

Competencies * = See APPENDIX	Model 1	Model 2	Model 3	Model 4 *	Model 5 **	Model 6	Model 7 ***	Model 8	Model 9 ****
Analytical Skills									
Understanding the impact of technology evolution		X							
Identifying patterns across complex systems		X							
Breaking down complex problems into easy to consume parts		X							
Quickly grasp concepts								X	
Abstract analytical thinking								X	
Architecture									
Develop IT architecture							X {applied}		
Use modeling techniques							X {applied}	X	
Perform technical solution assessment							X {applied}		
Apply IT standards							X {applied}		X {1}
Apply methods		X					X {applied}		
Define solution to functional and non-functional requirements							X {applied}		
Establish Architectural Decisions							X {applied}		
Validate conformance of the solution to architecture							X {applied}		
Perform as technology advisor							X {applied}		
Develop Enterprise models				X {competent}					
Identify Opportunities for Alignment				X {competent}					
Develop Metrics Models				X {competent}					X {3}
Define & Build Governance Frameworks				X {competent}					
Define Fiduciary Responsibilities				X {competent}					
Manage stakeholder requirements			X				X {applied}		X {4}
Bridge gap between mission domain/solution domain			X						
Ambassadors and translators/interpreters			X						
Inference and Abstraction			X						
Establish Technical Vision					X {2}		X {applied}		
IT trends					X {3}				
Delivery Methodology					X {2}				
Discover IT Environment					X {3}				
Requirements Engineering					X {3}			X	
Business Value					X {3}				
Product and Solution Breadth					X {4}				
Abstract/Decompose					X {3}				
Application Modeling & Planning					X {2}				
Infrastructure Standards & Patterns					X {2}				
Information Standards & Patterns					X {2}				

Architecture cont.									
Design for Non-functional requirements					X {2}				
Transitioning IT Solutions					X {2}				
Operating IT Solutions					X {2}				
Customer Engagement Offerings					X {2}				
Enterprise Architecture Skills								X	
Architecture Development								X	
Architecture Analysis								X	
Role Design									X {1}
Organization Design									X {2}
Data Design									X {1}
Application Design									X {1}
Systems Integration									X {1}
Services Design									X {2}
Architecture Principles Design									X {2}
Architecture Views and Viewpoints Design									X {2}
Building Block Design									X {1}
Solutions Modeling									X {1}
Benefits Analysis									X {2}
Business Inter-working									X {3}
Systems Behavior									X {3}
Behavioral Skills									
Understanding of the Product Lifecycle		X							
Consensus Building		X							
Conflict Resolution		X	X					X {general}	
Create Influence		X		X {competent}					
Communication Skills		X			X {4}		X {applied}	X	
Interpersonal Skills				X {competent}					X {4}
Oral communication			X					X	X {3}
Written communication			X					X	X {3}
Innovative								X	
Logical Analysis									X {2}
Coaching		X			X {3}				
System Engineering		X							
Data Strategy and Management		X							
Data Quality		X							
Information Assurance		X							

Business									
Data Interpretation and Analysis Skills				X {competent}					
Legal and Regulatory			X						
Company and product service knowledge				X {knowledgeable }	X {4}				
Decision making skills				X {competent}					
Concern for Detail and Quality				X {competent}					
Human Resource Management			X						
Marketing skills				X {knowledgeable }					
Industry and market knowledge				X {competent}					
Functional/Technical Knowledge				X {competent}					
Business Development					X {4}				
Technical/Professional Depth & Credibility					X {4}				
Understand business aspects							X {applied}		
Focus on Customer Value				X {competent}		X			
Business Acumen					X {2}				
Organization & Governance Modeling					X {2}				
Competitive and Industry dynamics		X	X						
Strategic Planning		X		X {competent}					X {2}
Business functions									X {3}
Business modeling and planning		X	X			X {3}			X {2}
Visioning									
Legacy investments									X {4}
Business culture									X {4}
Vertical area of knowledge							X		
Business processes							X		X {3}
Budget management									X {3}
Fundamentals of Accounting		X							
Fundamentals of Finance		X	X						
Business case creation		X				X {2}			X {3}
Business Scenario									X {2}
Portfolio Management		X	X			X {2}			
Risk Management		X	X			X {2}			X {3}
Business Capability Mapping	X								
Business Fundamentals	X								
Business Process Engineering and Business Process Management (BPE/BPM)	X								
Business Valuation	X								
Contracts and E-Contracts	X								
Business Analysis	X								
Intellectual Property	X								
Investment Prioritization and Planning	X								
Requirement and Constraint Analysis	X								
Political Savvy			X						
Benchmarking			X						
Business-Technology Strategy: Technology Capability Projections and Planning	X		X						

