

# TOGAF®



*Version 9.1 Enterprise Edition*

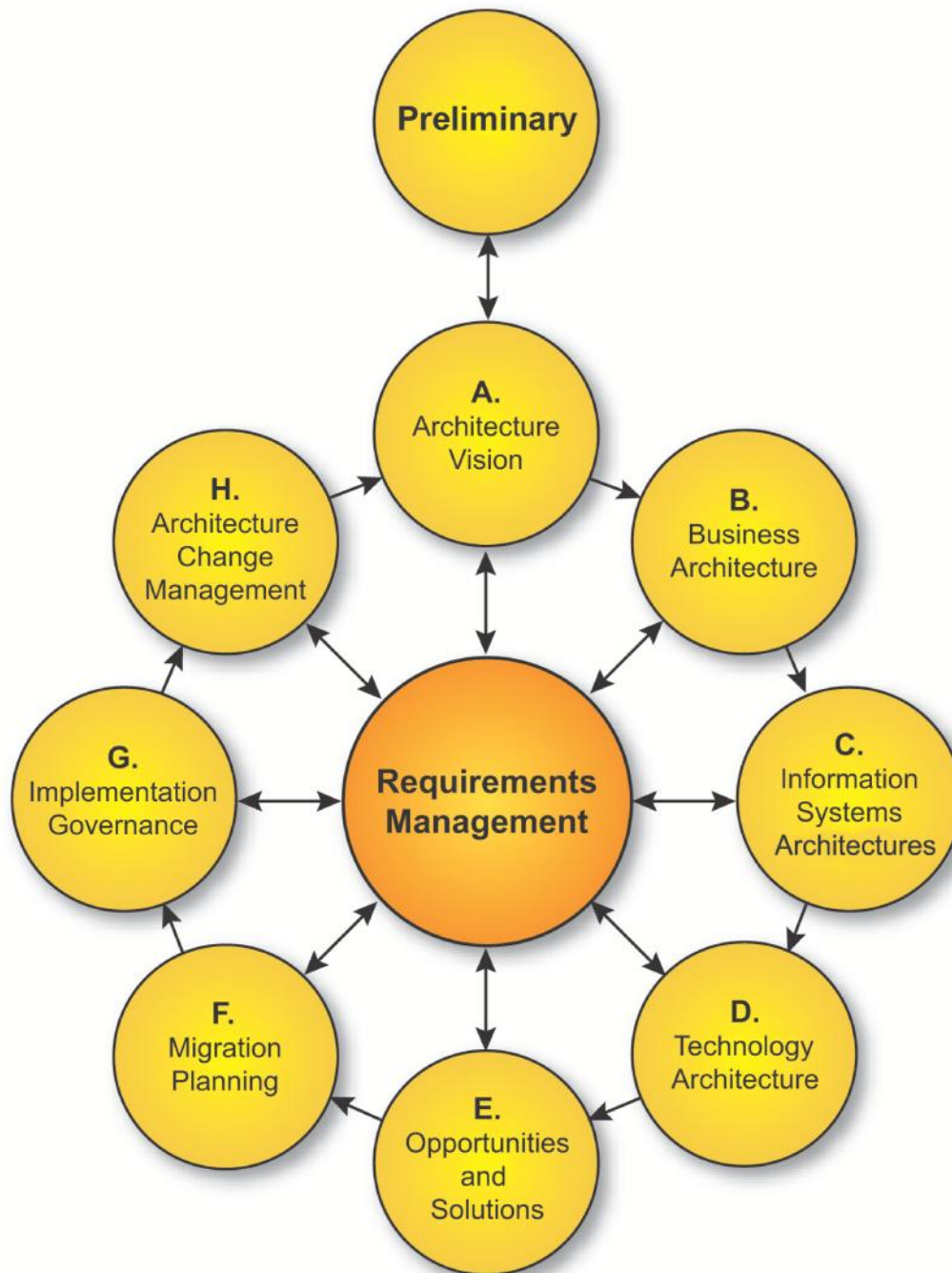
## Module 34 Architecture Skills Framework

