

Information Technology Architect Certification

Conformance Requirements Level 3: Enterprise Architect Career Path Category

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**Information Technology Architect Certification
Conformance Requirements for Level 3: Enterprise Architect Career Path Category**

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1. BACKGROUND

1.1 Introduction

The Open Group IT Architect Certification Program (the Program) is designed to validate the existence of those qualities and skills in a professional that enable the effective practice of IT architecture. The Program is skills and experience-based and goes beyond validating the mastery of any specific knowledge base.

The Program includes a framework for accreditation of third parties to establish IT Architect certification programs affiliated to The Open Group. The framework of accreditation and certification is specifically intended to standardize the process and criteria for IT Architect professional certification and establish a foundation for the required skills and experience necessary to achieve such a distinction. The Program was designed to be flexible and extensible so that the framework may be adopted by any industry, country, or organization.

The Open Group supports two different routes to IT Architect certification:

- The first route is *direct* certification by The Open Group.
- The second is *indirect*, through third-party programs accredited by The Open Group.

The Conformance Requirements for IT Architect certification apply equally to the direct and indirect routes to certification.

Beyond the Conformance Requirements for a Certified Enterprise or IT Architect, third parties operating Accredited Certification Programs (ACPs) may levy additional requirements on their Candidates in order to satisfy their internal skills requirements. Such additional requirements are called *extended certification requirements* or simply *extended requirements*. For example, extended certification requirements might include experience with a proprietary corporate method or appropriate industry or cultural requirements.

The Program requires ACPs' extended certification requirements to be effectively documented and communicated within the accredited program. In addition, extended certification requirements must not relax the skills, experience, or process requirements set forth by the framework established herein.

The Open Group direct certification route may, at some time in the future, also include extended requirements, but these will always be optional to ensure that the baseline requirements of the framework remain common across the profession.

The Program is based upon a set of key documents:

1. The *Certification Policy* sets out the policies and processes by which an Enterprise Architect may achieve certification.
2. The *Level 3 Conformance Requirements* for Enterprise Architects (this document) documents the skills and experience that an IT Architect must possess to achieve certification at Level 3 of the Program in the Enterprise Architect Career Path Category.
3. Other Level 3 Conformance Requirements documents for additional Career Path Categories.

4. The *Level 1 and 2 Conformance Requirements* documents the skills and experience that an IT Architect must possess to achieve certification at Level 1 and 2 of the Program.
5. The *Accreditation Policy* sets out the policies and processes by which an Organization may achieve accreditation.
6. The *Accreditation Requirements* documents the criteria that must be met by an ACP.

1.2 Levels of Certification and Career Path Categories

1.2.1 Levels of Certification

The Program recognizes three levels of certification:

- Level 1 Certified IT Architect
The Candidate is able to perform with assistance/supervision, with a wide range of appropriate skills, as a contributing architect.
- Level 2: Master Certified IT Architect
The Candidate is able to perform independently and take responsibility for delivery of systems and solutions as lead architect.
- Level 3: Distinguished Certified IT Architect
The Candidate has significant breadth and depth of impact on the business through the application of enterprise and IT architecture.

Candidates applying for certification at Level 3 are required either to be certified at Level 2, or to have met the Level 2 Conformance Requirements at some time in the past.

Certification at Level 3, without previously being certified at Level 2, requires a Candidate to submit a Level 2 package in addition to the Level 3 package. To allow Level 3 certification for people who may have met the Level 2 requirements at some time in the past, the Level 2 time constraints are waived for combined Level 2/Level 3 applications.

1.2.2 Level 3 Career Path Categories

At Level 3 of the Program, three Career Paths Categories are defined:

- Chief/Lead IT Architect (defined in a separate document)
Chief/Lead IT Architects have progressed beyond the Master IT Architect in terms of **leadership**, and the **scope, depth, and breadth of impact** that their work has had on the business of their clients or employers, evidenced by the significance and complexity of their engagements. Chief/Lead IT Architects often support others and troubleshoot problem projects or engagements.
- Enterprise Architect (defined in this document)
Enterprise Architects have progressed beyond the Master IT Architect also in terms of **leadership**, and the **scope, depth, and breadth of impact** that their work has had on the business of their clients or employers, and have demonstrated this in the realm of Enterprise Architecture and/or Enterprise IT Architecture.

- IT Architect Profession Leader (defined in a separate document)

IT Architect Profession Leaders deliver **leadership**, and **scope, depth, and breadth of impact** on the business of their clients through the development and management of the Enterprise and IT Architect profession within their employers (or clients).

This document defines the skills and experience required to achieve Level 3 certification for the Enterprise Architect Career Path Category (CPC).