Design									
Human Factors	X		X						
Architecture Description	X								
Architecture Styles	X								
Context	X								
Views and Viewpoints	X								
Design Diagramming, Notation and Deliverables	X								
Solution Architecture Design Methodologies	X								
Design Methodology Evaluation and Review Practices	X								
EA Modeling	X	X			X {3}				
Optimizing Techniques	X								
Patterns and Best Practices	X								
Patterns, Frameworks and Components	X								
Prototypes	X		X						
Synthesis and Problem Solving	X			X {competent}					
Traceability throughout the Lifecycle	X								
The Practice of Design	X								
Analysis			X					X	
Research			X						
Specification and representation			X						
Testing and assessment			X		X {1}				
Human Dynamics									
Conflict Management	X								
Crisis Management	X								
Customer Relations	X								
Leadership	X	X	X		X {3}		X {applied}		X {4}
Mentorship	X								
Influencing and Negotiating	X		X		X {4}				
Presentation Skills	X								
Consultative Selling Skills	X		X	X {knowledgeable}	x {4}				
Situational Awareness	X								
Teamwork and collaboration		X		X {competent}	X {4}				X {3}
Team Building and Management	X		X					X	
Create and Sustain Mission and Strategy									
Estimating and Managing for Profit				X {competent}					
Managing and Developing Talent				X {knowledgeable}					
Building High Performance Commitment				X {competent}					
Innovation & Continuous Improvement				X {competent}	X {3}				

Infrastructure								
Infrastructure Architecture	X							X {1}
Access and Identity Management	X							
Capacity Planning	X				X {2}			
Common Application Services	X							
Device Management and Provisioning	X							
Messaging Standards	X							
Network Design	X							
Support Processes and Tools	X						X	
System Tuning	X							
Operational Management	X							
Operations	X							X {1}
IT Environment								
Capability Mix Identification	X							
Compliance: Audits, Certification, Licensing and Regulation	X							
Cost Estimation and Tracking	X		X		X {1}			
Engineering	X							
Governance	X		X		X {2}			
Infrastructure Landscape	X							
Knowledge Management Systems	X				X {2}			
Maintenance and Support	X							
Organizational Structure	X		X					
Outsourcing	X							
Resource Balancing and Management	X							
Stakeholder Definition	X							
Vendor Management	X							
Anti-virus and Patch Management	X							
Business and Technology Strategy Rationalization	X				X {3}			
Organizational Dynamics	X	X						X {3}
IT Application Development Methodologies and Tools								X {2}
Brokering Applications								X {1}
Information Consumer Applications								X {1}
Information Provider Applications								X {1}
Storage Management								X {1}
Networks								X {1}
Web-Based Services								X {1}
Service Level Agreements								X {1}
COTS								X {1}
Enterprise Continuums								X {1}
Migration Planning								X {1}
Management Utilities								X {1}
Systems and Network management								X {1}
Location & Directory								X {1}

