Iasa Engagements
A proposition for discussion

Iasa Global
20th May 2015

Executive Summary

As the world's largest professional non-profit membership association for technology and enterprise architects, Iasa has spent twelve years performing quantitative and qualitative analysis of individuals' architect skillsets, and organizations' architect deployment models. From a community of over 60,000 architects in more than 35 countries, Iasa has aggregated this information into actionable best practices, skills and capability taxonomy, role definitions and career path which has been adopted by many organizations worldwide.

For Corporate Members, Iasa now provides three broad areas of engagement:

- **Corporate Membership**: Iasa offers customized memberships for organizations of any size with the goal of building an architect center of excellence. Gold level membership defines specific additional benefits relevant to a developing relationship:
  - Further Access to Associate level courses: BTS, Software, Solution, Infrastructure, Information or Business
  - Internal license to all Iasa training & educational material
  - Dedicated membership manager
  - Access to ongoing content and self-paced training
- **Contribution:** In addition to local chapter activity, Iasa is establishing forums to deliver "common and recommended practice":
  - Architecture Capability Guide - Define the Next Generation Architecture Skills, Capabilities and Engagement
  - Chief Architect Forum – reserved for executives managing an enterprise architecture function
  - Industry Architecture forums – to review and promote recommended architecture reference models and practice by Industry
- **Engagements:** Additional outcome-focused support to drive culture change, measurable improvements and perception of the architecture function. Includes assessment of the teams skills, practice maturity, lifecycle, roles, processes and engagement model and delivers recommendations for action and supports the implementation phase of a change program, offering advice and guidance and establishing an Architecture Center of Excellence (CoE).

IASA

Formally known as the International Association for Software Architects, Iasa Global is now a non-profit association for all IT Architects and is headquartered in Austin, TX with global reach from multiple chapters around the world.

Established in 2002, the association is committed to improving the quality of the IT Architecture industry by developing and delivering standards, education programs and developing accreditation programs and services that optimize the development of architecture profession. Iasa membership consists of approximately 80,000 members, located in over 50 countries.

Corporate Membership was introduced in 2014/2015 providing different levels of benefits and access. Corporate membership allows organizations to take the best of Iasa Global and Iasa Communities of Practice into their companies and to interact with the top organizations in the world to develop the standard of practice for enterprise and technology architecture.

Corporate Membership

Education
- Skills
- Experience
- Training
- Certification

Research
- Partnerships
- Innovation
- Industry Associations

Community
- Best practice
- Network
- Mentoring
- Industry and Cx Forums

Outreach
- Awareness
- Recognition
- Involvement

Corporate Membership

Engage to achieve growth in the team and to access the executive services, forums and mentoring from Iasa.

- An Iasa membership manager

- Additional Individual memberships for your architect team

- Full access to the course material to 2 of the following Associate level courses: BTS, Software, Solution, Infrastructure or Information Architecture

- Review and contribution on upcoming training releases through the Board of Education

- Assessment of your value practices

- Invitation to exclusive VIP events

- Participate in all global knowledge communities, research groups and working groups
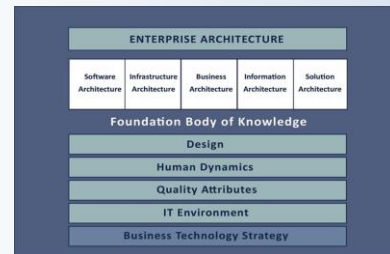

Iasa Career Path Framework

1. CITA-Foundation

Iasa Foundation Certification
Project level
1-3 years experience

Level Goal:
Acquire core terminology and skills

Activities:
- Training in core skills and terminology**

*Senior architects benefit from comprehensive knowledge and terms.
**Non-architects benefit from key modules.

Click on course boxes for the syllabus

Foundation Architect

Core Terminology
Skills Definitions
Practice of Architecture
Engagement Model
Frameworks and Methods

2. CITA-Associate

Iasa Associate Certification
Project level
3-5 years experience

Level Goal:
Acquire depth knowledge

Activities:
- Training in specialization*
- Practice knowledge with oversight
- Identify an industry mentor

*See Iasa Skills Taxonomy

Gain Industry Experience

Work with accredited internship provider*

Bring experience from other IT roles

Get mentoring from a professional architect

Practice skills and grow strategic capability

3. CITA-Specialist

Certified IT Architect-Specialist
Enterprise level contributions
5-7 years experience

Level Goal:
Apply skills on complex solutions

Activities:
- Continually expand skill areas *
- Fill gaps in knowledge and practice
- Mentor and contribute to profession

* Continuing education through Iasa and partners

4. CITA-Professional

Certified IT Architect-Professional
Industry level contributions
7-10+ years experience

Level Goal:
Develop new knowledge for industry

Activities:
- Mentor and lead complex initiatives
- Lead organization wide change
- Research new areas of architecture
- Teach and speak at conferences

Enterprise and Solution Architecture
Manage architecture initiatives and lead business technology strategy.

