

Module Human Resource Management

by *Gerrit Muller* Embedded Systems Institute

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`www.gaudisite.nl`

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.

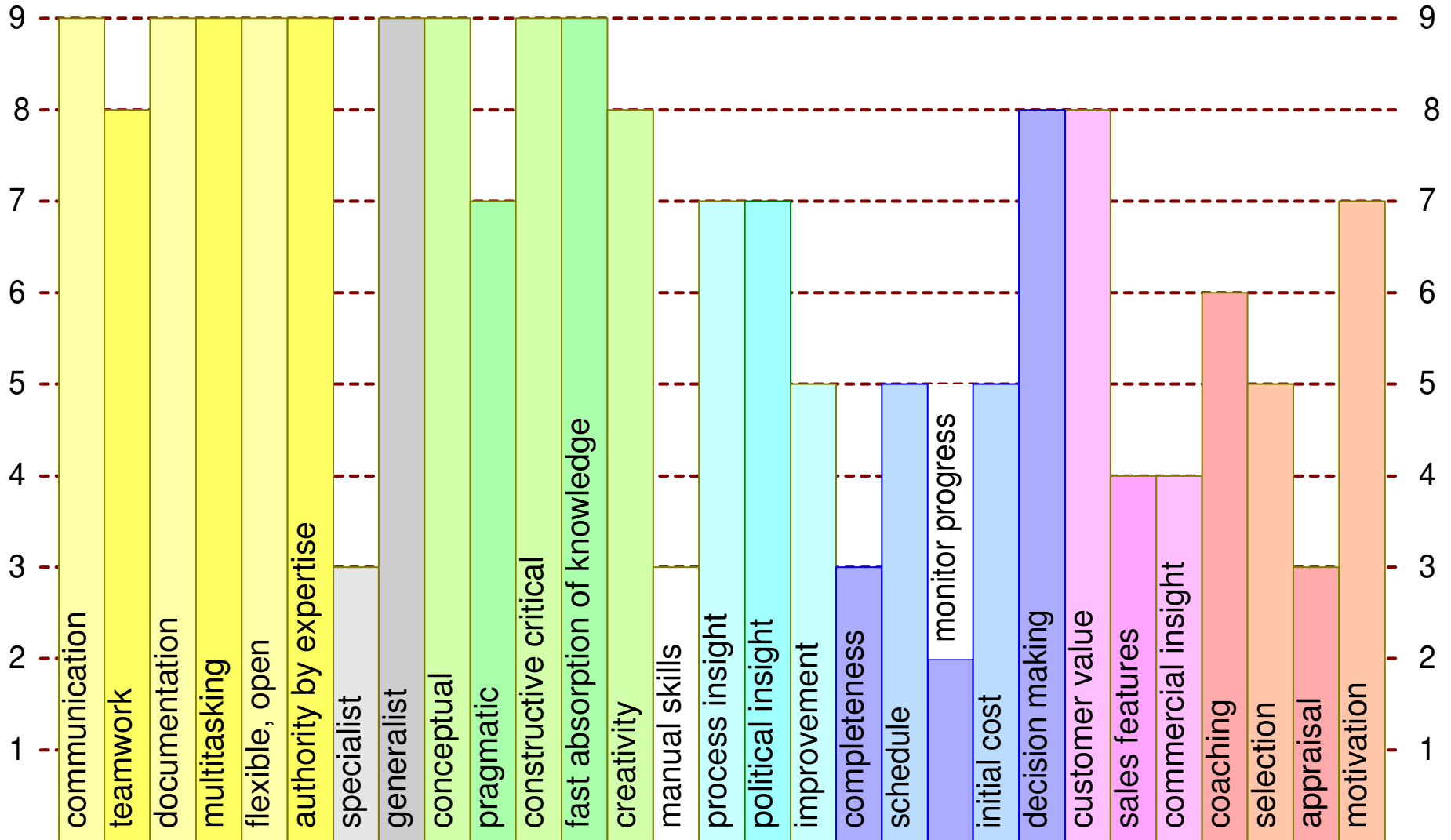
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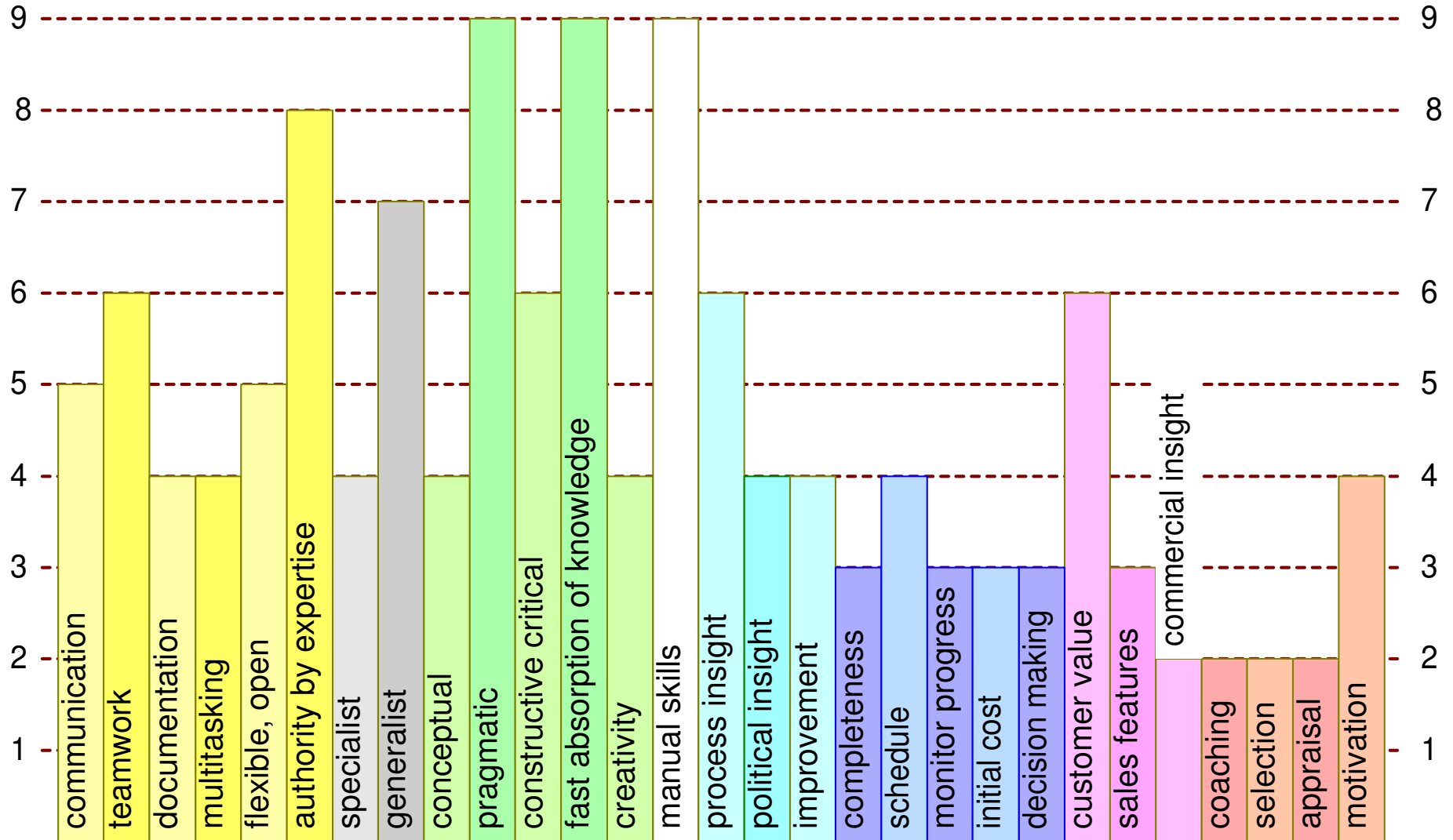
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status: planned
version: 1.0

