

# Module Human Resource Management

by *Gerrit Muller* University of South-Eastern Norway-NISE

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## 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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status: planned  
version: 1.0

logo  
TBD

# Function Profiles; The Sheep with Seven Legs

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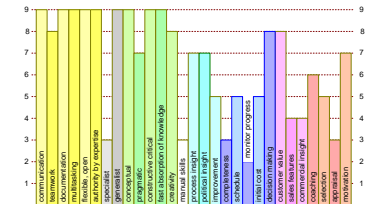
## Abstract

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.

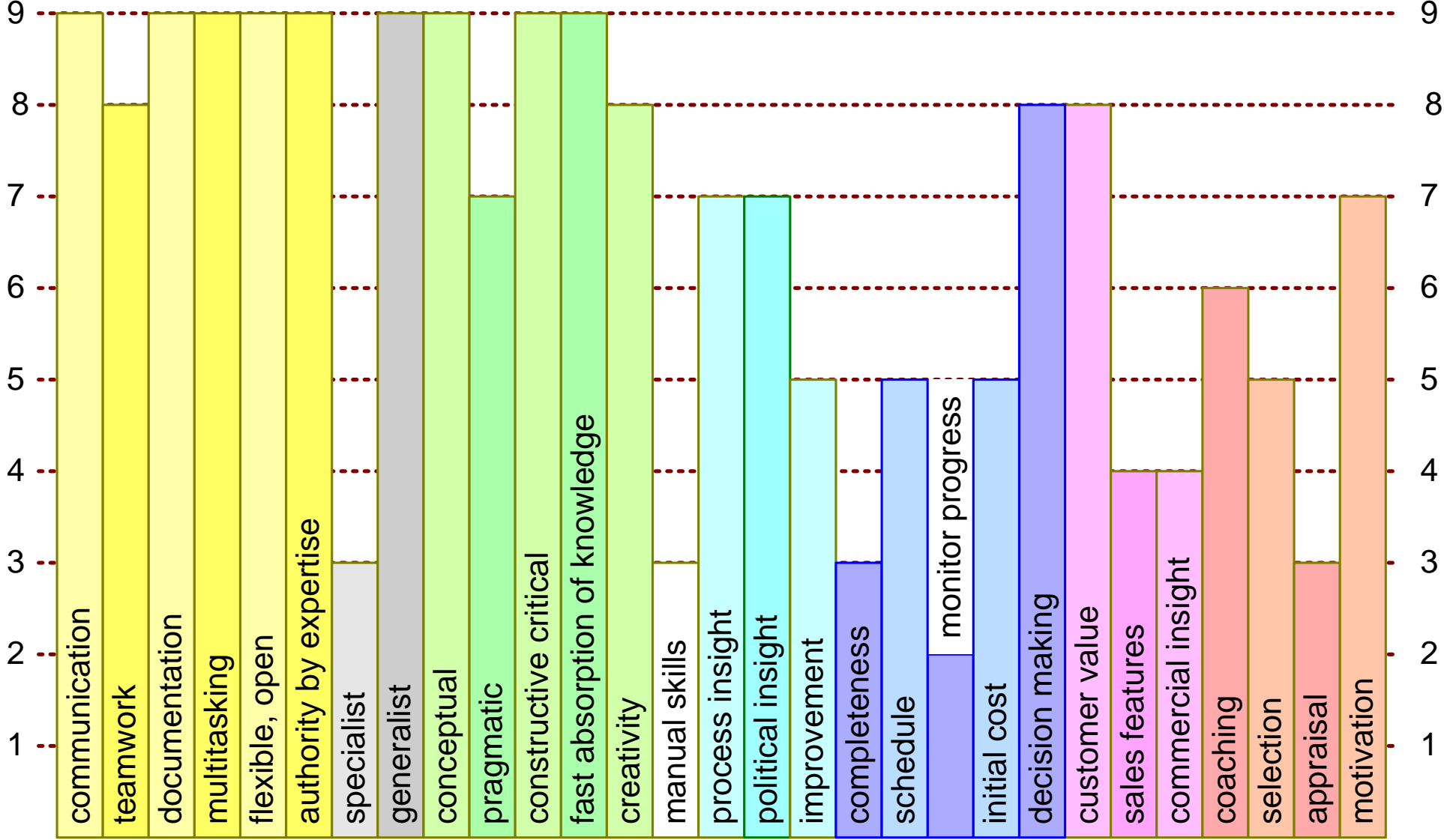
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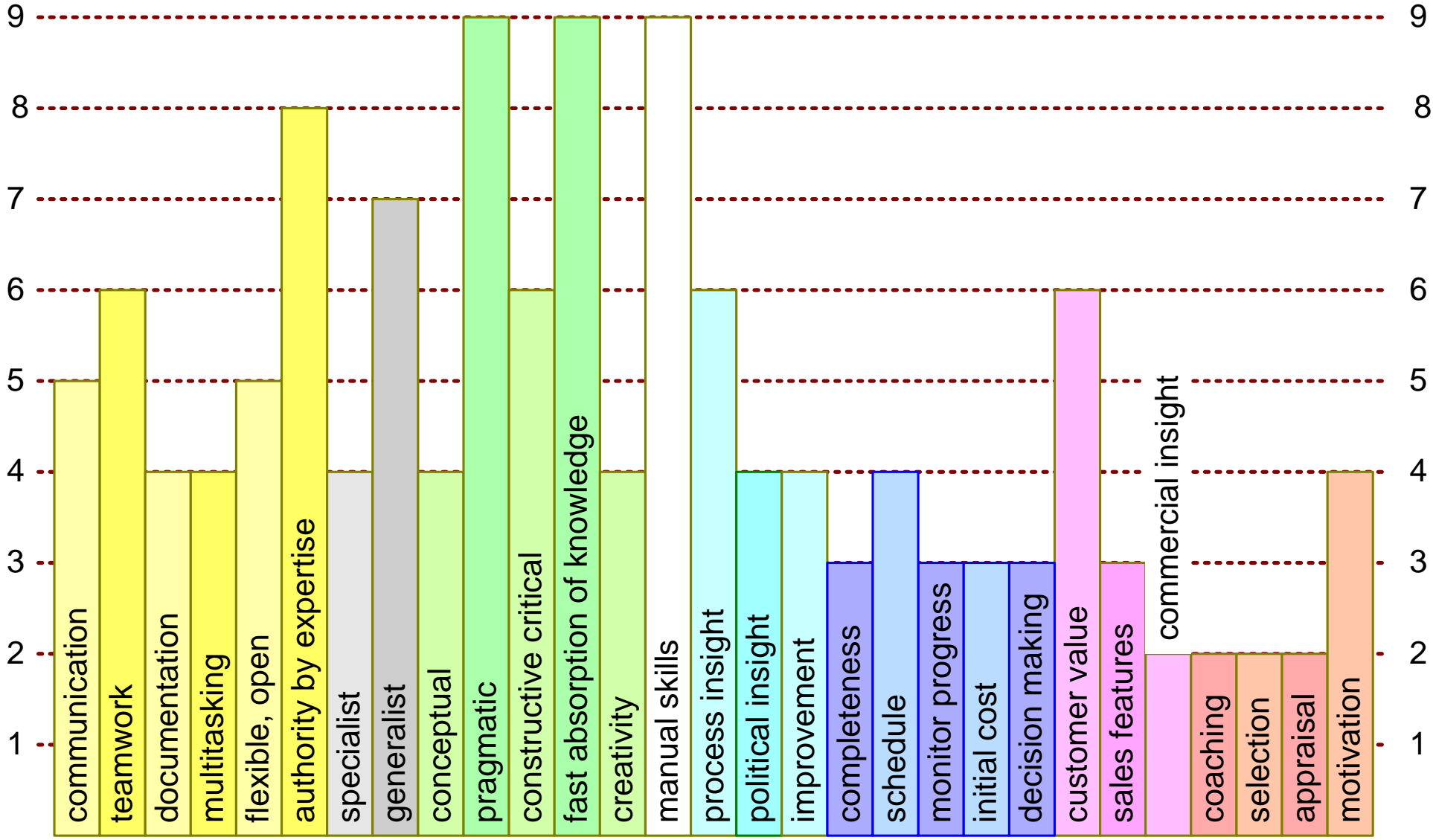
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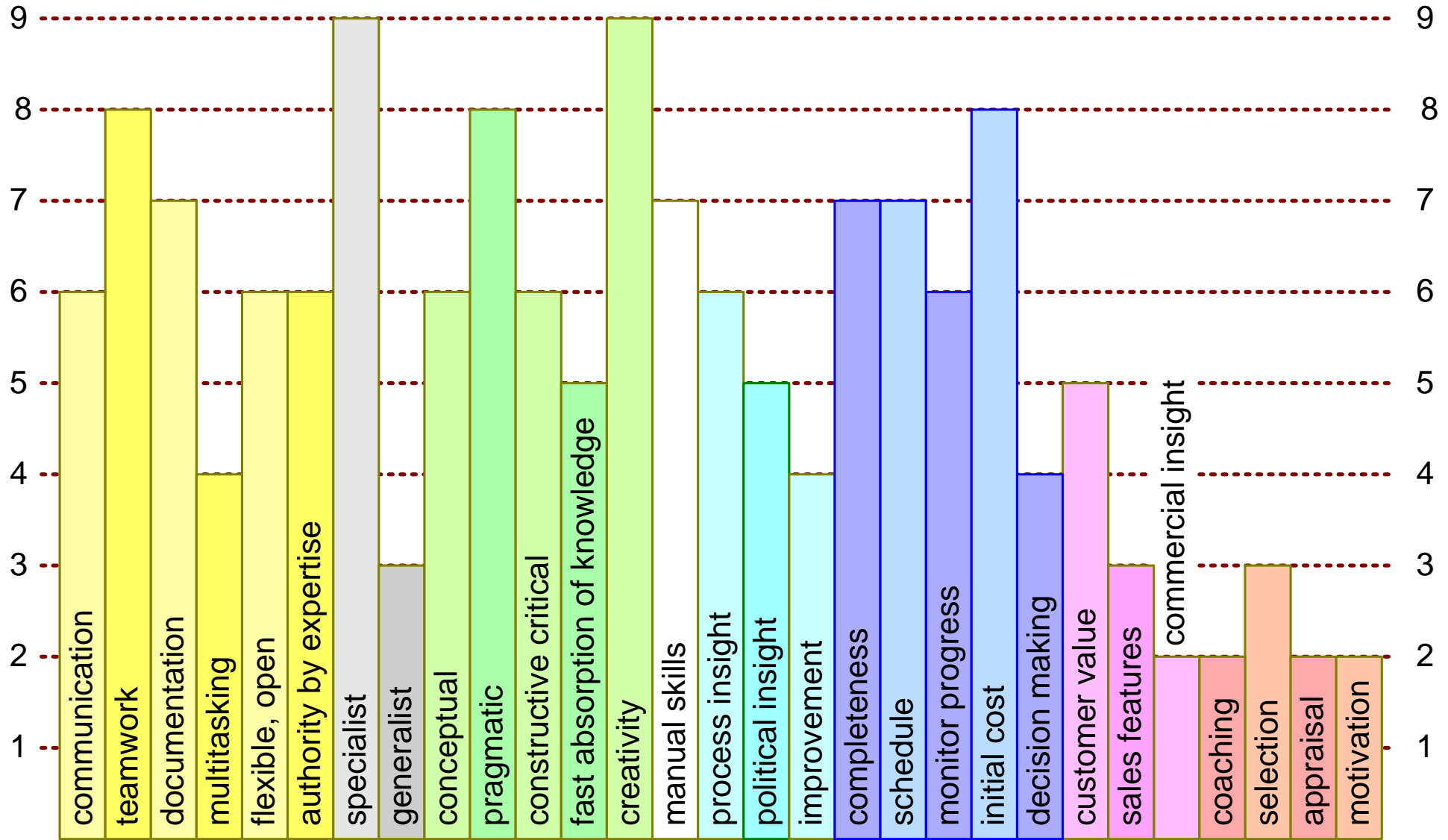
# System Architect