Software Architecture
Comprehensive software and application strategy spanning corporate and customer value chains.

Infrastructure Architecture
Hardware, network and operational strategy delivering optimized and agile enterprises.

Information Architecture
Storage, retrieval and integration of critical enterprise information.

Business Architecture
Integration of business and technical strategy related to department and business capability delivery.

Iasa introduces …

… in response to requests from several Corporate Members, and inline with the Iasa Mission Statement to "make architecture the most educated, capable, and recognized profession in the world"

… a range of for-fee offers that aim to accelerate the journey that many architects and architecture groups are on, towards business alignment, value delivery and outcome focus.

Engagements: reducing the time to maturity

ENTERPRISE ARCHITECTURE

Software Architecture	Infrastructure Architecture	Business Architecture	Information Architecture	Solution Architecture

Foundation Body of Knowledge

Design
Human Dynamics
Quality Attributes
IT Environment
Business Technology Strategy

Education
•Skills
•Experience
•Training
•Certification

Community
•Best practice
•Network
•Mentoring
•Industry and Cx Forums

Research
•Partnerships
•Innovation
•Industry Associations

Engagement
•Assessment
•Acceleration
•Co-delivery/collaboration
•Coaching

Outreach
•Awareness
•Recognition
•Involvement

Corporate Membership
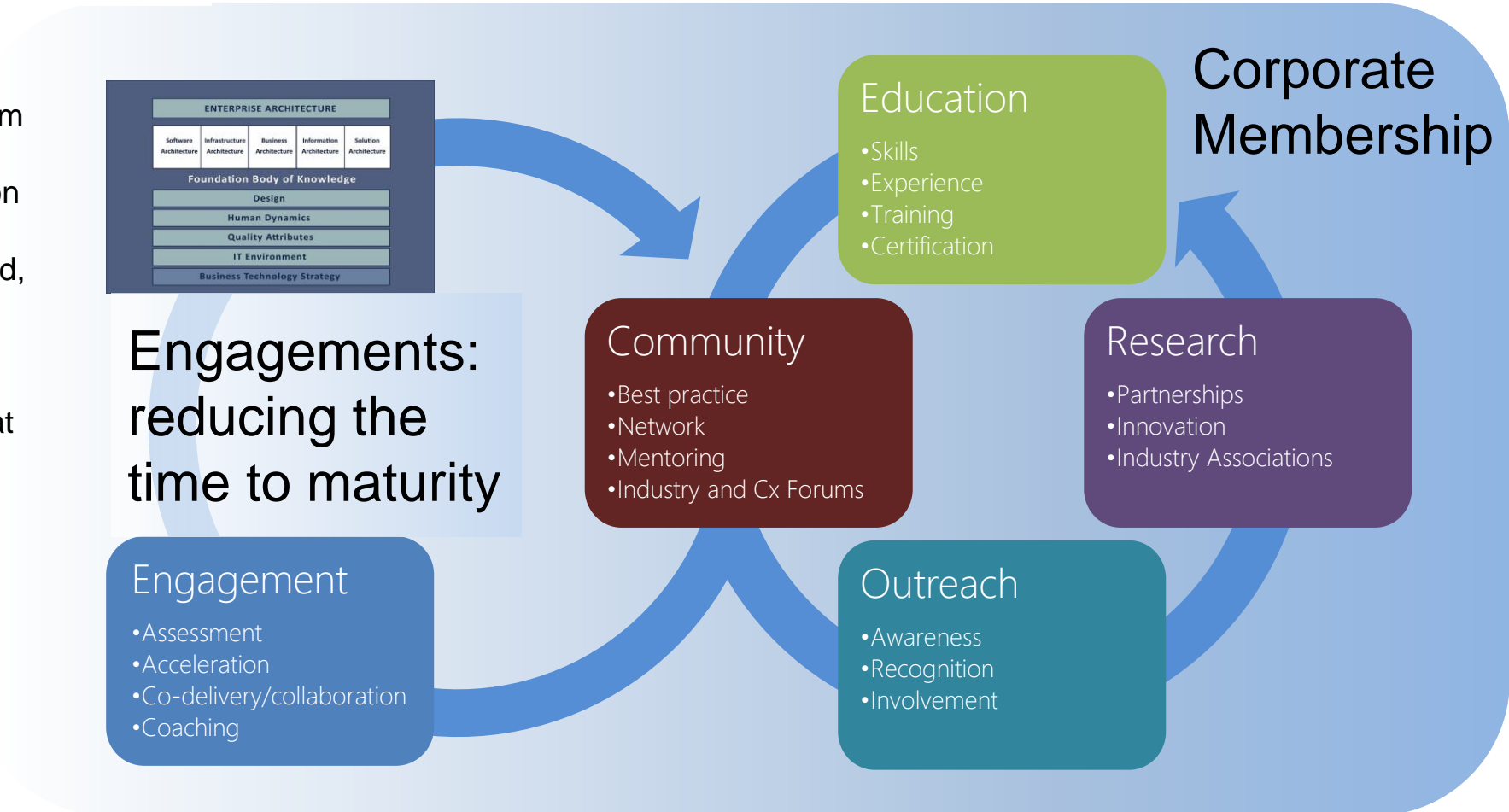
Assessment

A short assessment and planning engagement that delivers a summary report on the opportunities for improvement of the health and maturity of the architects and architecture function and also identifies a forward plan to improve specific capabilities that are aligned to the customers business. These are prioritized according to "ability to execute" and "time to value".

Intentionally of short duration, this starting point ensures alignment with business objectives:

- Tools-based (encapsulating the transition from one maturity level to the next) so that outcome is repeatable and provides a baseline and benchmark over time

- Survey and certification of architects can be included

- Includes a presentation of the final report that documents findings using "rising-star" chart; Iasa approach is to always focus on the future state and outcomes prioritized by ability to execute and time to value

- Offered as a fixed price engagement for $50,000 (plus taxes, travel and expenses). Priced assuming two consultants onsite for up to ten days and ten days of analysis and report preparation

Table 2—Maturity Model: A "Rising Star" Chart

		Understanding and Awareness	Training and Communication	Process and Practices	Techniques and Automation	Compliance	Expertise