V9.1 Edition Copyright © 2009-2011

THE *Open* GROUP

All rights reserved  
Published by The Open Group, 2011

# Architecture Skills Framework



Level	Achievement	Description
1	Background	Not a required skill, though should be able to define and manage skill if required
2	Awareness	Understands the background, issues, and implications sufficiently to be able to understand how to proceed further and advise client accordingly.
3	Knowledge	Detailed knowledge of subject area and capable of providing professional advice and guidance. Ability to integrate capability into architecture design.
4	Expert	Extensive and substantial practical experience and applied knowledge on the subject.

TOGAF is a registered trademark of The Open Group in the United States and other countries

**TOGAF®**

# Roadmap

Part I - Introduction
Preface, Executive Overview, Core Concepts, Definitions and Release Notes
Part II – Architecture Development Method
Introduction to ADM
ADM Phase Narratives
Part III – ADM Guidelines & Techniques
Guidelines for Adapting the ADM Process
Techniques for Architecture Development
Part IV – Architecture Content Framework
Content Metamodel
Architectural Artifacts
Architecture Deliverables
Building Blocks
Part V – Enterprise Continuum & Tools
Enterprise Continuum
Architecture Partitioning
Architecture Repository
Tools for Architecture Development
Part VI – Reference Models
Foundation Architecture: Technical Reference Model
Integrated Information Infrastructure Reference Model
Part VII – Architecture Capability Framework
Architecture Board
Architecture Compliance
Architecture Contracts
Architecture Governance
Architecture Maturity Models
Architecture Skills Framework