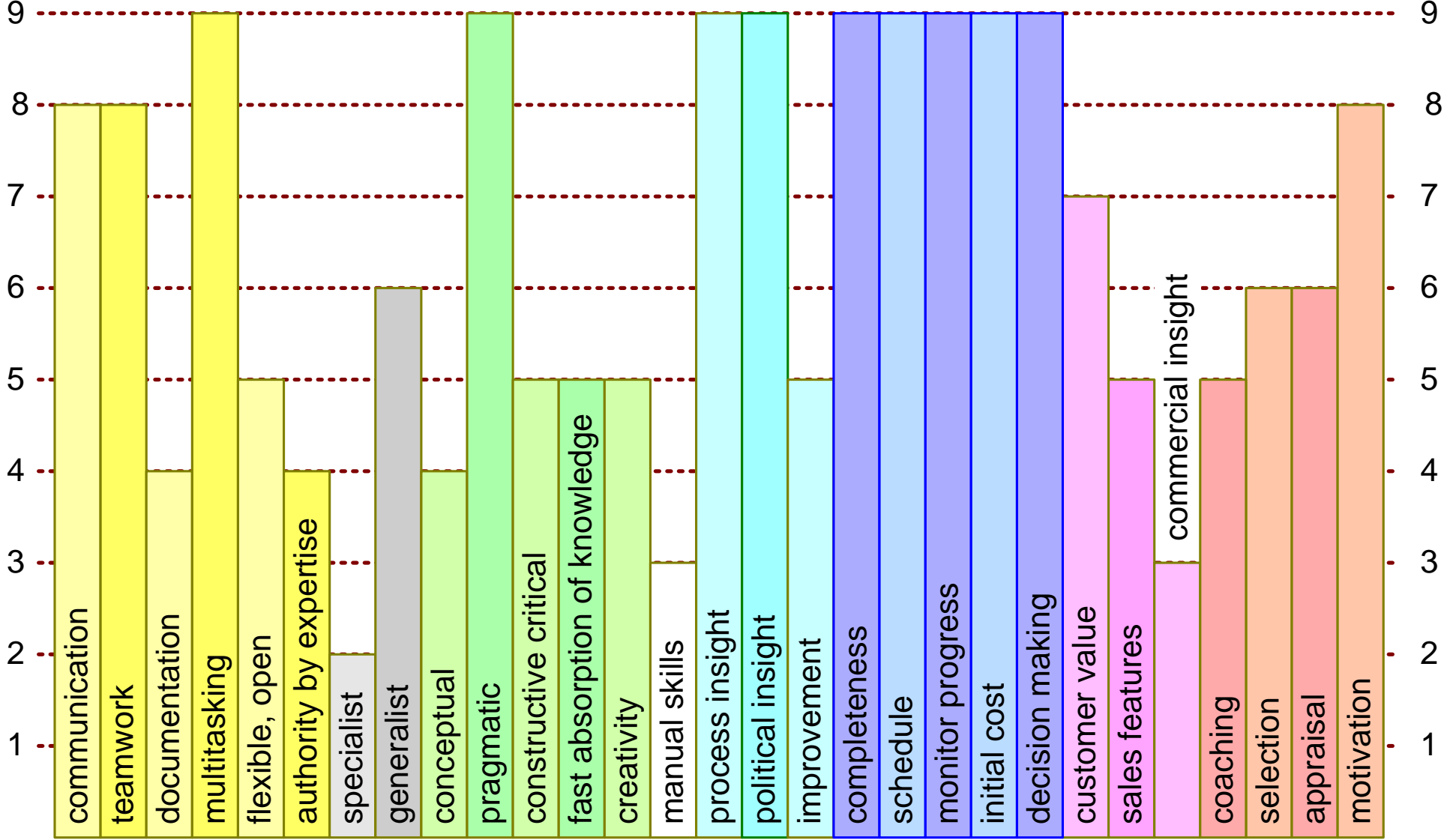
# Test Engineer



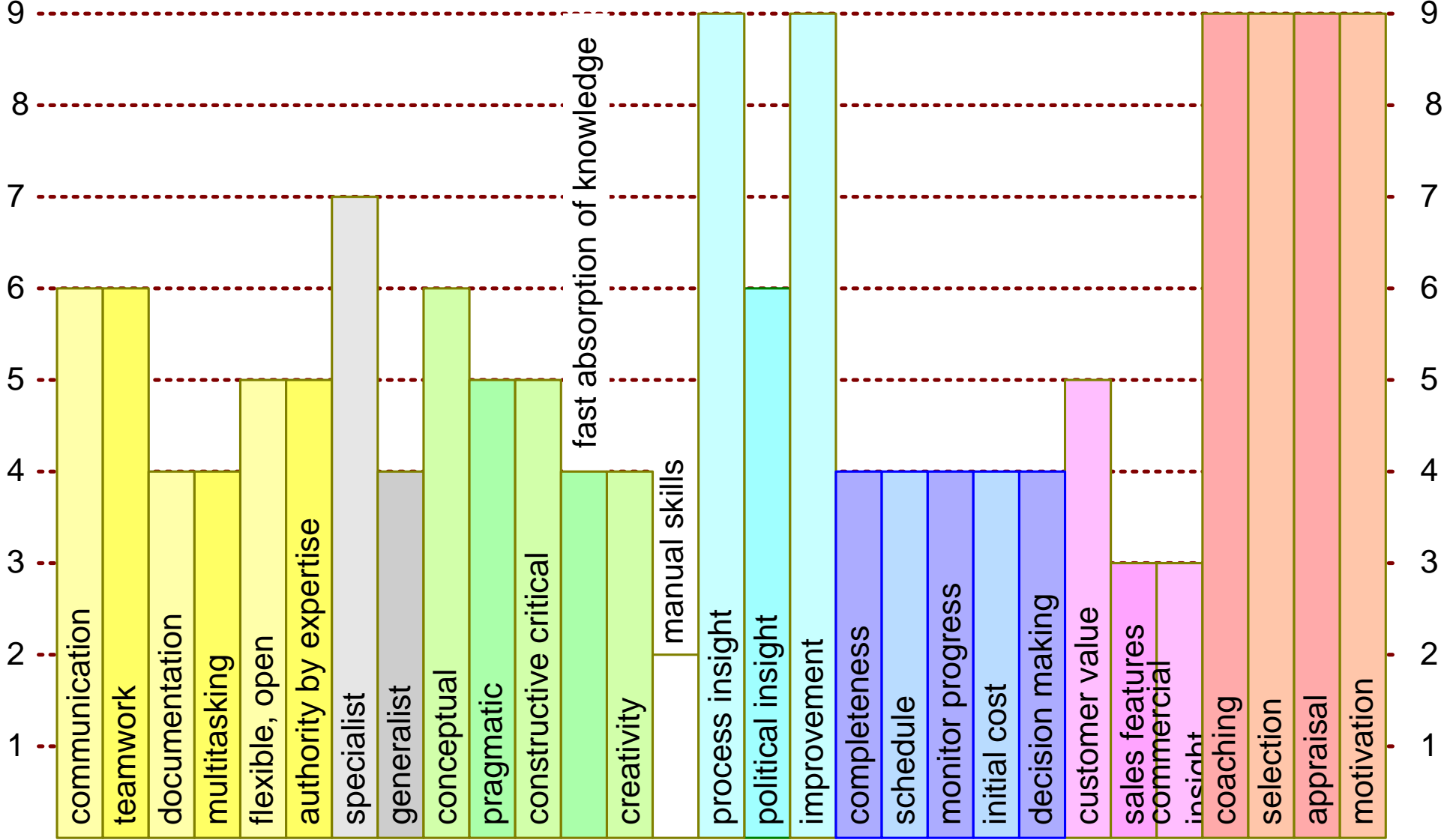
# Developer



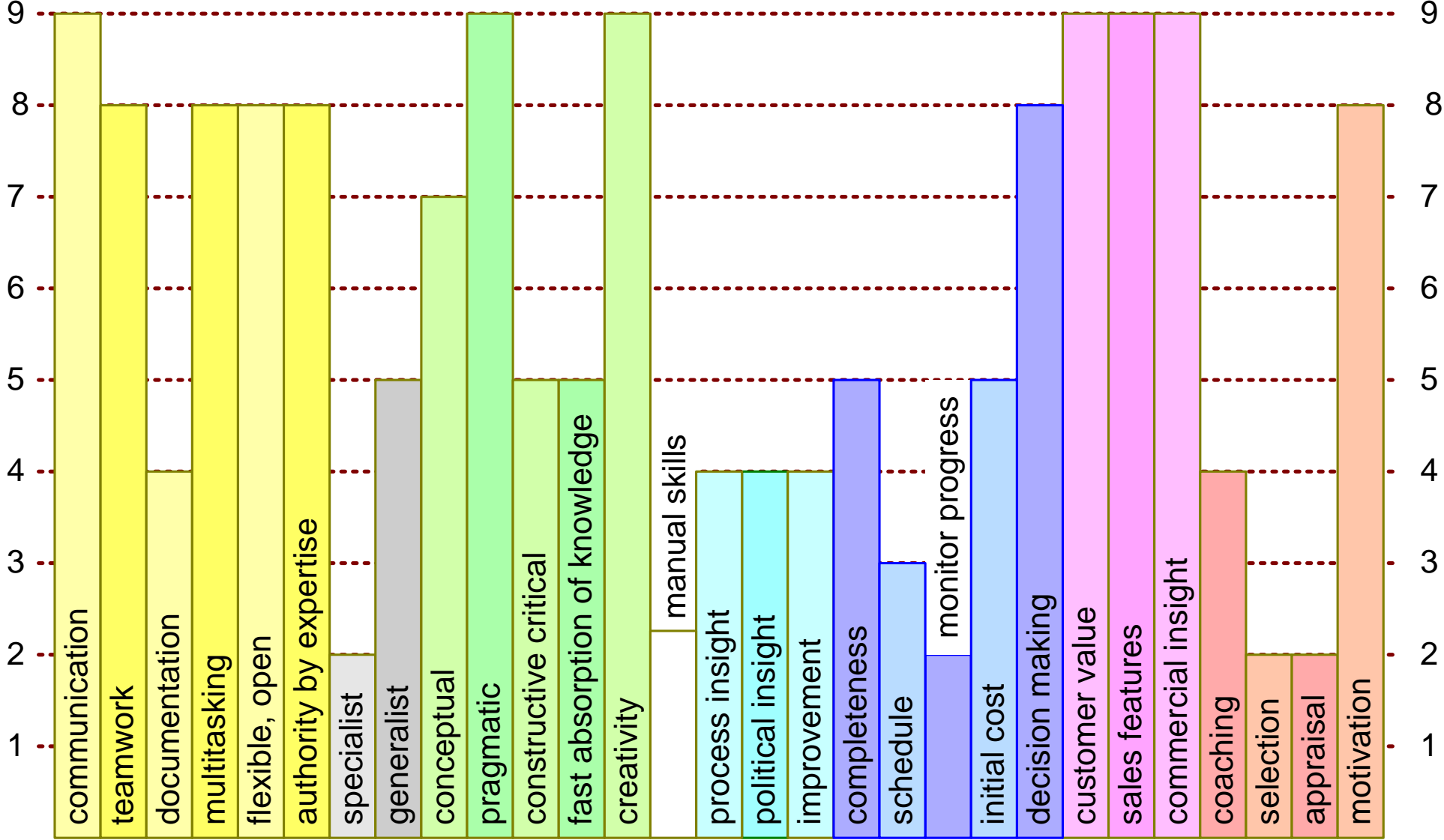
# Operational Leader



# 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* University