1.3 Evaluation of Conformance

The process for evaluating conformance starts in all cases with a review of the Candidate’s Certification Package by the Certification Authority and the members of the Certification Board.

This may be followed by an interview, as shown in the following table:

	Level 1	Level 2	Level 3
Initial Certification	Telephone interview by Certification Board	Interview by Certification Board (face-to-face for direct certification)	Interview by Certification Board (face-to-face for direct certification)
Re-Certification	No Interview	Telephone interview by Certification Board	Telephone interview by Certification Board

To enable fair and equal access to certification at Level 2 and 3, the Certification Authority will give due consideration to requests for remote interviews based upon the extenuating circumstances of the Candidate, such as physical inability to travel.

1.4 Migration

This is the first version of this document defining the second Career Path Category of Level 3 of the Program: the Enterprise Architect.

1.5 Program Logo

Enterprise Architects certified within the Program are able to use an Open Group logo on their business cards, etc. In accordance with the Trademark License Agreement and Trademark Usage Guide, the logos that may be used include a label (tag line).

The labels for the three levels are as follows:

	Label
Level 3	“Distinguished Certified IT Architect” or “Distinguished Enterprise Architect”
Level 2	“Master Certified IT Architect”
Level 1	“Certified IT Architect”

1.6 Terminology and Definitions

This table defines terms or clarifies the meaning of words used within this document. Where an acronym is also used, it is provided in parentheses.

Accredited Certification Program (ACP)	<p>An IT Architect certification program, operated by a third party, that has been assessed by The Open Group as meeting the requirements set out in the Accreditation Policy and which has been entered into the Accreditation Register.</p> <p>Depending on context, the term is also used to mean the company or organizational unit that operates an Accredited Certification Program.</p>
Application Form	The form completed by the Candidate to apply for certification.
Candidate	The individual who is in the process of being certified.
Career Path Category (CPC)	A set of Conformance Requirements at Level 3 that defines one of the career paths identified in the Program. Certification at Level 3 is to one of the Career Path Categories.
Certificate	The document made available to Candidates who have successfully completed the certification process and whose details have been entered into the Directory of Certified IT Architects.
Certification Agreement	The agreement between the Candidate and the Certification Authority that defines the certification service to be provided and contains the legal commitment by the Candidate to the conditions of the certification program.
Certification Authority (CA)	The Organization that manages the day-to-day operations of the certification program – in this case The Open Group.
Certification Board	The group of subject matter experts appointed by the Certification Authority or by an Accredited Certification Program to assess applications for certification.
Certification Package	The detailed description of the skill levels attained and experience undergone that provides the Certification Authority or Accredited Certification Program with sufficient information to determine whether the Candidate meets the Conformance Requirements. The Certification Package is never made public.
Certification Program Guide	The document that describes the processes for how a Candidate achieves certification. The Certification Program Guide is used in conjunction with the Certification Policy document. The Certification Policy document defines what a Candidate must do, whereas the Certification Program Guide provides detailed instructions on how a Candidate gets certified and where to obtain relevant information and documents.

Certification Record	<p>The information identifying the Candidate, including contact details, and describing the way in which the Candidate meets the Conformance Requirements, including which optional criteria are met.</p> <p>The Certification Record of a Certified IT Architect is made available by the Certification Authority at the discretion of the Certified IT Architect.</p>
Certification System Deficiency (CSD)	An agreed error in the Certification System, which is inhibiting the certification process. A Certification System Deficiency is one possible outcome of a Problem Report.
Certified IT Architect	A Candidate that has successfully completed the certification process and who has been notified in writing by the Certification Authority that certification has been achieved.
Conformance Requirements	A definition of the mandatory and optional criteria a person must meet in order to be eligible for certification.
Direct Certification	<p>Direct certification is achieved by applying directly to The Open Group, or to a third party operating the Program on behalf of The Open Group, and successfully completing the certification process.</p> <p>Direct certification is open to any Candidate, regardless of who they work for, or where in the world they live and work.</p>
Directory of Certified IT Architects	The official list of all Certified IT Architects, which is maintained by the Certification Authority and made publicly available via the Internet.
Evaluation Process	The documented process by which the Certification Authority determines whether a Candidate has met the Conformance Requirements. The Evaluation Process consists of evaluation procedures and criteria.
Evaluation Process Deficiency (EPD)	An agreed error in the Evaluation Process used to evaluate whether a Candidate meets the Conformance Requirements, which impacts certification. An Evaluation Process Deficiency is one possible outcome of a Problem Report.
Indirect Certification	<p>Indirect certification is achieved by applying to an Accredited Certification Program and successfully completing the certification process.</p> <p>To be eligible for certification by a particular Accredited Certification Program, Candidates must work for the Organization running the Accredited Certification Program.</p>
Interpretation (INT)	Decision made by the Specification Authority that elaborates or refines the meaning of the Conformance Requirements, or a standard or specification referenced within the Conformance Requirements. An Interpretation is one possible outcome of a Problem Report.
Problem Report (PR)	A question of clarification, intent, or correctness of the Conformance Requirements, the Evaluation Process, or the Certification System, which, if accepted by the Specification Authority, will be resolved into an Interpretation, Evaluation Process Deficiency, or Certification System Deficiency, respectively.

