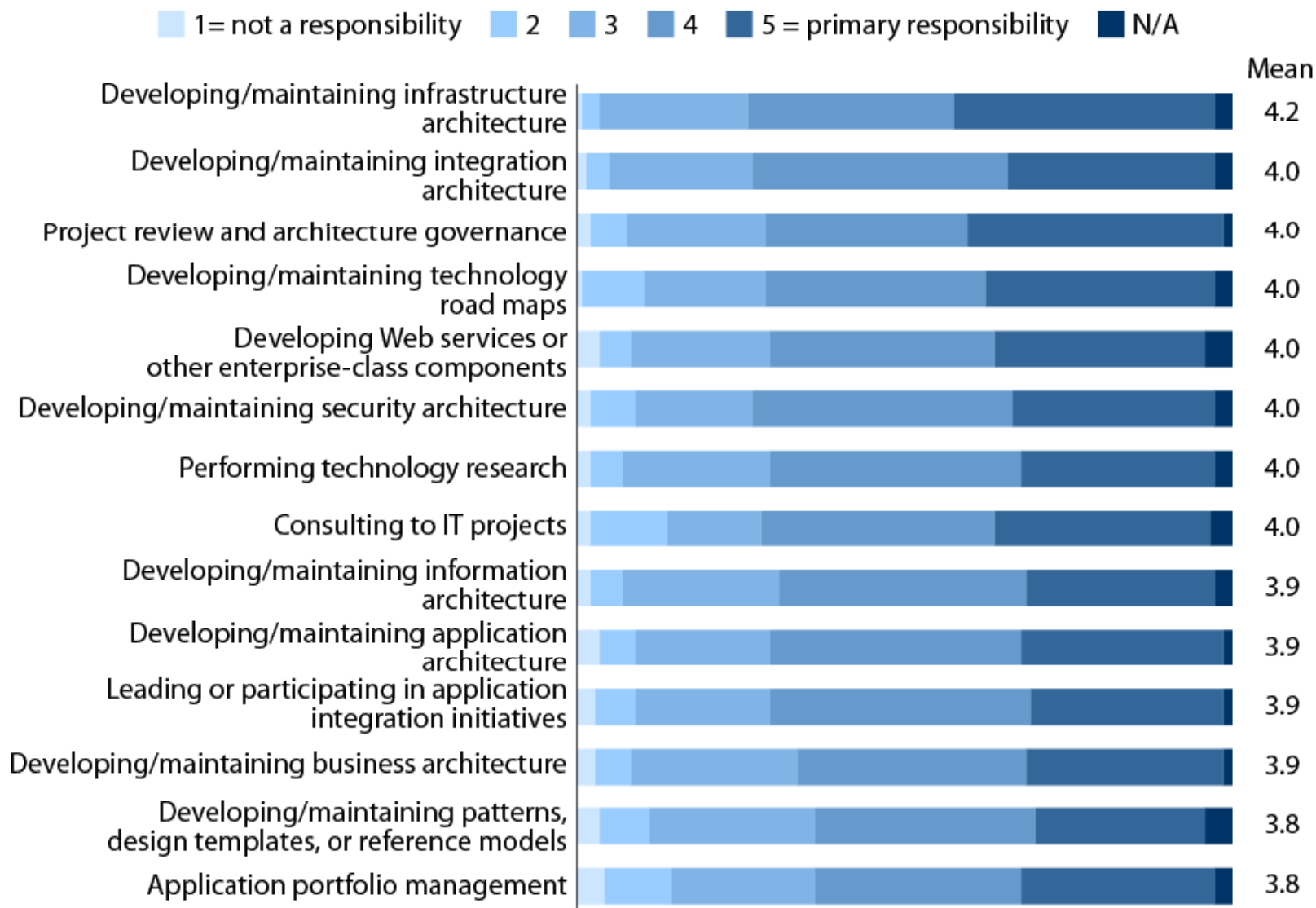
- **The difficulty in hiring EAs**
- Does EA certification progress?
- Will EA certification be successful?
- Conclusions

Enterprise Architect job issues

- Work in a challenging/stressful/heavy workload context
- Requires a complex mix of skills
- Job may lack internal recognition/credibility
- Hiring EAs internally or from external sources is not easy due to ambiguity of job requirements

Enterprise Architects Bear A Heavy Workload

“What are the responsibilities of the EA group?”