of South-Eastern Norway-NISE

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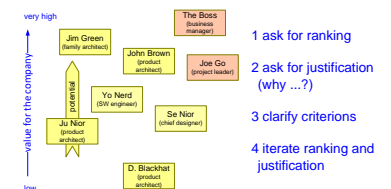
## Abstract

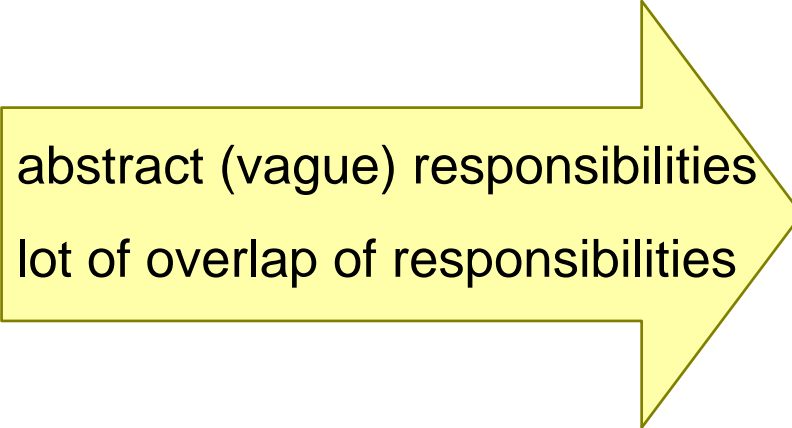
The appraisal of system architect is handicapped by the vague and abstract responsibilities of the system architect. The success criteria for architecting are discussed. An approach to "measure" or assess the architect is described.