logo
TBD

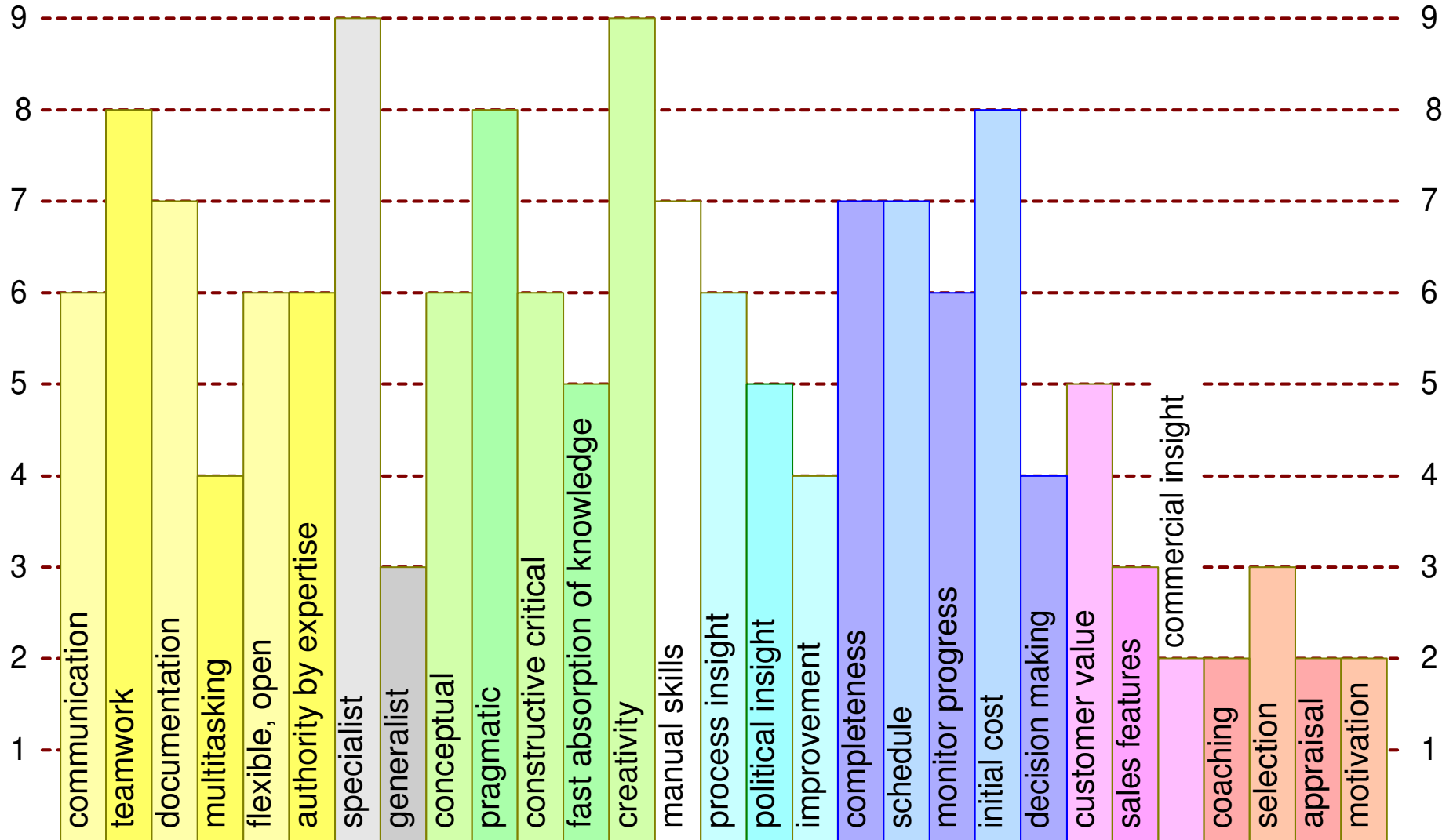
System Architect



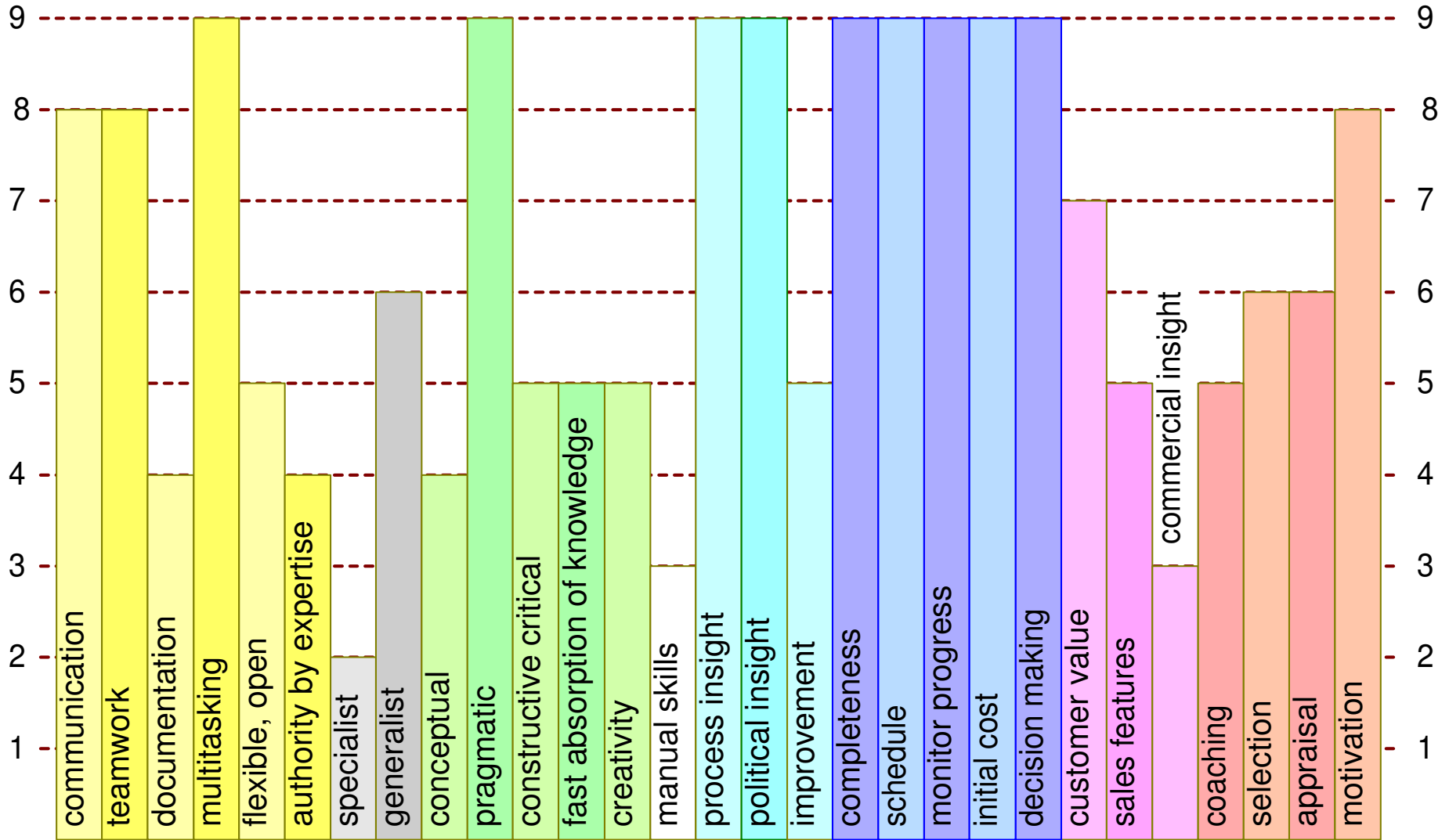
Test Engineer



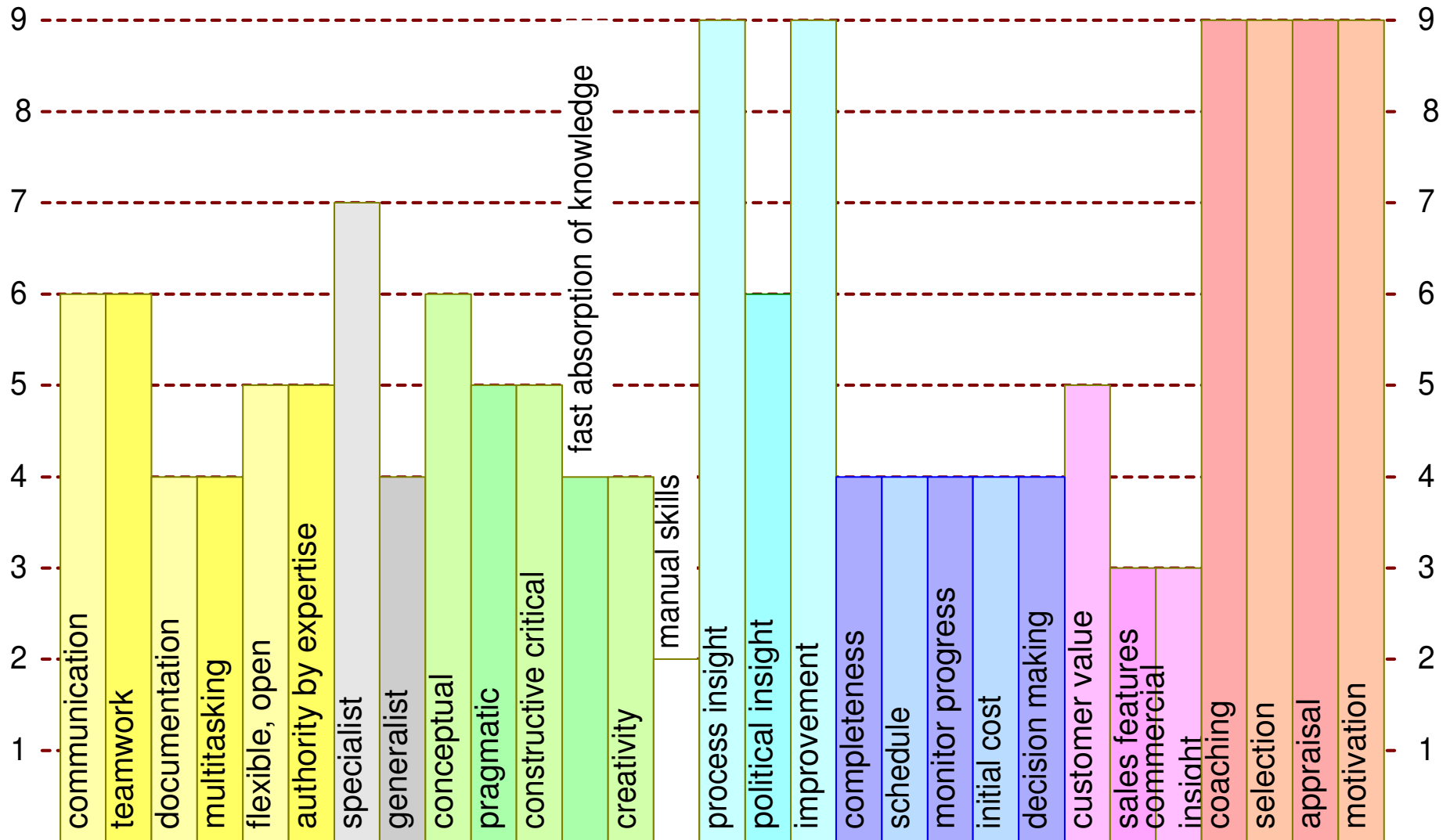
Developer



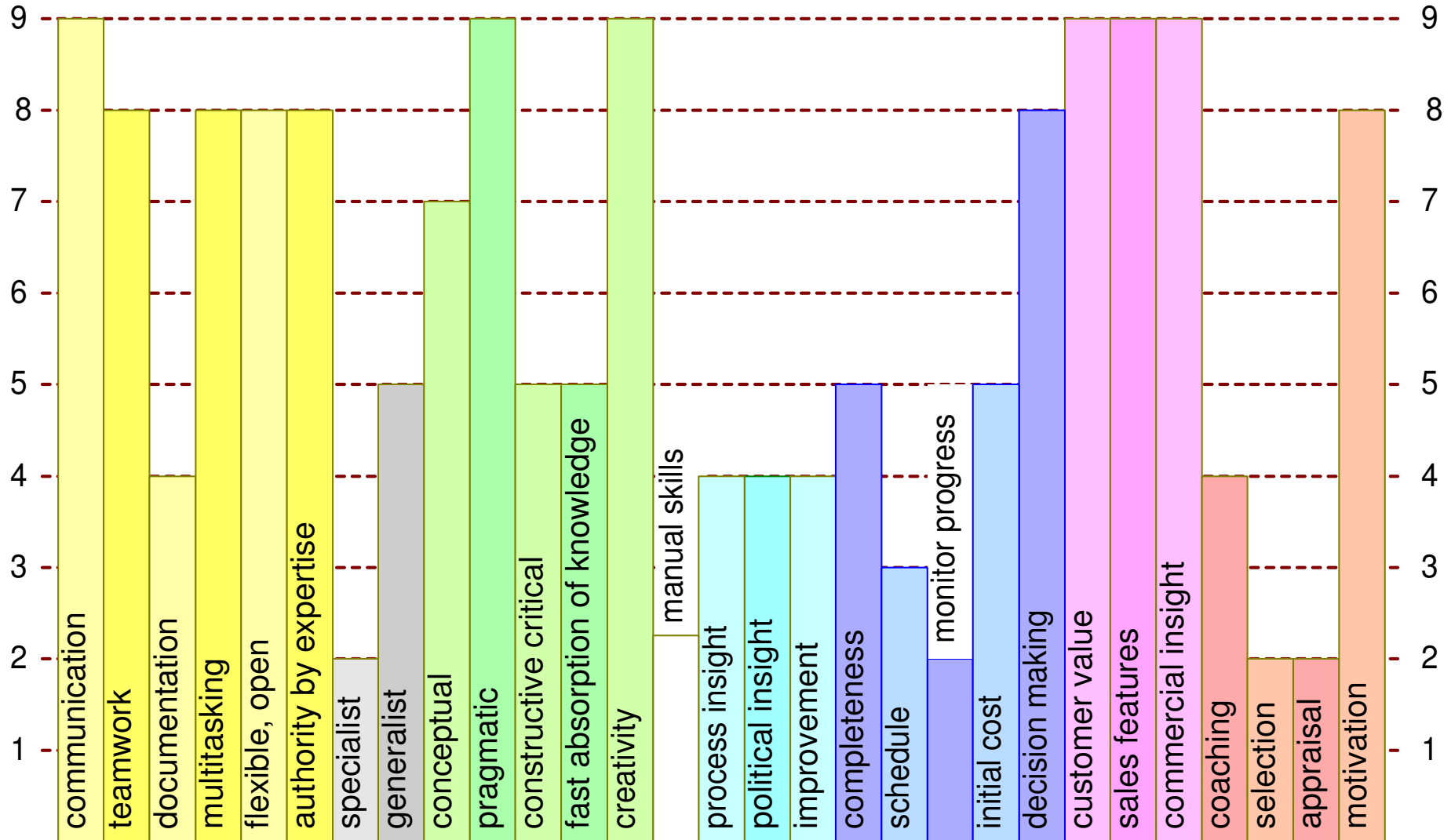
Operational Leader



Line Manager



Commercial Manager



The numbers behind the bars

	communication	teamwork	documentation	multitasking	flexible, open	authority by expertise	specialist	generalist	conceptual	pragmatic	constructive