### Tool: Enterprise Architect Job Description

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Initiatives: Enterprise Architecture Function

CIOs, CTOs and heads of EA looking to hire an enterprise architect to guide resilient digital strategies and manage change should use this sample template to define the job overview and activities, key credentials, experience, skills, competencies, and characteristics.

#### When to Use

### Hire Enterprise Architects for the VUCA World

To support internal customers (stakeholders) of enterprise architecture (EA) in an increasingly volatile, uncertain, complex and ambiguous (VUCA) world, you need to hire enterprise architects who:

- Support the formulation of strategy, while adapting to changing business and operating models
- Analyze trends and disruptions, and assess their impact on targeted business outcomes
- Tell stories to visualize the future state and trigger long-term planning
- Support product-centric operating models that favor fusion teams and federated initiatives
- Democratize decision making by facilitating a minimum viable architecture
- Market EA services to targeted stakeholders by sharing differentiating value propositions

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Leading organizations are evolving and extending their business-outcome-driven EA practices into internal management consultancies (see Evolve Enterprise Architecture Into an Internal Management Consultancy). These organizations are moving from project-based teams to product-based teams to guide and execute product delivery (see Quick Answer: How Can Enterprise Architecture Support Product Management?). The most-common critical roles on an extended EA team are the enterprise architect, business architect, information architect, solutions architect, technical architect and security architect.

Enterprises looking to create or update their job description for the enterprise architect position should use this Tool's sample template, which describes the role of the enterprise architect and the activities they perform. The job description featured in this Tool is purposively expansive in its listing of responsibilities and other attributes. CIOs, CTOs and EA leaders will want to review the job overview, scope of activities, credentials and experience, skills, competencies, and characteristics, and adjust them according to their organizations' specific requirements. (To better understand your organization's priorities, see IT Score for Enterprise Architecture and Technology Innovation.)

#### **Directions for Use**

#### Tailor the Job Description to Your Context

There is no such thing as the perfect enterprise architect, but our job description lists some of the ideal qualities for this role. Revise and adapt it to help you search for and match candidates to the objectives and maturity of your organization's EA efforts.

Do the following when tailoring our job description:

- Adapt the sample job description to the context and needs of your organization, aligned with EA's value proposition. Determine the must-have skills first.
- Determine the right mix of business and technical skills and qualifications for the role, and adjust responsibilities based on the scope and focus of the EA discipline.
- Consider which enterprise architecture deliverables the candidates are expected to master and produce.
- Consider existing organizational design and structures when aligning the enterprise architect role to the appropriate reporting line.
- Identify internal stakeholders of EA and clarify collaboration opportunities and interface points with other roles that are adjacent to EA.

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When recruiting enterprise architects, be flexible in defining roles, take a methodical approach to the selection and identify key competencies — beyond technical skills — that result in valued team members (see Tool: Competency Model for Enterprise Architecture Talent Management).

#### Prioritize Hiring Requirements

To improve staffing efforts, prioritize specific requirements into three categories:

- Must-have skills: The competencies, knowledge and experience that capture the required baseline expectations of the enterprise architect role. Are there specific EA deliverables and outcomes you are looking for? Ideally, force rank them, and tie them to the enterprise architect's core responsibilities.
- Like-to-have skills: The competencies, knowledge and experience in terms of qualifications (education, years of experience and required certifications). Use them to identify candidates who exceed the minimum requirements.
- Wish-to-have skills: The competencies, knowledge and experience, such as specific industry expertise, knowledge of organizationally specific regulations, and hands-on experience with supporting digital transformation initiatives, leadership communications and EA-related tools. Use these to justify compensation packages.

#### **Evidence**

The analysis in this document is based on information from a number of sources, including the following:

- Conversations with users of Gartner's client inquiry service.
- Interactive briefings with end-user organizations.
- Gartner for Enterprise IT Leaders Peer Forums for enterprise architects.
- Client EA job descriptions reviewed by Gartner analysts as part of the client document review and written response process.

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### **Recommended by the Authors**

Leadership Vision for 2023: Enterprise Architecture

Predicts 2023: Enterprise Architecture Charts New Path for Postdigital Era

Hype Cycle for Enterprise Architecture, 2022

Evolve Enterprise Architecture Into an Internal Management Consultancy

Quick Answer: How Can Enterprise Architecture Support Product Management?

Quick Answer: How Must EA Governance and Assurance Change to Support Product Management?

The Five Talents Enterprise Architects Need to Support Digital Innovation

Maximize the EA Team's Effectiveness by Defining Team Roles

Tool: Competency Model for Enterprise Architecture Talent Management

Tool: Architecture Team Talent Diagnostic

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