

Enterprise Architect

Find out what an Enterprise Architect does and the skills you need to do the job.

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This describes the role of an Enterprise Architect and the skills required including:

- an introduction to the role, telling you what you would do in this role and the full list of skills
- a description of the levels in this role, from Enterprise Architect to Principal Enterprise Architect and the skills you need for each level and the [corresponding skill level](#) (awareness, working, practitioner, expert).

This role is part of the [Digital, Data & Technology Profession](#) in the Civil Service.

Introduction to the role of Enterprise Architect

Enterprise Architects are leaders working across different levels within an organisation to translate the business strategy into business change and technical delivery. They are responsible for:

- identifying priorities for change to enable delivery at pace
- leading and influencing the delivery of cross-cutting capabilities that enable change
- ownership of enterprise architecture vision, strategy and roadmaps from a business, technology and data perspective, including 'as-is', 'to-be' and transitional states. Consulting and facilitating collaboration across the business

- understanding the organisation's ecosystem and its inter-dependencies, including reference architectures
- taking a strategic view across all architectural domains, portfolios and programmes
- guiding the organisation to make the appropriate business, technology and data decisions, by promoting reuse, sustainability and scalability, to achieve value for money and reduce risk
- establishing architectural principles, policies and standards.
- collaborating and consulting with stakeholders to assure business, technology and data decisions are aligned with EA strategy
- developing the architecture community
- carrying out horizon scanning across industry, identifying emerging trends and their potential impact and opportunity for the organisation

Skills required to be an Enterprise Architect

You will need the following skills for this role, although the level of expertise for each will vary, depending on the role level.

- **Bridging the gap between the technical and non-technical.** You are able to communicate effectively across organisational, technical and political boundaries. You know how to make complex and technical information and language simple and accessible for non-technical audiences. You collaborate effectively with others.
- **Making and guiding decisions.** You can make and guide effective decisions, explaining clearly how the decision has been reached. You must have the ability to understand and resolve technical disputes across varying levels of complexity and risk.
- **Problem definition and shaping.** You look beyond the immediate problem and identify the wider implications across the whole enterprise. You understand relevant historical context and future impact and can understand how current work fits in broader contexts and strategies. You are able to identify underlying problems and opportunities and carry out horizon scanning to identify future threats or opportunities.

- **Enterprise and Business Architecture.** You have a strong understanding of enterprise architecture and its sub-domains. You understand the organisational landscape and strategy of an organisation and are able to support the creation of future state architecture aligned to strategy. You can translate business drivers, goals and constraints into business objectives. You define required capabilities and support organisational changes to create operating models that meet business objectives. You are able to describe and influence relationships between organisational structures, processes, technology, people and skills within and outside of an enterprise, to achieve transition to the new state.
- **Community Collaboration.** You can contribute to the work of the community, building successful teams through understanding team styles and influencing as well as motivating team members. You know how to give and receive constructive feedback, facilitating the feedback loop. You can facilitate conflict resolution within teams, ensure the team is transparent and that the work is understood externally. You can help teams maintain a focus on delivery while being aware of the importance of professional development.
- **Strategic design and business change.** You have a strong understanding of business issues, events and activities and their short to long term impact. You are able to define principles, patterns, standards, policies, roadmaps and vision statements. You focus on outcomes rather than solutions and activities and are able to develop, maintain or update strategy in response to feedback and findings.
- **DDaT perspective.** You can demonstrate an understanding of user-centred design, technology and data perspectives. You understand the range of available technology choices and can make informed decisions based on user need and value for money. You understand the variety and complexities of digital and data contexts and can design services to meet them. You have knowledge of the wider digital economy and advances in technology.
- **Commercial perspective.** You understand and contribute to commercial contracts, procurement, sourcing and exit strategies. You contribute to supplier selection and evaluation processes as well as use government procurement processes and Framework such as G-Cloud, Digital Services

Framework and the Digital Marketplace. You can implement effective sourcing strategies that meet organisational needs.

- **Governance.** You can understand technical governance and participate in or deliver the assurance of a service. (This skill becomes increasingly critical at senior role levels).

Enterprise Architect

Skills needed for this role

- **Bridging the gap between the technical and non-technical.** You are aware of the need to translate technical concepts into non-technical language. Understands what communication is required to internal and external stakeholders. (Relevant skill level: awareness)
- **Making and guiding decisions.** You are able to recommend decisions and describe the reasoning behind these. You are capable of identifying and articulating technical disputes between direct peers and local stakeholders. (Relevant skill level: awareness)
- **Problem definition and shaping.** You are aware of the strategic context of your work and why it is important. You support strategic planning. (Relevant skill level: awareness)
- **Enterprise and business architecture** You support the translation of business drivers, goals and constraints into business objectives. You work under supervision to define required capabilities and support organisational changes to create operating models that meet business objectives. (Relevant skill level: awareness)
- **Community collaboration.** You understand the work of others and the importance of team dynamics, collaboration and feedback. (Relevant skill level: awareness)
- **DDaT perspective.** You can demonstrate a basic understanding of design, technology and data principles. You understand the range of available technology choices. (Relevant skill level: awareness)
- **Commercial perspective.** You have an awareness of government commercial processes. You have an awareness of legal and compliance rules. (Relevant skill level: awareness)
- **Governance.** You can understand technical governance and participate in the assurance of a service. (Relevant skill level: awareness)

