Enterprise Architecture Practice Roles

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Abstract

The subject of People's jobs, Positions and Roles always tend to get somewhat confusing as there are such subtle differernces between them. However roles are useful in defining activities and responsibilities for those activities, so they need to be defined.

This paper explores each type and offers suggestions for how to organise an Enterprise Architecture team based along the lines of Roles, but keeps the concept of positions and jobs.

Introduction

This paper discusses the following relationships between Person, Job position (or title) and Role.
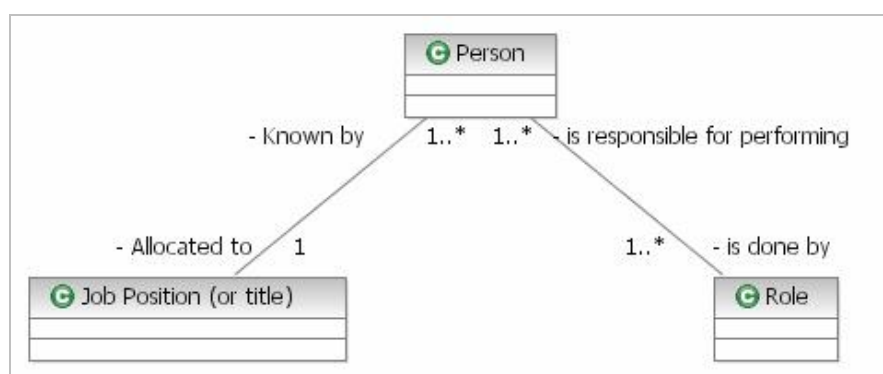
It is important to define and agree on roles; as individual roles are involved in many of the EA business processes. If a particular role is not defined and not assigned to a person, it is likely to get ignored and the activities the role performs might never get done.

Each person has a mental model about how EA should be performed and what should get done. These views are often different, but not apparent, so agreeing a list of Roles (in conjunction with Activites and Work Products) helps bring about a common understanding.

A typical example of this might be the role *Process Architect*, which is often not thought about when establishing a new EA practice as the real aim is to Do the Enterprise Architecture, not establish the Enterprise Architecture Process, which is just a side line private activity. Some role should be accountable and responsible for ensuring a common EA Practice process, however.

Job Position or Title

In many organisations People are assigned Job Positions or Titles. Typically although the position is usually described by a collective name such as an "Enterprise Architect" it does not really describe all the roles this person performs in their day to day activities.

The main reason most Job Positions or titles are defined is primarily so that human resources can understand and assign a salary grading structure to the position for remuneration purposes.

Seniority of position also comes into play which can tend to skew the understanding of the underlying roles. E.g A Head Business Architect does exactly the same as a Business Architect in terms of Architecture roles, but probably also has an additional Role of Line Manager to do.

Roles

The simplest description of a Role is: 'The "Hat" someone happens to be wearing at the time.' More specifically it is [1]:

**role** (rōl)   *n.*
>   **1.** also **rôle** A character or part played by a performer.
>   **2.** The characteristic and expected social behavior of an individual.

A part played by a performer is the closest in the EA Practice context. A performer is the mapping of the person doing the activities mapped to the role assigned to the activities.

Noted in the diagram below, in a team of Enterprise Architects, theoretically anyone can do any of the roles (better or worse) than anyone else. Generally people are picked according to the key strengths or experience needed for a specific set of roles.