IT Environment cont.									
Graphics and Image									X {1}
Operating Systems Services									X {1}
User Interface									X {1}
Data Management									X {1}
Data Interchange									X {1}
Communications infrastructure									X {1}
Professional									
Facilitation							X {3}		
Architect Community Contribution							X {3}		
IT Thought Leadership							X {2}		
Professional network							X {3}		
Quality Management							X {2}		
Ethics				X					
Reflective Practice				X					
Quality Attributes									
Implementing System Quality Attributes	X								
Manageability, Maintainability, and Supportability	X								
Monitoring Quality Attributes	X								
Performance, Extensibility, Flexibility	X								
Quality Attribute Auditing	X								
Reliability, Availability, Scalability	X								
Security	X								X {1}
Usability, Localization, Accessibility, and Personalization/Customizability	X								
Sales Process Acumen									
Sales Process Acumen							X {3}		
Competitive awareness							X {3}		
Solution Demonstration							X {4}		
Objection Handling							X {3}		
Soft Skills									
Knows the business								X	
Collaborates								X	
Capitalizes on opportunities								X	
Change leadership								X	
Organizational alignment								X	
Takes accountability								X	
Continuous Learning					X {competent}			X	
Software Architecture									
Solution Architecture	X								
Application Layering	X								
Asset Management Systems	X								X {1}
Business Intelligence	X								

Software Architecture cont.								
Customer/client knowledge	X			X				
Build and Development Environments	X		X					
End-To-End Test and Design Implementation	X							
Implementing the User Experience	X							
Information Architecture	X							
EA Tools	X							
Internationalization	X							
Mainframe Development and Design	X		X					
Messaging Technology	X							
Personalization	X							
Platforms and Frameworks	X				X {2}		X	
Programming Languages	X							X {1}
Proof of Concept Design	X		X					
Service Network	X							X {1}
Software engineering	X				X {3}			X {1}
Solution Architecture Development Methodology								
Application	X							
Solutions Architecture Specialties	X							
Transactions	X							X {1}
User Experience	X							
Workflow	X							
Solution Architecture	X							
Legal								
Contract law								X {2}
Data Protection law								X {3}
Procurement law								X {3}
Fraud								X {3}
Commercial law								X {3}
Project/Project Management								
Program management								X {1}
Project management								X {1}
Managing business change								X {3}
Change management					X {2}			X {3}
Value management								X {4}
Scoping			X					
Project planning and execution		X	X	X {competent}				X {1}
Understanding and mapping dependencies		X						
Manage architectural elements of an IT project plan							X {applied}	
Project management								X {1}
Understanding cultural dynamics		X						
Building strong relationships		X						
Identifying champions and resistors		X						

APPENDIX

* Model 4 = Proficiency is either **Competent** or **Knowledgeable**

** Model 5 = Proficiency Level Definitions for This Competency

1 - Foundation

- Presents written and verbal information clearly and concisely.
- Listens carefully to the content of information being conveyed by others in order to understand the key points.

2 - Intermediate

- Conveys knowledge and credibility with effective structuring of ideas, opinions and information, in writing and speaking.
- Listens carefully to the content of information being conveyed; asks clarifying questions to ensure understanding of others' messages.

3 - Skilled

- Conveys information, thoughts, and opinions by writing or speaking in a persuasive manner appropriate to the audience.
- Listens carefully and attentively, and clarifies and confirms the understanding of others' messages.
- Demonstrates an understanding of the implicit (emotional) message as well as the explicit message of any communication.

4 - Advanced

- Expresses and articulates key elements of ideas or concepts (both written and verbal) in a logical, descriptive, and comprehensible manner.
- Anticipates reactions and responds appropriately.
- Probes and listens for information from others, without interrupting or judging, in order to understand underlying issues.

5 - Superior

- Expresses complex ideas both written and verbal to all audiences.
- Demonstrates a finely tuned ability to anticipate, and respond to, reactions, attitudes, views, and feelings of individuals and groups.

*** Model 7 =

Skill Level	Proficiency	Experience
General	General conceptual	Limited – read knowledge only about it, some education
Applied	Applied knowledge	Performs with supervision or monitoring
Deep	In-depth knowledge	Mastered the current state-of-the-art and is able to perform without supervision.
Expert	Expert knowledge	Advances the state-of-the-art

**** Model 9 =

1 Background: No a required skill though should be able to define and manage skill if required

2 Awareness: Understands the background, issues, and implications sufficiently to be able to understand how to proceed further and advise client accordingly

3 Knowledge: Detailed knowledge of subject area and capable of providing professional advise and guidance. Ability to integrate capability into architecture design.

4 Expert: Extensive and substantial practical experience and applied knowledge on the subject.