Base: 146 IT professionals

Source: October 2007 US And UK Enterprise Architecture And Business Process Management Online Survey

The Contradictory (Impossible?) Mix Of Skill For A Good EA

And

Hard Skills

Technology Knowledge

Decision Maker

Program Manager

Act Tactically/Pragmatically

Comply with Short Term...

EA Marketing to get credibility

Soft Skills

Not a subject matter expert

Facilitator/Advisor

Communication

Think Strategically/Holistically

While thinking Long Term...

Stay Humble/Open to

The Mix Of Skills Makes Hiring And Developing EAs Difficult

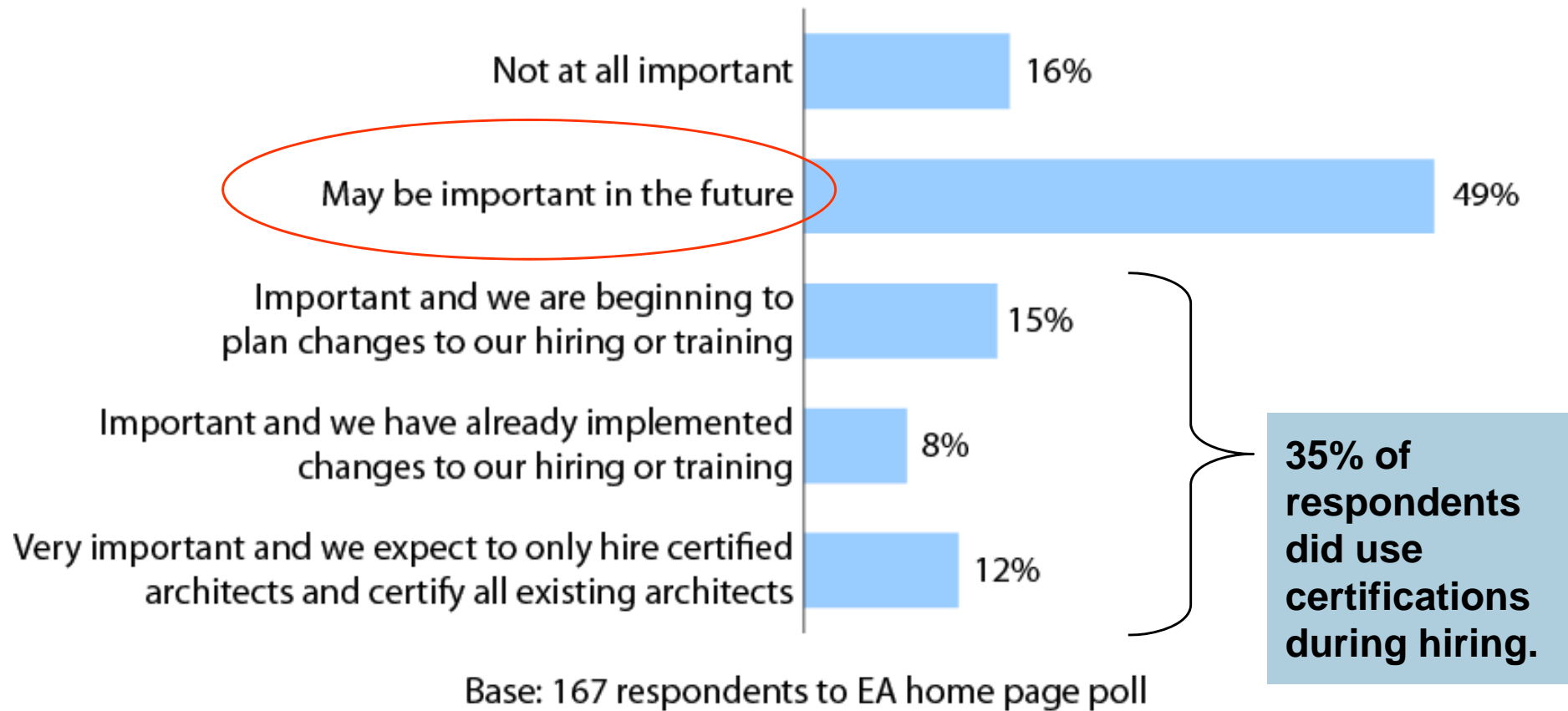
- Should we hire from the market? Will the lack of company history and knowledge hinder usefulness?
- Should we hire internally? Who makes the best candidate(s)? And what background makes the most sense?
- How should candidates develop their skills for promotion?