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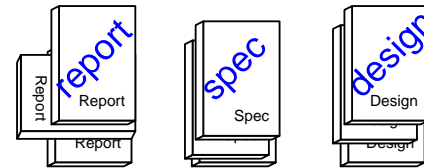


abstract (vague) responsibilities  
lot of overlap of responsibilities

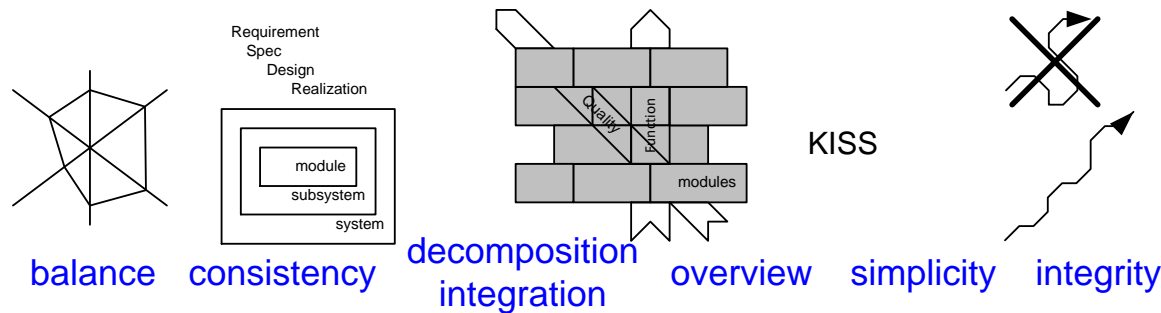
- difficult to define yardstick
- difficult to measure
- difficult to compare
- difficult to certify
- difficult to translate in (financial) consequences

## How to assess an architect?

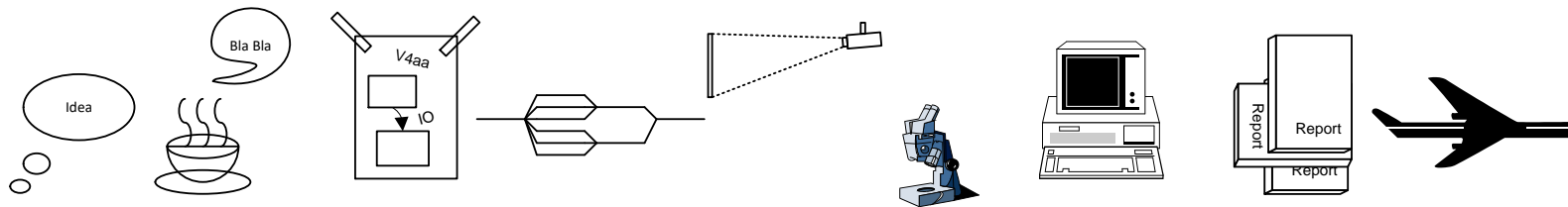
# Tangible deliverables based upon many invisible activities