critical	fast absorption of knowledge	creativity	manual skills	process insight	political insight	improvement	completeness	schedule	monitor progress	initial cost	decision making	customer value	sales features	commercial insight	coaching	selection	appraisal	motivation
systems architect	9	8	9	9	9	9	3	9	9	7	9	9	8	3	7	7	5	3	5	2	5	8	8	4	4	6	5	3	7
test engineer	5	6	4	4	5	8	4	7	4	9	6	9	4	9	6	4	4	3	4	3	3	3	6	3	2	2	2	2	4
developer	6	8	7	4	6	6	9	3	6	8	6	5	9	7	6	5	4	7	7	6	8	4	5	3	2	2	3	2	2
operational leader	8	8	4	9	5	4	2	6	4	9	5	5	5	3	9	9	5	9	9	9	9	9	7	5	3	5	6	6	8
line manager	6	6	4	4	5	5	7	4	6	5	5	4	4	2	9	6	9	4	4	4	4	4	5	3	3	9	9	9	9
commercial manager	9	8	4	8	8	8	2	5	7	9	5	5	9	2	4	4	4	5	5	2	5	8	9	9	9	4	2	2	8

How to appraise or assess an architect?

by *Gerrit Muller* Embedded Systems Institute
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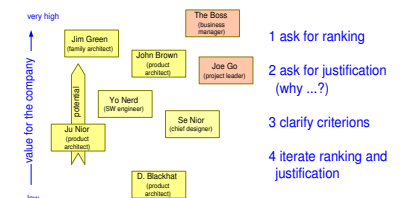
Abstract