Agenda

- The difficulty in hiring EAs
- **Does EA certification progress?**
- Will EA certification be successful?
- Conclusions

Past Survey : 35% EAs Took Certification Seriously

“Do you think certification of enterprise architects is important?”



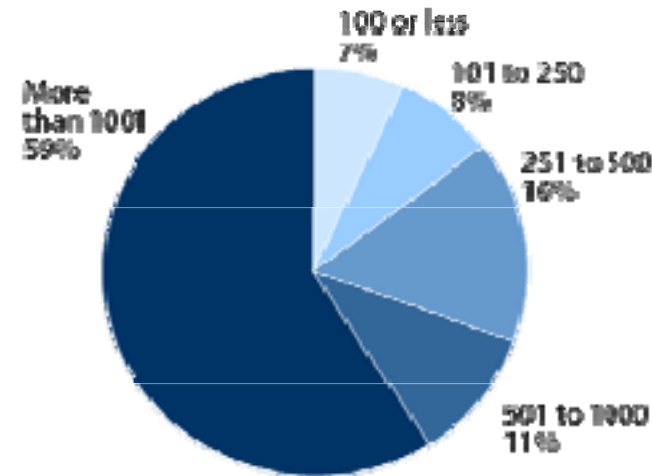
July 2007 “Is EA Certification Important?”

2008 Online Panel Survey On EA Certifications

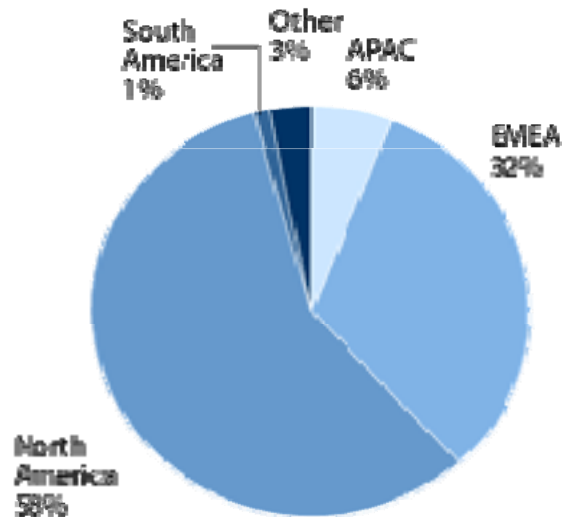
What is your position with in the company?



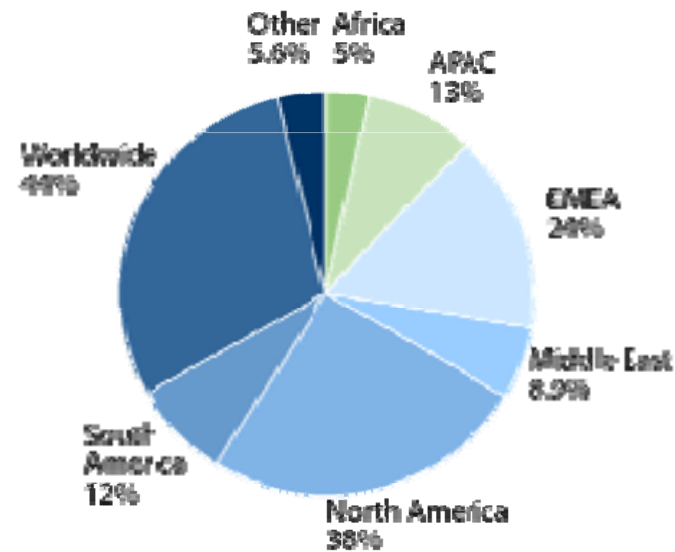
What is the number of employees in your IT organization, including external workers?