- Part VII – Architecture Capability Framework, Chapter 52



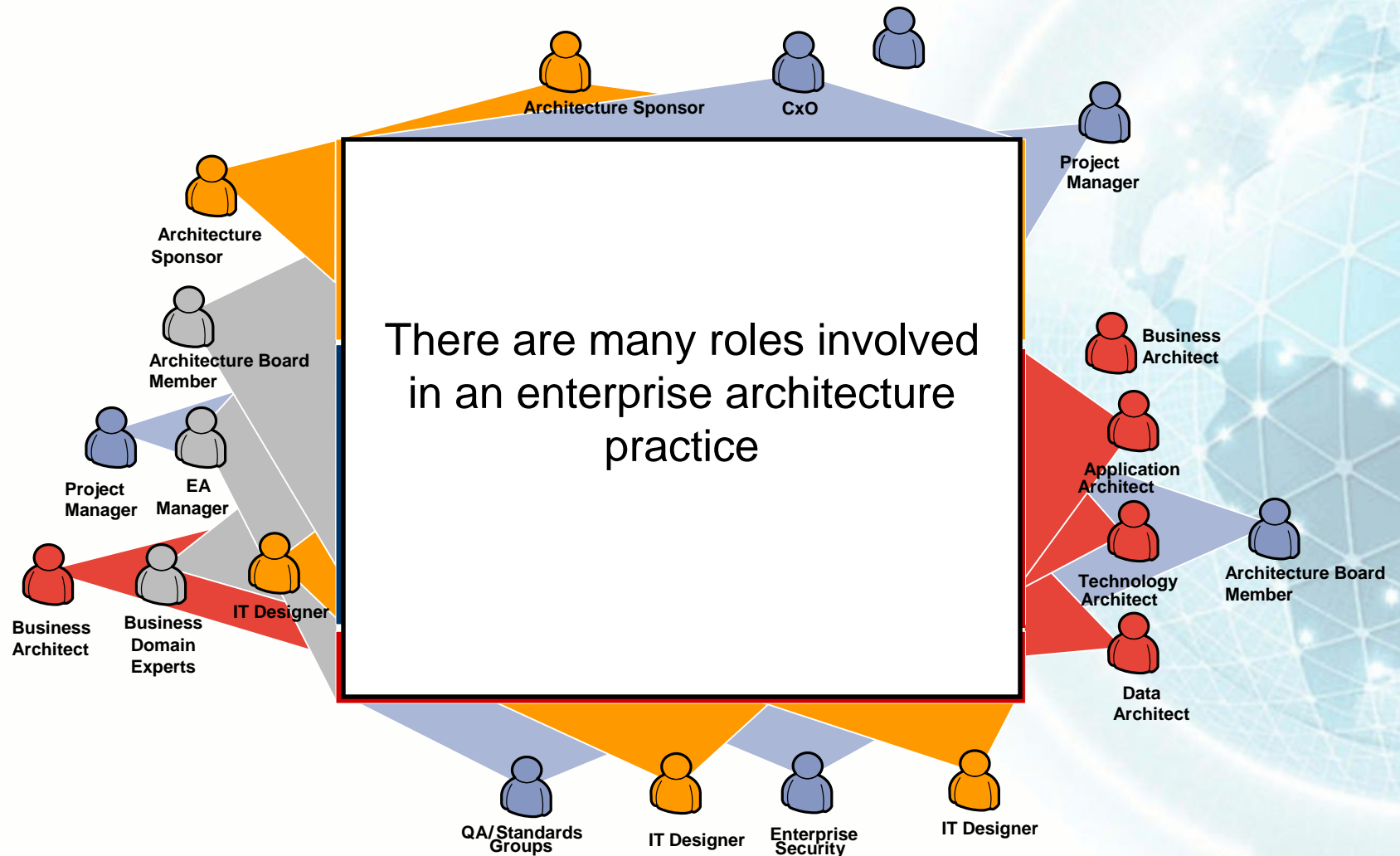
# Module Objectives

The objectives are to:

- Explain the purpose of the Architecture Skills Framework and why it is needed
- Describe the benefits of using the Architecture Skills Framework
- Describe the structure of the Architecture Skills Framework, including roles, skills and proficiency levels



# Roles



# Purpose

## Definitional Rigor

- “Enterprise Architecture” and “Enterprise Architect” are widely used but poorly defined terms in industry today. There is a need for clearer definitions.

## Basis of an Internal Architecture Practice

- An enterprise architecture practice is a formal program of development and certification by which an enterprise recognizes the skills of its architects
- Such a program is essential in order to ensure the alignment of staff skills and experience with the architecture tasks that the enterprise wishes to perform



# Purpose

- An enterprise architecture practice is both difficult and costly to set up
- The TOGAF Architecture Skills Framework attempts to address this need
  - By providing definitions of the architecting skills and proficiency levels required of personnel, internal or external, who are to perform the various architecting roles defined within the TOGAF Framework



# Benefits of using the Architecture Skills Framework

Specific benefits anticipated include:

- Reduced time, cost, and risk in training, hiring, and managing architecture professionals, both internal and external.
- Reduced time and cost to set up an internal architecture practice
- This in turn helps reduce the time, cost and risk of overall solution development





# The structure of the Architecture Skills Framework

The TOGAF Architecture Skills Framework provides a view of the competency levels for specific roles within the enterprise architecture team.

The Framework defines:

- The roles within an enterprise architecture work area
- The skills required by those roles
- The depth of knowledge required to fulfil each role successfully



# The structure of the Architecture Skills Framework

A typical architecture team undertaking the development of an enterprise architecture comprises the following roles:

- Architecture Board Members
- Architecture Sponsor
- Architecture Manager
- Architects for :
  - Enterprise Architecture
  - Business Architecture
  - Data Architecture
  - Application Architecture
  - Technology Architecture
  - Program and/or Project Managers
  - IT Designer
  - etc . . .