**Deliverables**  
paperwork only



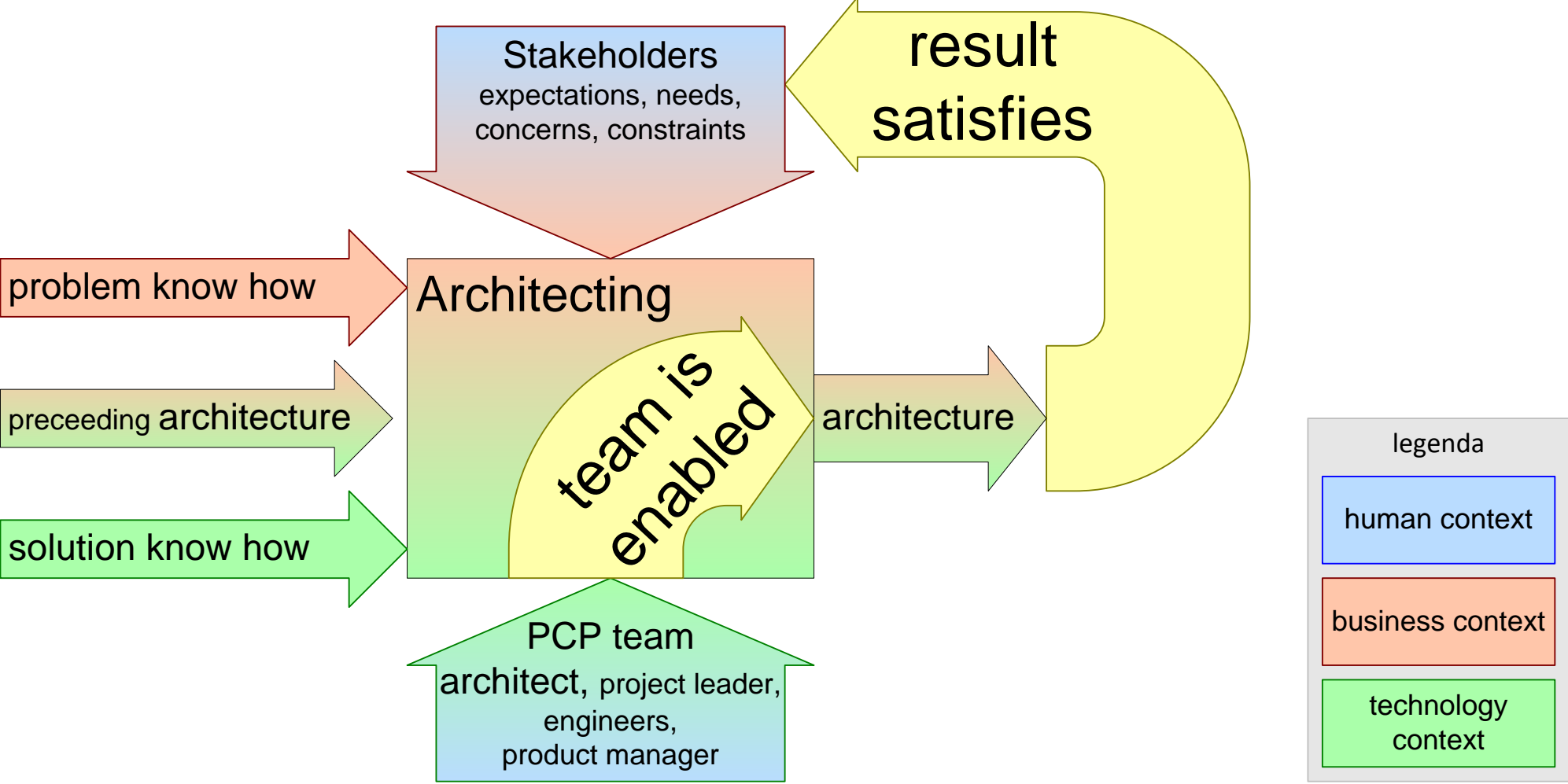
**Responsibilities**  
abstract and qualitative



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

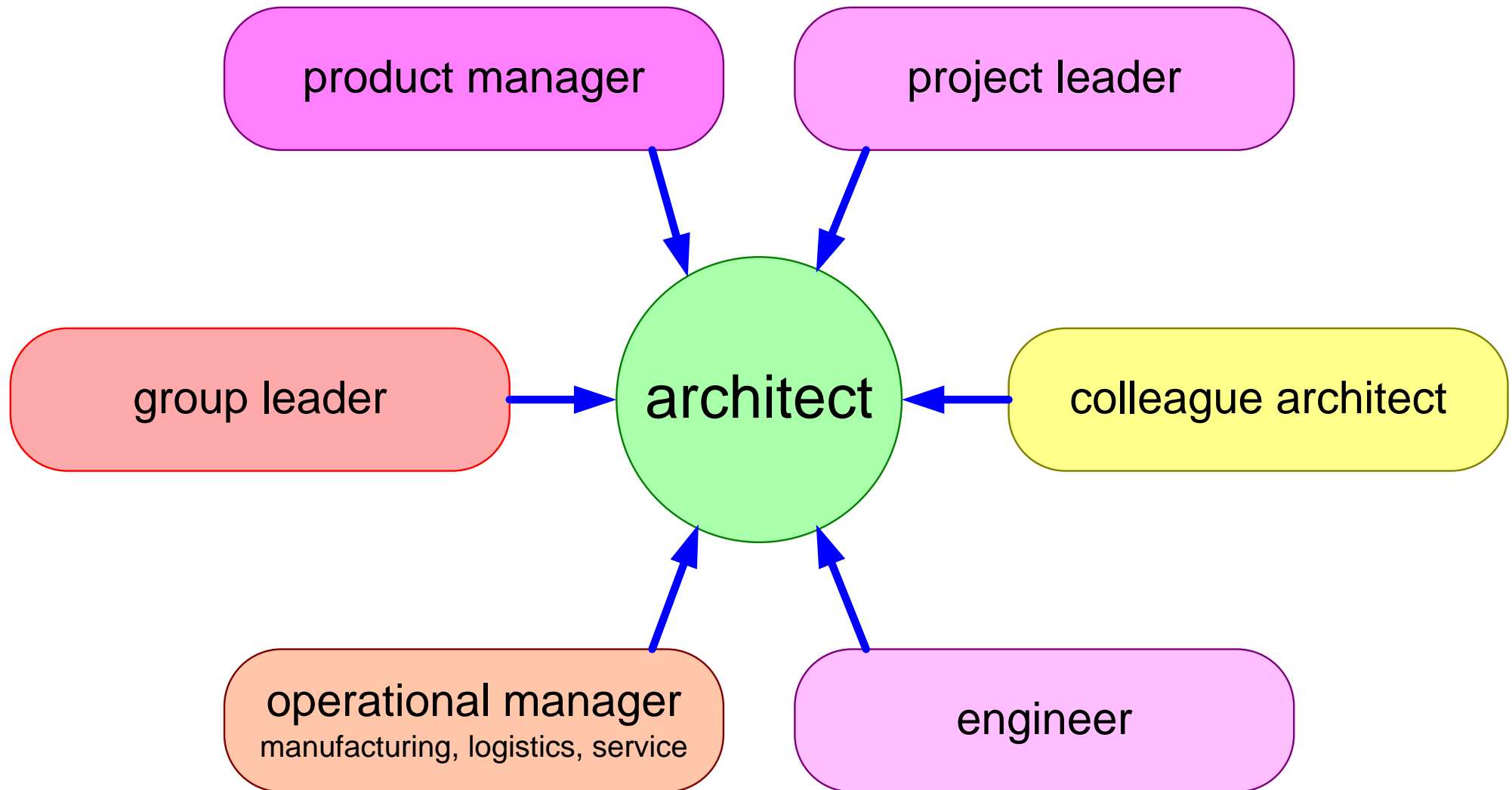
sales turnover  
business success  
market continuity

