Abstract
The module Human Resource Management addresses the HRM aspects of systems architects, such as the profile of an architect, selection, education, appraisal and motivation.
Abstract
The profile of a system architect is quantified for a large list of system architect related characteristics. For comparison the function profiles of related functions are given as well. This profile is based on personal observations and experience.
System Architect

Function Profiles: The Sheep with Seven Legs

version: 1.0
July 31, 2014

FPsystemArchitect
Developer

Function Profiles; The Sheep with Seven Legs
5 Gerrit Muller
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<th>documentation</th>
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<th>generalist</th>
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<th>creativity</th>
<th>manual skills</th>
<th>process insight</th>
<th>political insight</th>
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How to appraise or assess an architect?

by Gerrit Muller    Buskerud University College

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Abstract
The appraisal of system architect is handicapped by the vague and abstract responsibilities of the system architect. The success criterions for architecting are discussed. An approach to ”measure” or assess the architect is described.
Problem statement

- difficult to define yardstick
- difficult to measure
- difficult to compare
- difficult to certify
- difficult to translate in (financial) consequences

abstract (vague) responsibilities
lot of overlap of responsibilities

How to assess an architect?
Tangible deliverables based upon many invisible activities

**Deliverables**
- paperwork only

**Responsibilities**
- abstract and qualitative

**Activities**
- necessary but invisible

Thinking, talking, discussing, scheduling, presenting, measuring, writing, reviewing, visiting customers
analyzing, listening, brainstorming, supporting, teaching, testing, reading, visiting trade-shows
simulating, communicating, troubleshooting, selling, integrating, browsing, consolidating, visiting suppliers

How to appraise or assess an architect?

version: 0.1
July 31, 2014

Gerrit Muller
Criterions for successful architecting

Architecting

Stakeholders
expectations, needs,
concerns, constraints

result satisfies

PCP team
architect, project leader,
engineers, product manager

problem know how

preceeding architecture

solution know how

technique know how

legenda

human context
business context
technology context

How to appraise or assess an architect?

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HTAsuccessfulArchitecting
Yardsticks for architect assessment

Formalized expectations:

- **function appraisal system**, f.i. from Hay Management Consultants
- impact
- scope of control
- freedom of thinking

Job description:

- deliverables
- timing

Career development plan:

- skills
- know how

Actual architect performance:

- **architecture fitness**
  - sales turnover
  - business success
  - market continuity

- internal **stakeholder satisfaction**
  - contribution
  - deliverables
  - timing
  - skills
  - know how

How to appraise or assess an architect?
360 degree assessment

product manager

project leader

group leader

architect

project leader

colleague architect

operational manager
manufacturing, logistics, service

engineer

How to appraise or assess an architect?

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HTA360degrees
Ranking as trigger for discussions

1 ask for ranking
2 ask for justification (why ...?)
3 clarify criterions
4 iterate ranking and justification