# The structure of the Architecture Skills Framework

## Categories of Skills

The TOGAF team skill set will need to include the following main categories of skills:

- **Generic Skills:** leadership, team working, inter-personal skills, etc.
- **Business Skills & Methods:** business cases, business process, strategic planning, etc.
- **Enterprise Architecture Skills:** modeling, building block design, applications and role design, systems integration, etc.
- **Program or Project Management Skills:** managing business change, project management methods and tools, etc.
- **IT General Knowledge Skills:** brokering applications, asset management, migration planning, SLAs, etc.
- **Technical IT Skills:** software engineering, security, data interchange, data management, etc.
- **Legal Environment:** data protection laws, contract law, procurement law, fraud, etc.



# The structure of the Architecture Skills Framework

- Proficiency Levels

Level	Achievement	Description
1	Background	Not a required skill, though should be able to define and manage skill if required.
2	Awareness	Understands the background, issues, and implications sufficiently to be able to understand how to proceed further and advise client accordingly.
3	Knowledge	Detailed knowledge of subject area and capable of providing professional advice and guidance. Ability to integrate capability into architecture design.
4	Expert	Extensive and substantial practical experience and applied knowledge on the subject.





# The structure of the Architecture Skills Framework

- Skills Matrices – Example Generic Skills

Roles	Architecture Board Member	Architecture Sponsor	Enterprise Architecture Manager	Enterprise Architecture Technology	Enterprise Architecture Data	Enterprise Architecture Applications	Enterprise Architecture Business	Program/Project Manager	IT Designer
<b>Generic Skills</b>									
Leadership	4	4	4	3	3	3	3	4	1
Teamwork	3	3	4	4	4	4	4	4	2
Inter-personal	4	4	4	4	4	4	4	4	2
Oral Communications	3	3	4	4	4	4	4	4	2
Written Communications	3	3	4	4	4	4	4	3	3
Logical Analysis	2	2	4	4	4	4	4	3	3
Stakeholder Management	4	3	4	3	3	3	3	4	2
Risk Management	3	3	4	3	3	3	3	4	1



# Enterprise Architecture Skills

© 2008 The Open Group

Roles	Architecture Board Member	Architecture Sponsor	Enterprise Architecture Manager	Enterprise Architecture Technology	Enterprise Architecture Data	Enterprise Architecture Applications	Enterprise Architecture Business	Program/Project Manager	IT Designer
<b>Enterprise Architecture Skills</b>									
Business Modeling	2	2	4	3	3	4	4	2	2
Business Process Design	1	1	4	3	3	4	4	2	2
Role Design	2	2	4	3	3	4	4	2	2
Organization Design	2	2	4	3	3	4	4	2	2
Data Design	1	1	3	3	4	3	3	2	3
Application Design	1	1	3	3	3	4	3	2	3
Systems Integration	1	1	4	4	3	3	3	2	2
IT Industry Standards	1	1	4	4	4	4	3	2	3
Services Design	2	2	4	4	3	4	3	2	2
Architecture Principles Design	2	2	4	4	4	4	4	2	2
Architecture Views & Viewpoints Design	2	2	4	4	4	4	4	2	2
Building Block Design	1	1	4	4	4	4	4	2	3
Solutions Modeling	1	1	4	4	4	4	4	2	3
Benefits Analysis	2	2	4	4	4	4	4	4	2
Business Interworking	3	3	4	3	3	4	4	3	1
Systems Behavior	1	1	4	4	4	4	3	3	2
Project Management	1	1	3	3	3	3	3	4	2

# Summary

This module has explained the Architecture Skills Framework, a classification model for architect roles.