Program Logo	The logo or other trademarks as designated from time to time by The Open Group for use within the Program in relation to Certified IT Architects. The Program Logo artwork contains a tag line that describes the level of certification achieved.
Specification Authority (SA)	The Open Group IT Architect Certification working group, or its successor, which is responsible for developing, maintaining, and interpreting the Conformance Requirements and Accreditation Requirements of the Program.
Trademark License Agreement (TMLA)	The agreement between the Certified IT Architect and The Open Group that contains the legal commitment by the Candidate to the conditions for use of the Program Logo.

2. ENTERPRISE ARCHITECT ROLES AND RESPONSIBILITIES (INFORMATIVE)

Enterprise Architecture is the description of the current and/or future structure and behavior of an organization's processes, information systems, personnel, and organizational sub-units, aligned with the organization's core goals and strategic direction. Although often associated strictly with information technology, it relates more broadly to the practice of business optimization in that it addresses business architecture, information architecture, performance management, organizational structure, and business process architecture as well.

The Level 3 Enterprise Architect Career Path Category is intended to apply to practicing and experienced Enterprise Architects.

The role of the Enterprise Architect is:

- To lead the creation and realization of sufficiently complex enterprise architectures
- To establish an architectural framework that is the foundation for other systems across the enterprise and is essential for the proper execution and delivery of critical and strategic business systems
- To implement enterprise-wide initiatives aimed at supporting the enablement of the Enterprise and IT Architect community through the development of tooling, education, or career enhancement

The Enterprise Architect is:

- An expert in the **understanding of architectural principles and their application** to business architecture, performance management, organizational structure, and process architecture as well as IT architectural aspects such as system design, security, cost, and operational considerations
- **A student of the profession** that is constantly learning and applying new techniques and technologies and seeking to design new innovative architectural solutions
- A contributor to the profession; by providing best practices and concepts to refine enterprise architecture methodologies, frameworks, and techniques based on practical experiences

What distinguishes Enterprise and IT Architects at Level 3 from those at Level 2 are **leadership, and scope, depth, and breadth of impact.**

2.1 Leadership

Leadership means **getting something done through other people**.

Leadership is not equivalent to management. Leadership requires the effective coordination of resources that are often not directly under the leader's control:

- A leader accepts the responsibility for the success of a project or organization and provides selfless giveback and support to ensure everyone's success.
- A leader recognizes the need to change, adapt, and innovate – and they find effective ways to communicate those needs to the organization.

In order to understand the meaning of architectural leadership it is necessary to understand that **any professional can be a leader**. Leadership is essential for all Enterprise and IT Architect professionals who wish to progress in their careers.

Examples of leadership in a technical context are:

- Establishing and driving a **new architectural vision** or direction in order to adapt to changing business dynamics
- Developing a **new technical standard** or framework as part of a standards body
- Setting and maintaining the **direction** of a team of IT professionals to achieve a common goal
- Resolving a **complex technical problem** by developing new tooling or techniques
- Implementing **innovative enterprise architecture concepts and strategies** that facilitate the way an organization does business or support a new IT industry view or initiative
- Helping the organization to **recognize weak links in their IT strategy** and implementation in a way that helps to facilitate the organization's closure of gaps
- Facilitating the implementation of a **significant and complex architectural initiative** through other technical members of the organization – this is often accomplished through mentorship, enablement, and giveback
- Acting in the role of the **technical advocate** by [recommending] an appropriate enterprise solution that changes the dynamics of the business environment; a technical advocate works with business leaders to consider strategic changes to the business, facilitates entry into new markets, and responds to changing market dynamics
- Being seen as a **role model** by team members

2.2 Level 3 Architectural Leadership

The Conformance Requirements at Level 3 are focused on innovative technical leadership through the realization of an enterprise architecture-based initiative and the breadth of impact that a Candidate has had across their organization as well as within the industry. The Conformance Requirements are intended to measure a Candidate's ability to successfully impact an organization's mission and business strategy through their leadership of the development of innovative business solutions and initiatives.