Where is your company's HQ?

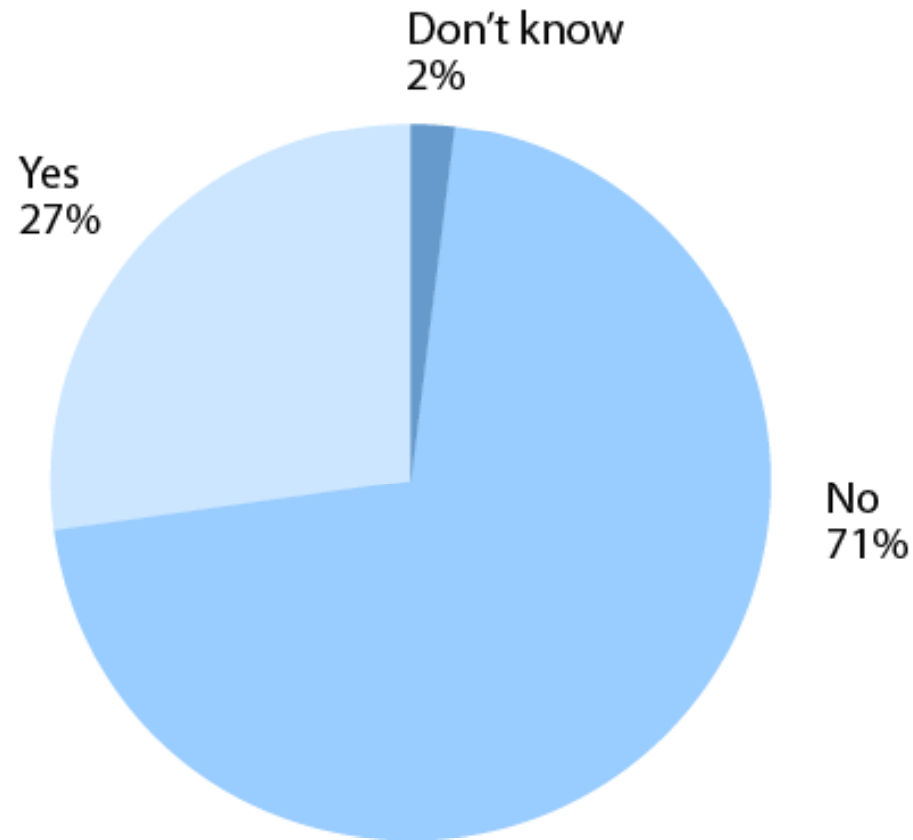


Where is your company's geographic presence?



71% Of Organizations Do Not Use EA Certification

Does your organization use EA certifications?