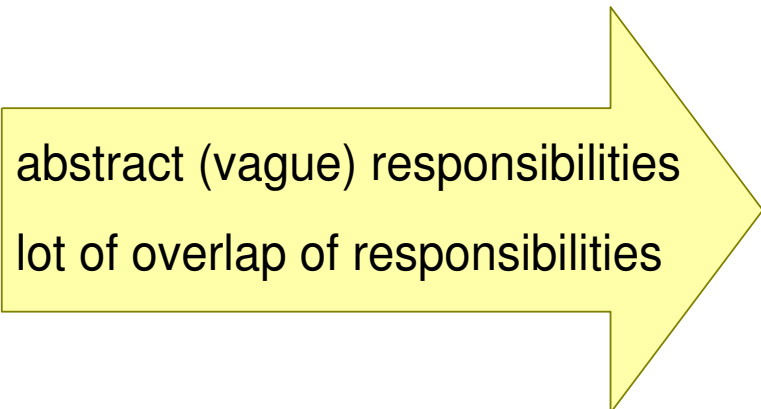
The appraisal of system architect is handicapped by the vague and abstract responsibilities of the system architect. The success criteria for architecting are discussed. An approach to "measure" or assess the architect is described.

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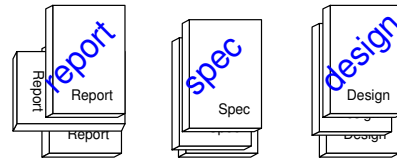


abstract (vague) responsibilities
lot of overlap of responsibilities

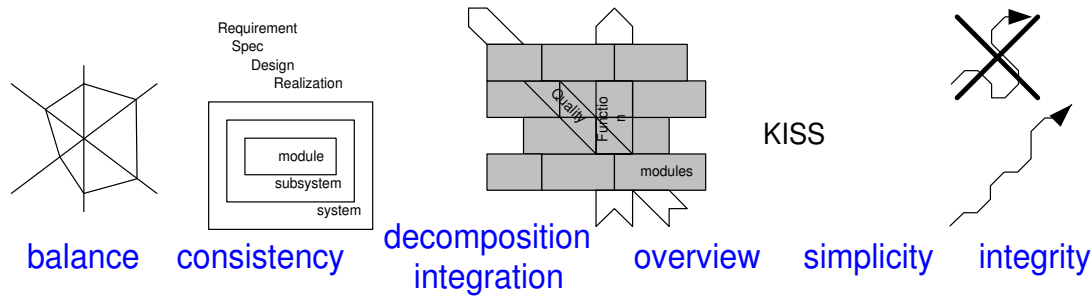
- difficult to define yardstick
- difficult to measure
- difficult to compare
- difficult to certify
- difficult to translate in (financial) consequences

How to assess an architect?

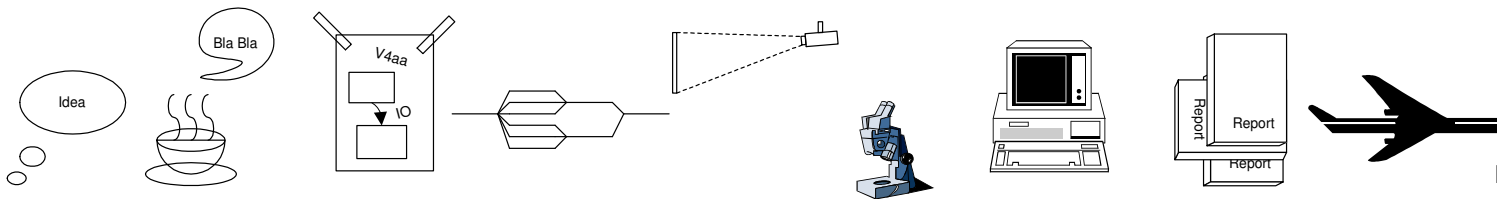
Tangible deliverables based upon many invisible activities