EA Practice suggested Roles

Below is a model of all the Roles suggested for doing Enterprise Architecture. They are all specializations of the Abstract role of *Enterprise Architect*. In many cases people do more than just one role.
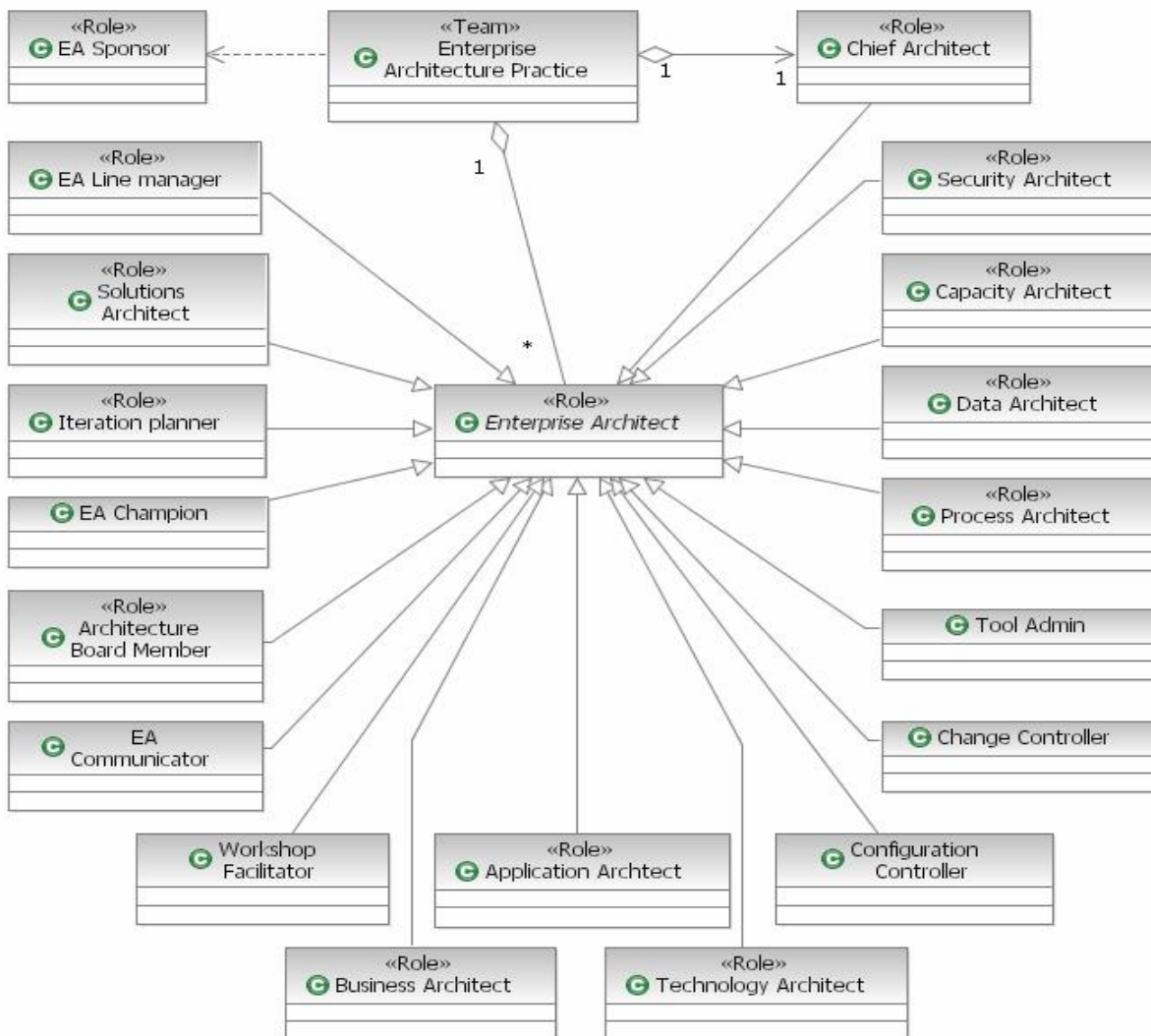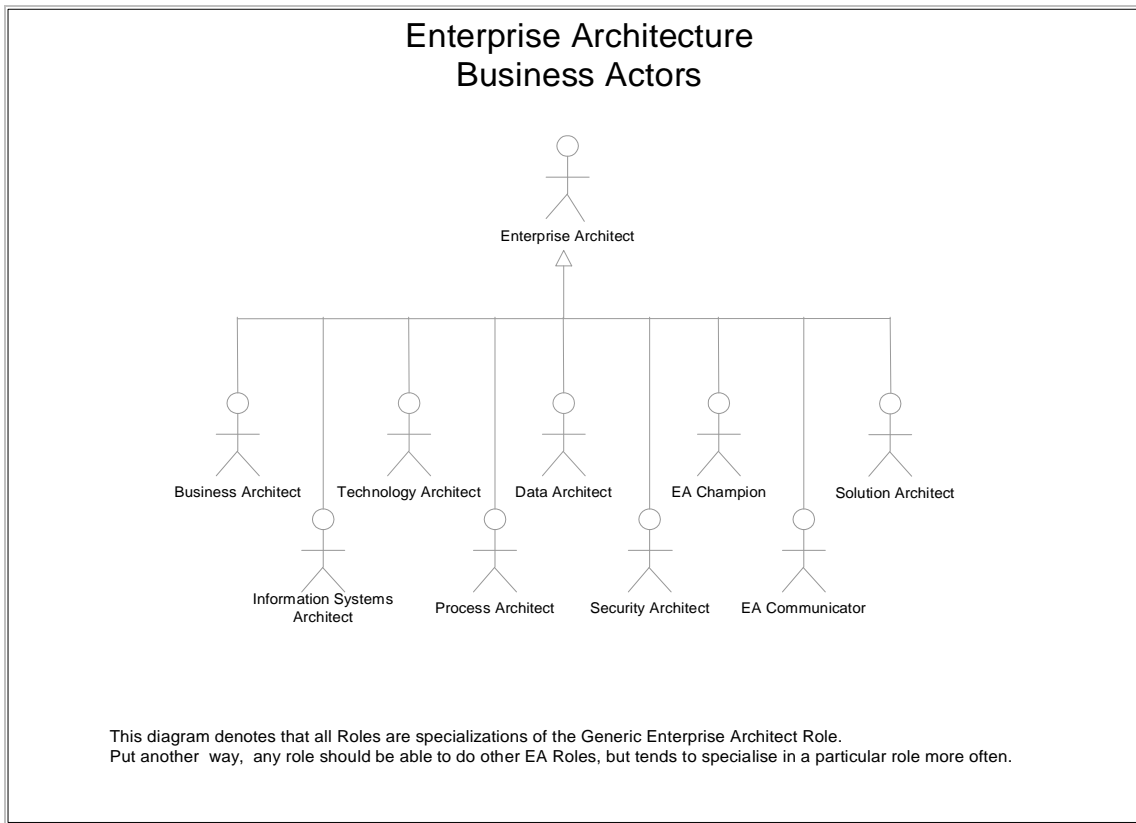