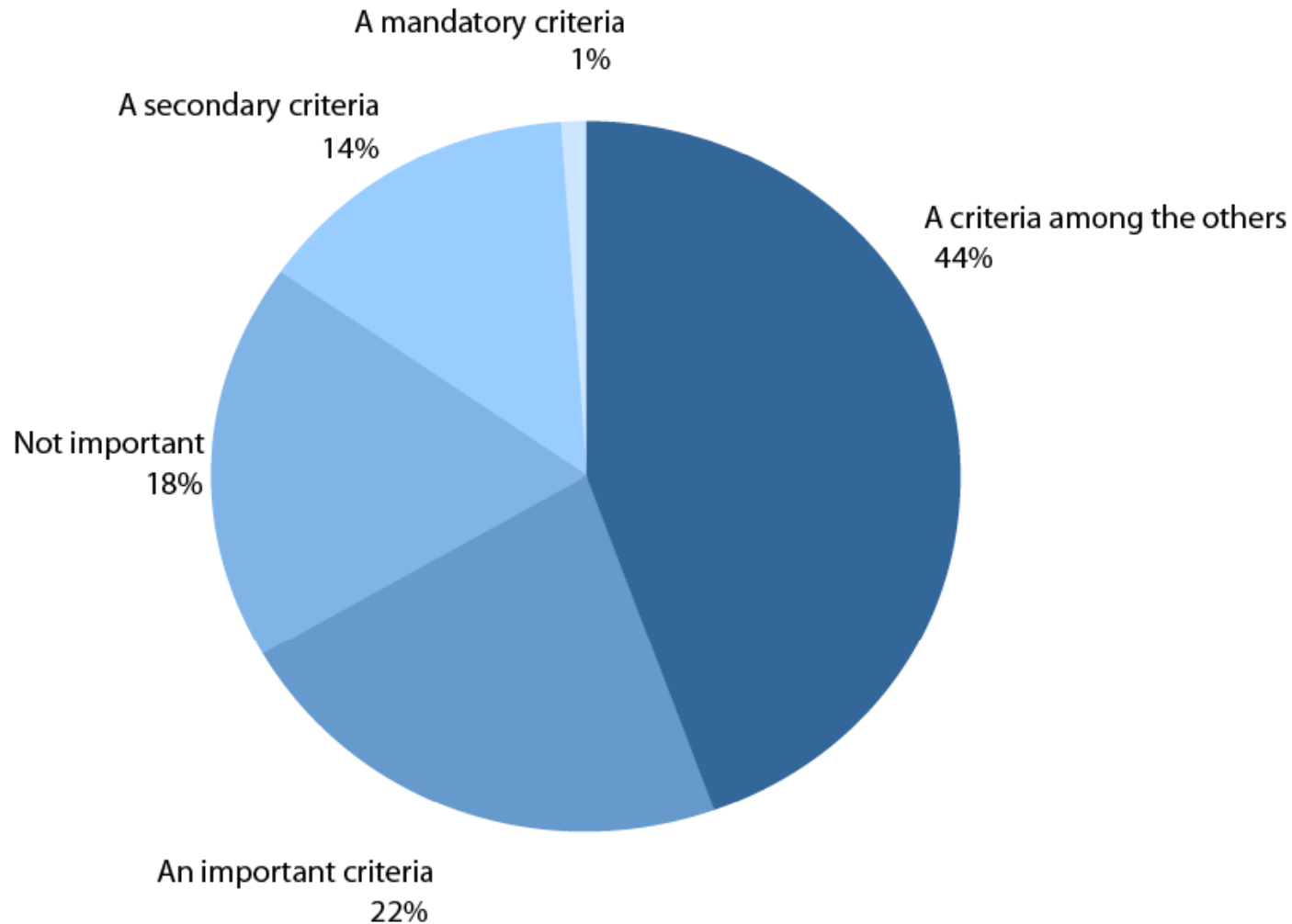


Base : 179 survey respondents

Source: December 2008 Global Online EA Toolbox Survey

...But 81% Of EAs Consider Certification As A Hiring Criteria

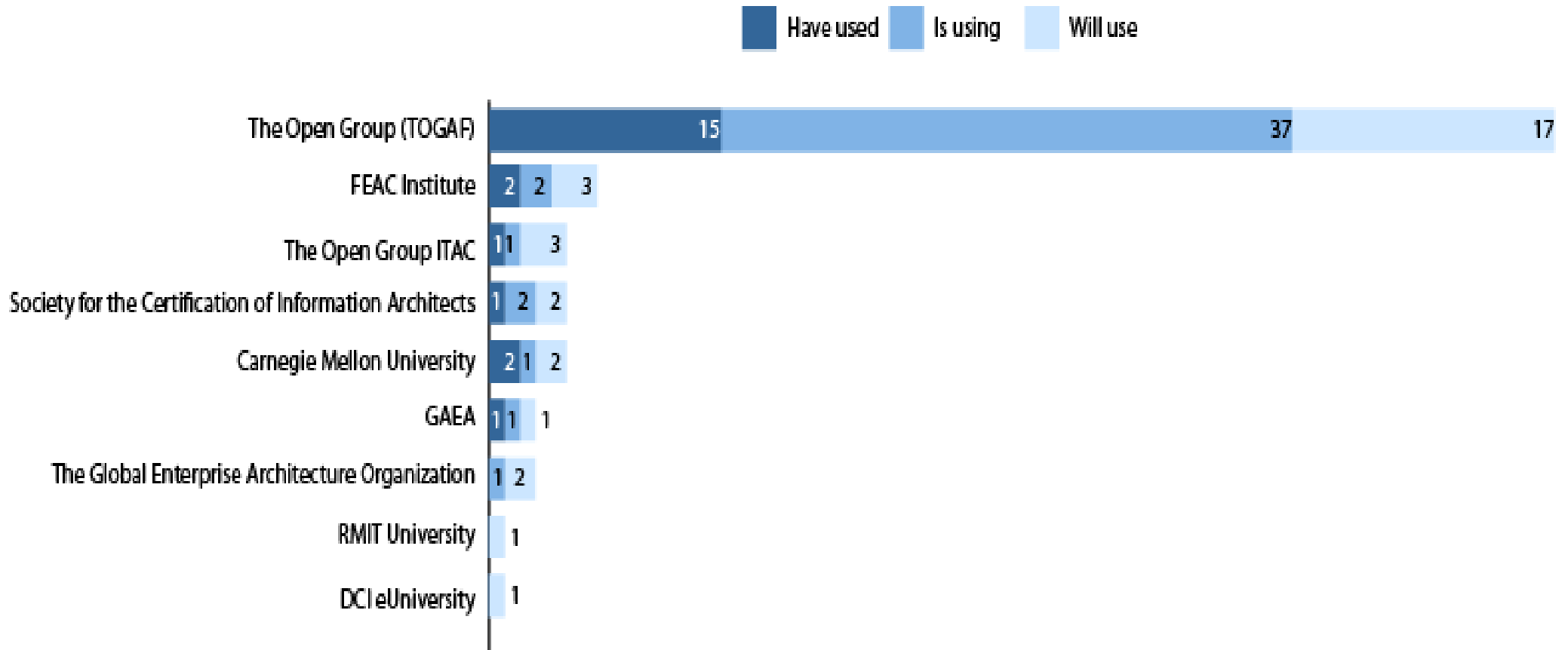
When hiring a new EA in your team do you consider EA certification?



Base: 179 survey respondents

Source: December 2008 Global Online EA Toolbox Survey

TOGAF Is The Most Adopted Certification...



Base: 118 survey respondents
Source: December 2008 Global
Online EA Toolbox Survey

What It Means : Contrasting Results

- EA certification declined from 2007 to 2008 (35% to 27%)
- 81% claim EA certification is a criteria considered during hiring
- ...But not yet important (22%) nor mandatory (1%)
- TOGAF is the most widely adopted certification

Agenda

- The difficulty in hiring EAs
- Does EA certification progress?
- **Will EA certification be successful?**
- Conclusions