Senior Enterprise Architect

Skills needed for this role

- **Bridging the gap between the technical and non-technical.** You can communicate effectively with technical and non-technical stakeholders. You can facilitate discussions within a multidisciplinary team. You are able to advocate for the team externally and can manage differing perspectives. (Relevant skill level: working)
- **Making and guiding decisions** You are able to make decisions characterised by managed levels of risk and complexity and recommend decisions as risk and complexity increase. You are capable of resolving technical disputes between wider peers and indirect stakeholders, considering all views and opinions. (Relevant skill level: working)
- **Problem definition and shaping.** You can work within a strategic context and communicate how activities meet strategic goals. (Relevant skill level: working)
- **Enterprise and business architecture.** You work with limited direction to translate business drivers, goals and constraints into business objectives. You help to define required capabilities and support organisational changes to create operating models that meet business objectives. (Relevant skill level: working)
- **Community collaboration.** You can contribute to the work of others while having the ability to motivate and empower teams. You know how to create the right environment for teams to work in and can facilitate the best team make-up depending on the situation. You can recognise and deal with issues. (Relevant skill level: working)
- **DDaT perspective.** You can demonstrate a working understanding of design, technology and data principles. You understand the variety and complexity of users' digital needs and how the product will meet those needs. You know about assisted digital support and can explain why it's important. You can design services and make decisions to meet users' needs. (Relevant skill level: working)

- **Commercial perspective.** You understand appropriate internal contacts and processes within a government department. Understands different sourcing strategies and when to apply them. (Relevant skill level: working)
- **Governance.** You understand how governance works and what governance is required. You can take responsibility for the assurance of a service and know what risks need to be managed. (Relevant skill level: working)

Lead Enterprise Architect

Skills needed for this role

- **Bridging the gap between the technical and non-technical.** You can identify needs of business and technical stakeholders. Effectively manage stakeholders expectations. Excellent communication skills, particularly relating to brokering difficult conversations / negotiations. (Relevant skill level: Practitioner)
- **Making and guiding decisions.** Able to make decisions characterised by medium levels of risk and complexity and recommend decisions as risk and complexity increase. Able to build consensus between services or independent stakeholders. (Relevant skill level: Practitioner)
- **Problem definition and shaping.** You can define strategies and policies, providing guidance to others on working in the strategic context. You evaluate current strategies to ensure business requirements are being met and exceeded where possible. (Relevant skill level: Practitioner)
- **Enterprise and business architecture** You support and advise on the development of a future state architecture aligned to strategy. You lead on the translation of business drivers, goals and constraints into business objectives, including defining required capabilities to create or develop operating models that meet business objectives. (Relevant skill level: Practitioner)
- **Community collaboration.** You know how to work collaboratively within a group, actively networking with others and varying feedback for the appropriate time to ensure the discussion sticks. You can use your initiative to identify problems or issues in the team dynamic and rectify them. You can

pull out issues through agile health-checks with the team to provoke the right responses. (Relevant skill level: Practitioner)

- **Strategic design and business change.** You have a good understanding of business issues, events and activities and their short to long term impact. You support defining principles, patterns, standards, policies, roadmaps and vision statements. You focus on outcomes rather than solutions. You help develop, maintain or update strategy in response to feedback and findings. (Relevant skill level: Practitioner).
- **DDaT perspective.** You can demonstrate an advanced understanding of design, technology and data principles. You know how to identify and implement solutions for assisted digital. You can apply knowledge to work with other job families. (Relevant skill level: Practitioner)
- **Commercial perspective.** You are able to identify appropriate contractual frameworks and approaches. Able to identify, evaluate and select appropriate suppliers. (Relevant skill level: Practitioner)
- **Governance.** You can evolve and define governance. You can take responsibility for collaborating and supporting other staff in wider governance. You know how to assure services across sets of services. You use tools such as standard, guardrails and principles to effectively govern deliveries. (Relevant skill level: Practitioner)

Principal Enterprise Architect

Skills needed for this role

- **Bridging the gap between the technical and non-technical.** You are able to broker relationships with stakeholders at all levels and facilitate discussions across high-risk or complex topics, or under constrained timescales. You are able to manage stakeholder expectation, speak and represent the community to large audiences inside and outside of government. (Relevant skill level: expert)
- **Making and guiding decisions.** You are able to make and justify decisions characterised by high levels of risk, impact and complexity. You build

consensus between organisations (private or public) or highly independent and diverse stakeholders. (Relevant skill level: expert)

- **Problem definition and shaping.** You lead the design and implementation of strategy, directing the evaluation of strategies and policies to ensure business requirements are being met. (Relevant skill level: expert)
- **Enterprise and business architecture.** You set direction to develop a future state architecture aligned to strategy. You influence relationships between organisational structures, processes, technology, people and skills within and outside of an enterprise, to achieve transition to the new state. (Relevant skill level: expert)
- **Community collaboration.** You know how to solve and unblock issues between teams or departments at the highest level. You understand the psychology of the team and have strong mediation skills. You can coach the organisation on team dynamics and conflict resolution while also building and growing the community. (Relevant skill level: expert)
- **Strategic design and business change.** You have a strong understanding of business issues, events and activities and their short to long term impact. You are able to define principles, patterns, standards, policies, roadmaps and vision statements. You focus on outcomes rather than solutions and activities and are able to develop, maintain or update strategy in response to feedback and findings. (Relevant skill level: expert)
- **DDaT perspective.** You know about the wider digital economy and advances in technology. You understand agile working at an organisational level. You can create the environment for success. You know how to initiate and support working with other digital, data and technology (DDaT) roles, job families and professions. (Relevant skill level: expert)
- **Commercial perspective** You can coach others in appropriate commercial, vendor and legal issues. (Relevant skill level: expert)
- **Governance.** You can understand how technical governance works with wider governance - for example, budget. You can assure corporate services by understanding important risks and mitigating them through assurance mechanisms. (Relevant skill level: expert)