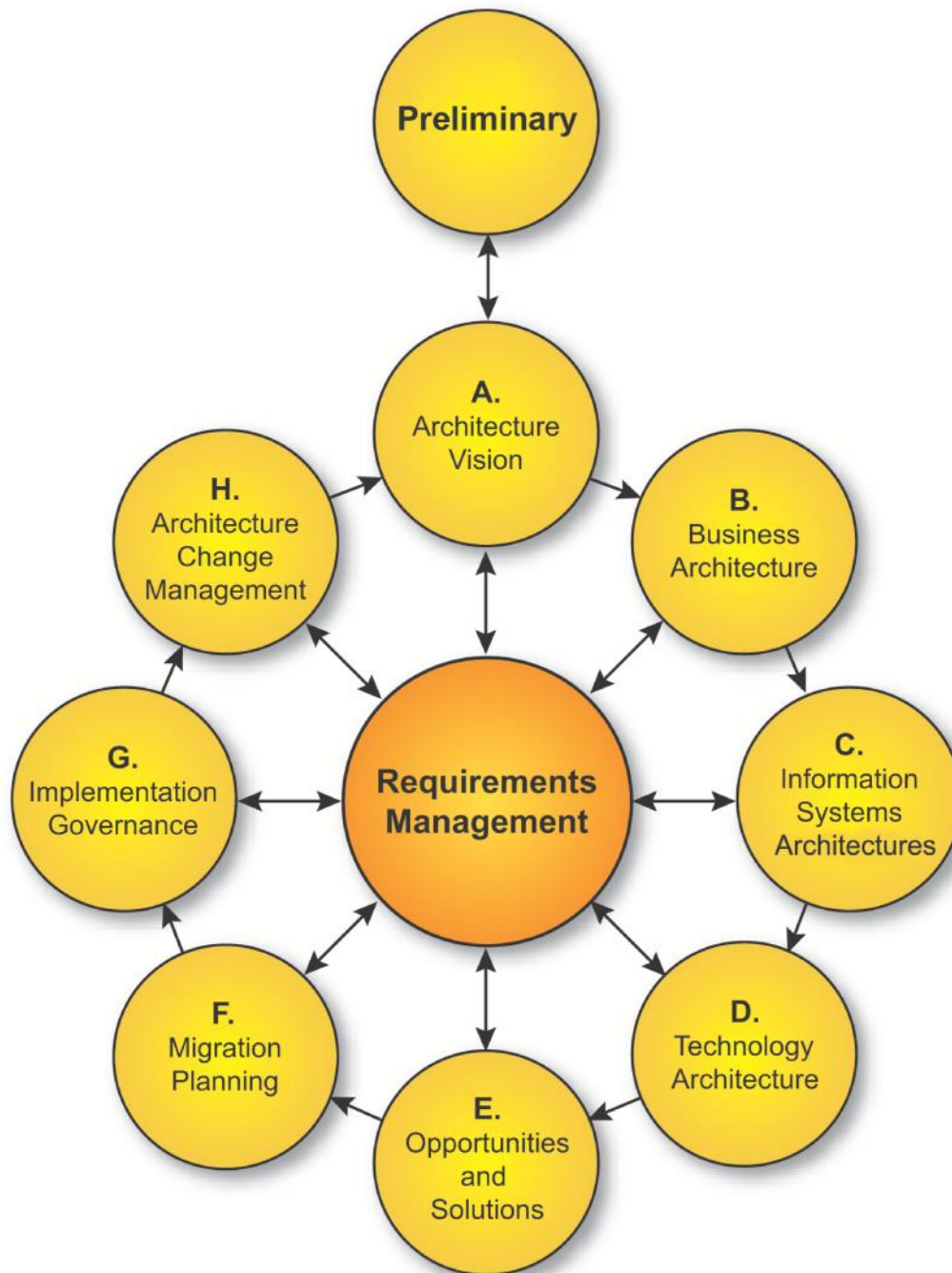
# Exercise

- Place yourself within the EA role and skill tables.





# Architecture Skills Framework



Level	Achievement	Description
1	Background	Not a required skill, though should be able to define and manage skill if required
2	Awareness	Understands the background, issues, and implications sufficiently to be able to understand how to proceed further and advise client accordingly.
3	Knowledge	Detailed knowledge of subject area and capable of providing professional advice and guidance. Ability to integrate capability into architecture design.
4	Expert	Extensive and substantial practical experience and applied knowledge on the subject.

TOGAF is a registered trademark of The Open Group in the United States and other countries

**TOGAF®**