Deliverables
paperwork only



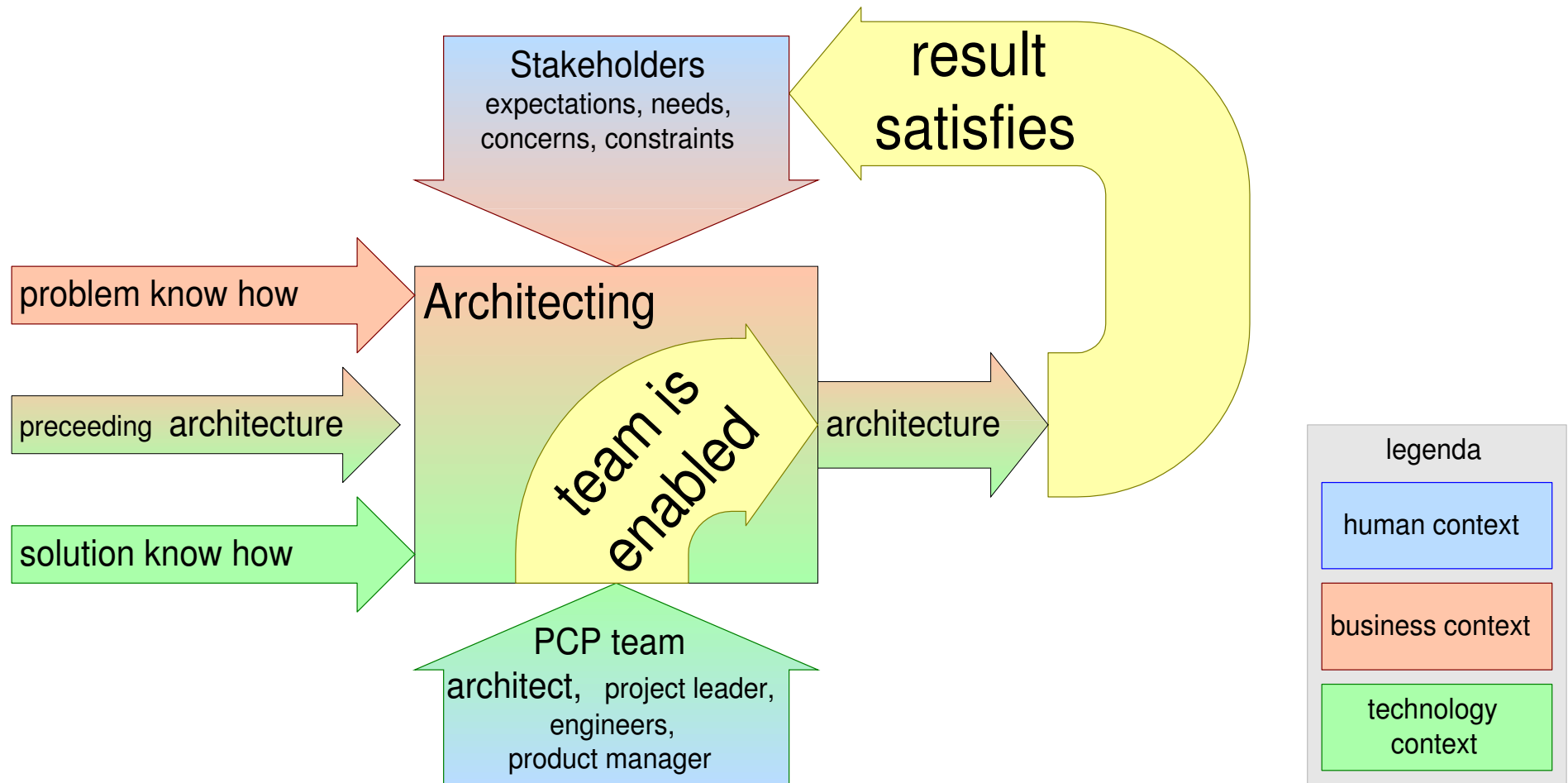
Responsibilities
abstract and qualitative



