# Digital, Data and Technology Profession Capability Framework

Note: The GOV UK has a great skillset site for job families relating to agile product development and Digital, Data and Technology profession. ( [reference](https://www.gov.uk/government/collections/digital-data-and-technology-profession-capability-framework) ). This includes a "[Success Profiles Framework](https://www.gov.uk/government/publications/success-profiles)" identifying how candidates are assessed.

* DDaT: Digital, Data and Technology. DDaT has been replaced by [Central Digital and Data Office](https://www.gov.uk/government/organisations/central-digital-and-data-office) (CDDO)

## Job Families

* data: analyst, engineer, ethicist, scientist, performance analyst
* IT operations: application operations, business relationship manager, change and release manager, command and control center manager, end user computing engineering, incident manager, infrastructure operations engineer, IT service manager, problem manager, service desk manager, service transition manager.
* product and delivery: business analyst, delivery manager, [product manager](https://www.gov.uk/guidance/product-manager), programmer delivery manager, service owner
* quality assurance: QA analyst, test engineer, test manager
* technical: data architect, DevOps engineer, [enterprise architect](https://www.gov.uk/guidance/enterprise-architect), frontend developer, infrastructure engineer, network architect, security architect, software developer, specialist infrastructure engineer, technical architect
* user-cantered: [accessibility specialist](https://www.gov.uk/guidance/accessibility-specialist), [content designer](https://www.gov.uk/guidance/content-designer), [content strategist](https://www.gov.uk/guidance/content-strategist), graphic designer, [interaction designer](https://www.gov.uk/guidance/interaction-designer), [service designer](https://www.gov.uk/guidance/service-designer), technical writer, [user researcher](https://www.gov.uk/guidance/user-researcher)

## Skill Levels:

* **Awareness**. You know about the skill and have an appreciation of how it is applied in the environment.
* **Working**. You can apply your knowledge and experience of the skill, including tools and techniques. You can adopt those most appropriate for the environment.
* **Practitioner**. You know how to share your knowledge and experience of this skill with others, including tools and techniques. You can define those most appropriate for the environment.
* **Expert**. You have both knowledge and experience in the application of this skill. You are a recognised specialist and adviser in this skill including user needs, generation of ideas, methods and tools. You can lead or guide others in best-practice use.

# Enterprise Architect

Enterprise architects are leaders working across different levels within an organisation to translate the business strategy into business change and technical delivery.

Role:

* identify priorities for change to enable delivery at pace
* lead and influence the delivery of cross-cutting capabilities that enable change
* own the enterprise architecture vision, strategy and roadmaps from a business, technology and data perspective, including ‘as is’, ‘to be’ and transitional states
* consult and support collaboration across the business
* understand the organisation’s ecosystem and its interdependencies, including reference architectures
* take a strategic view across all architectural domains, portfolios and programmes
* guide the organisation to make appropriate business, technology and data decisions by recommending reuse, sustainability and scalability, to achieve value for money and reduce risk
* establish architectural principles, policies and standards
* collaborate and consult with stakeholders to assure business, technology and data decisions are aligned with enterprise architecture strategy
* develop the architecture community
* carry out horizon scanning across industry, identifying emerging trends and their potential impact and opportunity for the organisation

Skills:

* commercial perspective: commercial contracts, procurement, sourcing and exit strategies
* communication between technical and non-technical: communicate across organizational, technical and political boundaries. Make complex and technical information and language simple and accessible. Advocate on behalf of team, communicate what it does, create trust and authenticity.
* community collaboration: build successful teams, understand team styles, influencing and motivation. Give and receive constructive feedback, enabling feedback loops. Moderate conflict resolution. Encourage team transparency.
* data, digital and technology perspective: understand human-centered design, technology and data perspectives. Understand technology choices and make informed decisions based on user need and value for money. Understand complexity of digital and data contexts. Can design services to meet needs. Demonstrate knowledge of wider digital economy and advances in technology.
* enterprise and business architecture: Understand enterprise architecture and its sub-domains (BAITSP). Understand organization landscape and strategy. Support the creation of future state architecture aligned to strategy. Translate business drivers, goals and constraints into business objectives. Define required capabilities and support organizational change. Describe and influence relationships across organization structures, processes, technology, people and skills (both internal and external), to achieve transition to the new state.
* governance and assurance: Understand, participate and deliver assurance of a service.
* decision making: Make and guide decisions. Make effective decisions, explaining clearly how the decision has been reached. Understand and resolve technical disputes across varying levels of complexity and risk.
* problem definition and shaping: Assess immediate problem and identify wider implications across the enterprise. Understand historical context. Identify future threats and opportunities.
* strategic design and business change: Demonstrate a strong understanding of business issues, events and activities and their short and long term impact. Define principles, patterns, standards, policies, roadmaps, and vision statements. Effectively focus on outcomes rather than solutions and activities. Use feedback and findings to update strategy.