internal *stakeholder* satisfaction

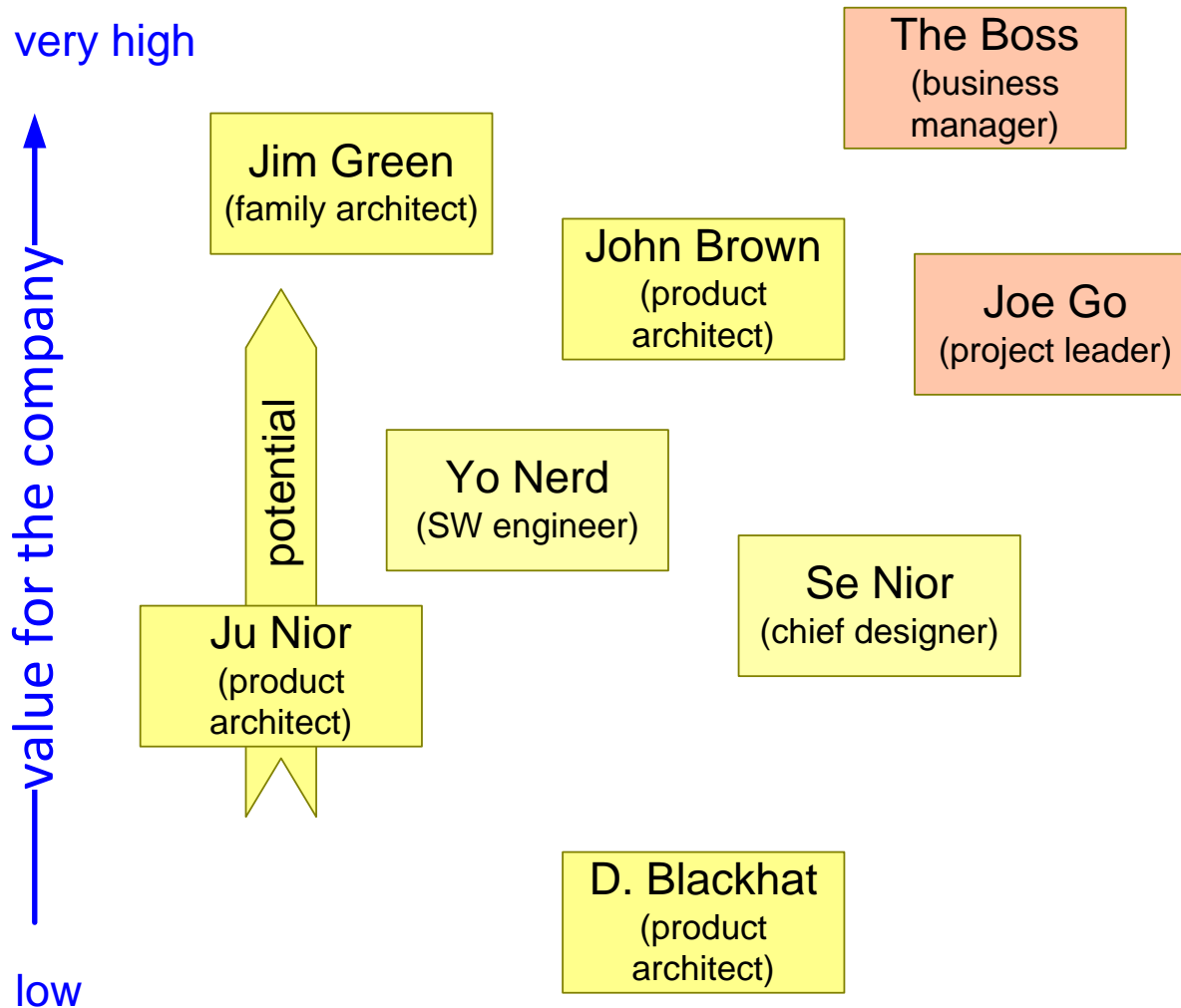
contribution  
deliverables  
timing  
skills  
know how

# 360 degree assessment

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# Ranking as trigger for discussions



1 ask for ranking

2 ask for justification  
(why ...?)

3 clarify criterions

4 iterate ranking and  
justification