many very detailed
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

Criteria for successful architecting



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

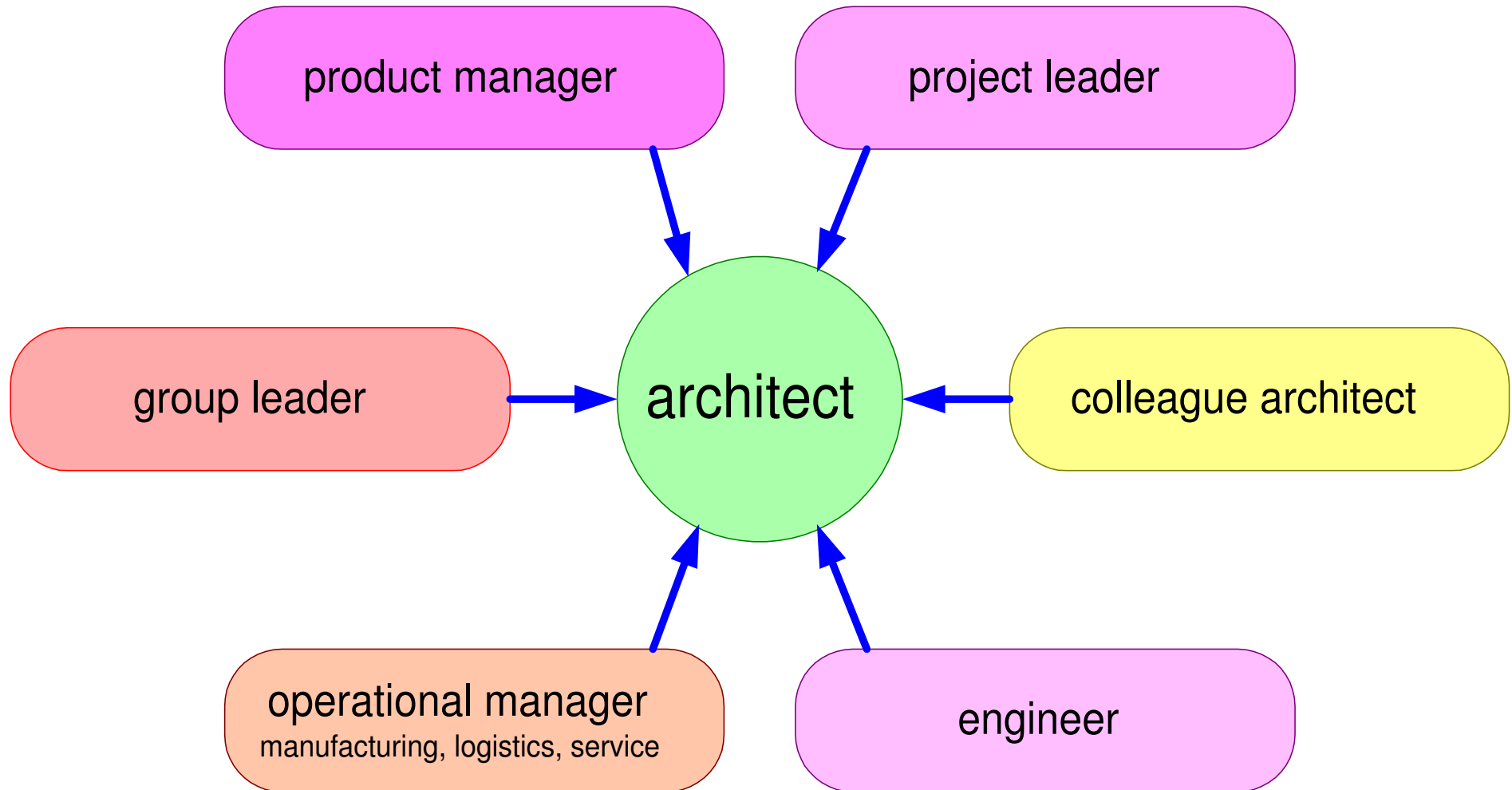
architecture fitness

sales turnover
business success
market continuity

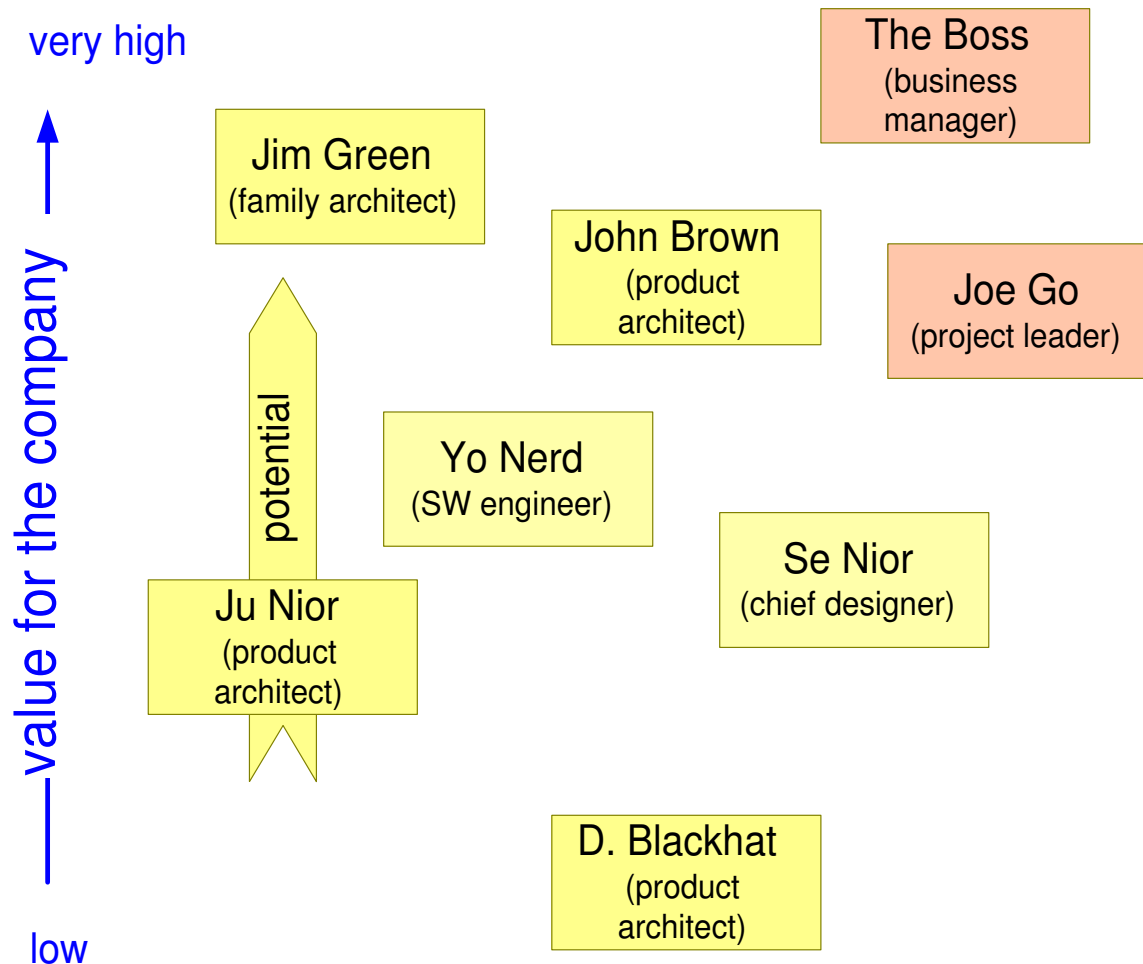
internal *stakeholder* satisfaction

contribution
deliverables
timing
skills
know how

360 degree assessment



Ranking as trigger for discussions



1 ask for ranking

2 ask for justification
(why ...?)

3 clarify criteria

4 iterate ranking and
justification