## Job Levels

The job levels are:

1. Enterprise Architect
2. Senior EA
3. Lead EA
4. Principal EA

### Entry Enterprise Architect

Support other architects in developing the strategy. The above-mentioned skills are at the *\*awareness* level. Roles:

* network and communicate with stakeholders across domains and enterprise and identify opportunities for improvement
* use best practice
* use emerging technologies and approaches
* learn to identify influences and risks
* play are role in delivery of team's objectives

### Senior Enterprise Architect

A senior enterprise architect supports lead architects in ensuring the strategy is developed, agreed and followed. Skills are at *working* level. Roles:

* same as above, plus
* play a part in delivery of long term strategy

### Lead Enterprise Architect

A lead enterprise architect plays a high level role in ensuring the strategy is developed, agreed and followed. Skills are at *practitioner* level. Roles:

* same as above, plus:
* support at least one community oir team
* lead teams including enterprise architects
* horizon scan for influences and risks
* take a leading role in overall direction of business and digital capabilities

### Principal Enterprise Architect

A principal enterprise architect leads at the highest level and is responsible for ensuring the strategy is developed, agreed and followed. Skills are at the *expert* level. Roles:

* network and communicate with senior stakeholders across enterprises, and actively seek opportunities for improvement
* support multiple communities and teams
* find and use best practice
* find and use emerging technologies and approaches
* inspire other enterprise architects and help them understand how to meet organisational goals
* horizon scan for external influences or risks
* support successful delivery of the long-term strategy
* be responsible for the overall direction of business and digital capabilities
* be responsible for the creation, maintenance and consumption of a Digital Twin

## Digital Strategy Lead

This job title was not included in the DDaT professional capability framework. The description included:

* leading role in development and communication of Digital and Data Strategy
* contribute to discussions with senior officials and ministers on the creation and delivery of strategy
* use the strategy to shape and inlfuence DDaT and CDDO performance and implementation plan
* represent CDDO in meetings across government

skills required:

* experience and knowledge of broad and complex strategic work across systems
* ability to think strategically, and bring clarity and structure to uncertainty when developing policy
* ability to translate complex and broad material (qualitative and quantitative) into clear written and oral anlaysis and communication (briefings and presentations)
* leading a team experience, including coaching and developing others; high performance, high engagement, happy units
* establishing and maintaining stakeholder relationships
* credibility and influencing senior leaders and external influences

# Other Careers

See also <https://www.gov.uk/government/organisations/government-digital-service>, and, their [careers](https://gdscareers.gov.uk/). Job titles include:

* onboarding officer
* lead developer
* product manager
* digital strategy lead

# Digital Future - GOV UK - 2022 - 2025 Roadmap

[Transforming for a digital future: 2022 to 2025 roadmap for digital and data](https://www.gov.uk/government/publications/roadmap-for-digital-and-data-2022-to-2025/transforming-for-a-digital-future-2022-to-2025-roadmap-for-digital-and-data) : This roadmap sets out a common cross-government vision for digital and data by 2025. It contains 6 missions that the government must deliver against to achieve the vision:

* transformed public services that achieve the right outcomes
* One Login for Government
* better data to power decision making
* secure, efficient and sustainable technology
* digital skills at scale
* a system that unlocks digital transformation

See their [Transforming for a Digital Future](https://digitalanddata.campaign.gov.uk/) site.

# Ontario Digital Service

<https://www.ontario.ca/page/ontario-digital-service>

Jobs categorized around:

* technology
* digital policy
* content design
* service design
* product management
* data access and analytics

Ontario Resources

* ⭐️[Digital Service Standard](https://www.ontario.ca/page/meeting-ontarios-digital-service-standard)
* [Service design playbook](https://www.ontario.ca/page/service-design-playbook): similar to UK with Discovery, Alpha, Beta, Live
* [User Research Guide](https://www.ontario.ca/page/user-research-guide)
* [Ontario Style Guide](https://www.ontario.ca/page/ontarioca-style-guide)
* [Ontario Data Catalogue](https://data.ontario.ca/)