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e for example a *Business Architect role*; a person doing this role might also do the *Iteration planner role*, the *EA Line manager role*, the *EA Champion role* and the *EA Communicator role* either all in the same day, or at different points in time.

The Business Actors from the Capability Use Cases

In defining the Capability Business Use Cases for Enterprise Architecture, we have used the Actor to assume the Role the person plays. This is a similar diagram to the previous one, just using the stick man Icon for Actor <<Role>> instead of the box of the Class <<Role>>.

Enterprise Architecture
Business Actors

Enterprise Architect

Business Architect   Technology Architect   Data Architect   EA Champion   Solution Architect

Information Systems Architect   Process Architect   Security Architect   EA Communicator

This diagram denotes that all Roles are specializations of the Generic Enterprise Architect Role.
Put another way, any role should be able to do other EA Roles, but tends to specialise in a particular role more often.

Agreeing Roles and Mapping People to Roles

It is important to:
   a) Agree which roles exist so that all of the team work with the same Role set definition.
   b) Map the People in the team to the Roles that exist to help identify responsibility, accountability, communication and involvement. (RACI)
   c) This in turn allows the team to see who is responsible for Activities and Work Products.

Conclusion

As an EA Practice team, two of the activities required is to Agree Roles and then Map People to these agreed Roles, to then assign Responsibility,. Accountability, Communication and Involvement.

References

[1] http://www.thefreedictionary.com