5		Advanced forward-looking understanding	Training and communication support external best practices and use of leading-edge concepts/techniques	Best external practices applied	Sophisticated techniques deployed; extensive, optimized use of technology exists	Global application of IT balance scorecard and exceptions noted by management globally and consistently; root cause analysis consistently applied	Use of external experts and industry leaders for guidance
4		Understand full requirements	Formal training supports a managed program	Process ownership and responsibilities assigned; process sound and complete; internal best practices applied	Mature techniques applied; standard tools enforced; limited, tactical use of technology exists	IT balanced scorecards implemented in some areas with exceptions and noted by management; root cause analysis standardised	Involvement of all internal domain experts
3		Understand need to act	Informal training supports individual initiative	Existing practices defined, standardised and documented; sharing of the better practices	Currently available techniques used; minimum practices enforced; tool set standardised.	Inconsistent monitoring globally; measurement processes emerge; IT balanced scorecard ideas being adopted; occasional intuitive application of root cause analysis	Involvement of IT specialists
2		Awareness	Communication on the overall issue and need	Similar/common processes emerge; largely intuitive	Common tools emerging	Inconsistent monitoring in isolated areas	
1		Recognition	Sporadic communication on the issues	Ad hoc approaches to process and practice			

Center of Excellence

A longer term engagement to deliver on the recommendations of an Assessment through execution iterations (interventions) to accelerate maturity, based on establishing a focus (CoE) and culture change. Enables an architecture capability and achieves a Rationalized level of maturity in short order. Built around a ten element model that allows both technology and business perspectives to work together.

Establish *modern-style architecture* function that is **"business aligned, outcome focused and value driven"**

- Includes the assessment and (re)training of individuals across skills, job descriptions and leads to certification
- Establishes standard organizational structures and governance processes at the Enterprise level
- Includes value measurement and tracking as part of change management (separated from project management)
- Ensures business stakeholder alignment and involvement

Establish best practice across multiple related competencies as Iasa Consultants work alongside the customer team and drive the planning and execution of change.