EA certifications today focus on Hard Skills only

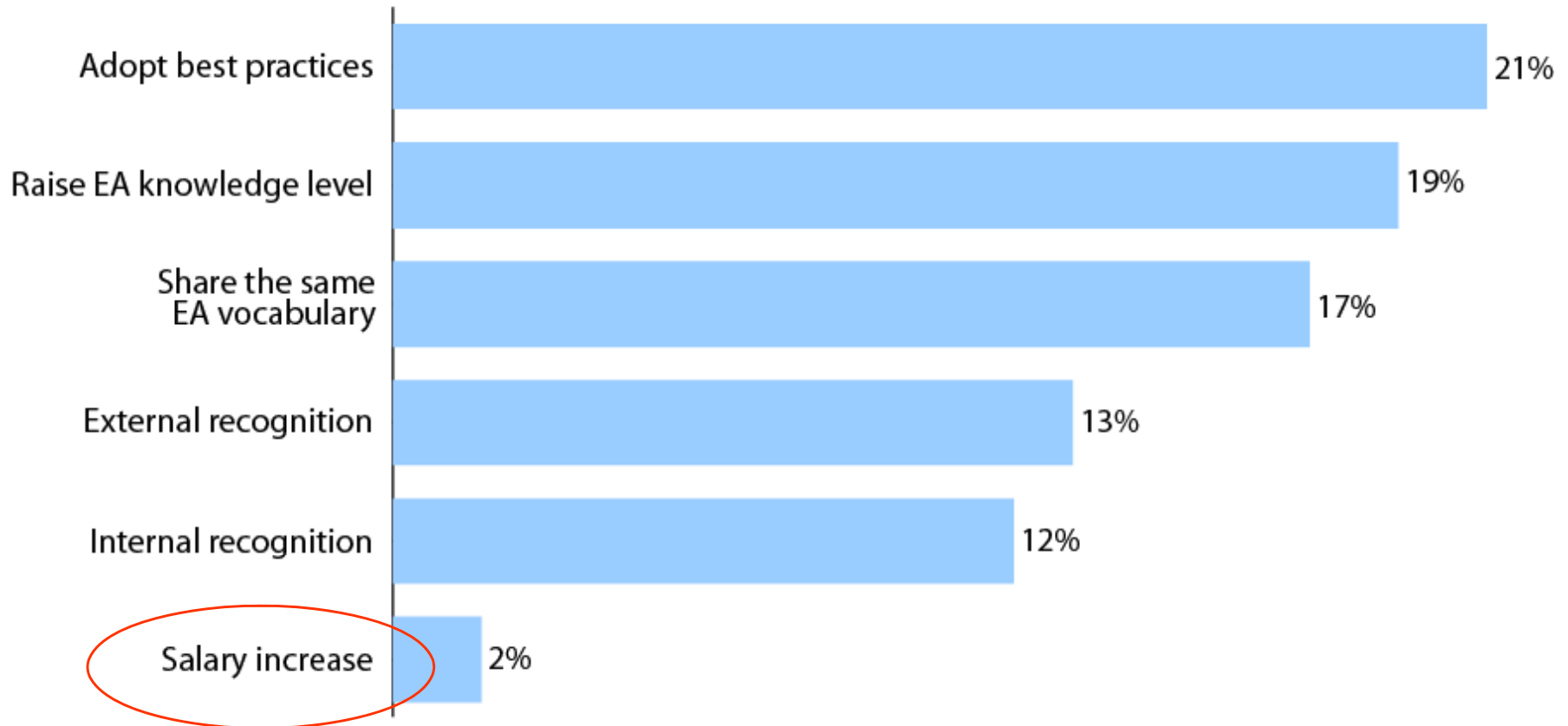
Hard Skills	Soft Skills
Technology Knowledge	Not a subject matter expert
Decision Maker	Facilitator/Advisor
Program Manager	Communication
Act Tactically/Pragmatically	Think Strategically/Holistically
Short Term	Long Term
EA Marketing to get credibility	Stay Humble/Open to



EA Certifications focus

A Good Mix For EA Certifications Objectives But...

What are the main objectives for EA certifications? (multiple answers accepted)



Base: 149 respondents

Source: December 2008 Global Online EA Toolbox Survey

A Certification Program Only Works If Everyone Sees Benefits For Himself:

- For the employee
 - Increased compensation
 - Internal/external recognition
- For the head of architecture:
 - Ease and shorten hiring process
- For the enterprise
 - Faster ramp-up of new hires
 - Decrease churn
- For consulting companies
 - Increase day rate
 - Demonstrate skill level

What it means

- Today's EA certifications are partial – they focus on knowledge but not soft skills
- Soft skills are recognized as critical for EA effectiveness, but not easy to evaluate
- ITAC is going in the right direction with experience and peers recognition

Recommendations

- TOGAF certification is one step...
- ...But certainly not replacing talent!!!
- Use EA certification as one criteria for hiring
- Certify your team to develop a common vocabulary

Thank you

Henry Peyret

+33 147 58 93 51

hpeyret@forrester.com

www.forrester.com

Selected Forrester research

- “Best Practices: Improving EA Effectiveness”, August 1, 2008
- “Is EA Certification Important?” July 27, 2007
- “Demystifying EA Programs” March 13, 2007