- Business Analysis, Readiness, Change Management, Communication, Architecture, etc.

Offered on a time and material basis to cover an engagement of x consultant-weeks. Priced assuming one to two consultants onsite each quarter plus continuous support for expected duration of 6-9 months.
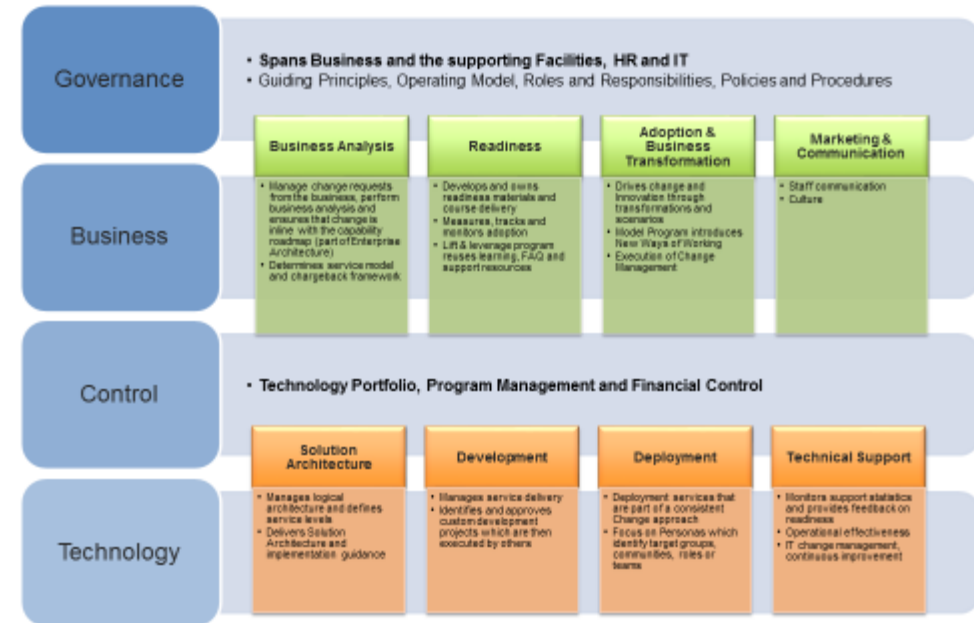
Working Together

Iasa partners closely with all corporate members and offers longer-duration or custom engagements for established customers to build relationship and tenure. Custom engagements are possible where an allocation of hours is jointly managed at a standard rate.

Previous delivery engagements have covered:

- Initial Assessment Planning
  - 1-2 days of onsite planning, 3-4 weeks in advance of an Assessment
  - Delivers a detailed execution plan, top-level organizational model and top-level stakeholder map
- Engagement Model Development
- Iasa Framework Adoption covering
  - Architecture Lifecycle definition
  - Architect Roles and Responsibilities
- High Potential program creation
- Skills Analysis and Learning Planning
- IT Executive and C-Level training
- Team Certification

Value Delivered

Our consulting engagements, contribution options and corporate membership work together to deliver a measurable shift in the capability, culture and perception of an architecture practice. Our integrated approach drives this change in a shorter timeframe, estimated to be less than eight months for medium size teams (circa 20-50 architects).

Iasa will grow the established practice of architecture and its perceived and actual value

- Skills and knowledge are transferred to staff, to use those skills immediately to solve a problem, to gain an outside perspective including comparing or benchmarking against the competition and to optimize the organization, processes and culture across the team. Measurement and tracking are included to show the speed of change and that the expected benefits were delivered.

A Center of Excellence (CoE) measurably increases the quality, awareness and positive engagement of architects and architecture outcomes with business leaders

- Architecture contributions are not immediately or directly related to specific or immediate business outcomes, however, Iasa uses a dependency network to discuss, identify and measure the contribution architecture makes to an organizations goals

A CoE will measurably increase the value generated both in innovation as well as in operational outcomes of the business

A CoE will grow the stability and satisfaction of the architecture team, providing a home for deep architecture conversations

Further, accelerating the time to value can be used to demonstrate the impact that Iasa Consulting can have on these architect capabilities. The benefit dependencies remain but Iasa accelerates the attainment of maturity levels so that the outcomes desired can be realized sooner.

For further information, please contact:

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