Level 3 Conformance Requirements require a Candidate to demonstrate significant architectural leadership evidenced in the use and application of enterprise architecture.

Architectural leadership for the Enterprise Architect is defined as leading the creation and realization of a sufficiently complex business system or enterprise architecture that is:

- Critical to the business
- Significant and complex – non-trivial and meaningful to the business
- Innovative
- Recognized as essential across multiple organizations or multiple lines of business
- Visible outside of the business or enterprise to customers or business partners

3. CONFORMANCE REQUIREMENTS (NORMATIVE)

The Conformance Requirements for the Program are broken down as follows:

- Core Foundation skills
- Experience requirements

Candidates applying for certification at Level 3 are required either to be certified at Level 2, or to have met the Level 2 Conformance Requirements at some time in the past.

Certification at Level 3, without previously being certified at Level 2, requires a Candidate to submit a Level 2 package in addition to the Level 3 package. To allow Level 3 certification for people who may have met the Level 2 requirements at some time in the past, the Level 2 time constraints are waived for combined Level 2/Level 3 applications.

3.1 Skill Levels

For the Core Foundation skills, Candidates must meet or exceed the minimum skill level defined for each of the skills.

Skill levels are defined as follows:

Table 1: Skill Levels and Proficiency Ratings

Skill Level	Proficiency	Experience
Limited	Limited or no knowledge	None
General	General conceptual knowledge only	Limited – read about it, some education
Applied	Applied knowledge	Performs with supervision or mentoring
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, delivering greater business value realized through architectural innovation or application

3.2 Level 3 Scope and Definitions

Certification for the Level 3 Enterprise Architect Career Path Category is focused on establishing the metrics to identify those Level 2 Certified IT Architects that have made valuable and recognizable contributions to their client's business through the practice of business architecture as an Enterprise Architect.

In addition, these individuals also work to evolve the practice of enterprise architecture as well as contribute to the growth of the enterprise architecture profession.

3.2.1 Definitions Specific to Level 3

A number of the Core Foundation skills refer to “significant” or “complex” contributions. These terms are defined below:

A **significant** contribution to a project is one that has a positive impact on the client's business and that is recognized by the client's business leadership.

Examples of impact are:

- A cross-organizational or cross-line of business engagement
- A substantial financial cost/benefit
- A troubled project turnaround saved by your ideas or efforts
- A high-risk project

A **complex** project or engagement is one or more of the following:

- System of systems integration
- Cross-organizational/business partner/multiple customer or multi-vendor coordination
- Alignment of IT and business systems to a new strategic business model
- Adoption of cutting-edge technologies
- A system of substantial scale as measured by the total number of components, the number of different kinds of components, and the complexity of the relationships between them

3.3 Level 3 Core Foundation Skills for the Enterprise Architect

The Level 3 Core Foundation skills are categorized into Leadership skills, Project Management skills, People skills, Business skills, Architecture skills, and Governance skills.

The Candidate must be able to document that they have demonstrated these skills at the required level (or higher) repeatedly and successfully.

Table 2: Level 3 Core Foundation Skills – Enterprise Architect CPC

Reference	Category	Skill	Description	Required Skill Level
CFS.L3.01	Leadership	Collaborative Influence	Facilitate the implementation of an important business initiative by promoting teaming and cross-organizational participation.	Deep
CFS.L3.02	Leadership	Cross-organizational Leadership	Initiate, lead, and influence multi-disciplinary initiatives across organizational boundaries coordinating the activities necessary to succeed.	Deep
CFS.L3.03	Leadership	Risk Management	Guide an organization’s strategy to recognize the weak links in their technical plans and implementation in a way that manages risk and facilitates the organization’s closure of gaps.	Deep
CFS.L3.04	Leadership	Strategic Planning	Identify and drive strategic architectural decisions for an enterprise or organization.	Deep
CFS.L3.05	Project Management	Cross-organizational Project Management	Experience in allocating project activities and architecture assignments to multiple teams or architects.	Deep
CFS.L3.06	People	Executive Communication	Demonstrate the ability to evangelize architectures and strategies to business executives and project leaders in order to gain stakeholder commitment.	Deep
CFS03	People	Perform Conflict Resolution	Mediate opposing viewpoints and negotiate equitable solutions to ensure successful and stable outcomes.	Deep
CFS.L3.07	Business	Understand Business Aspects	Champion the business stakeholders’ requirements and align the IT implementation accordingly.	Deep
CFS.L3.08	Architecture	Stakeholder Advocate	Simultaneous advocate of multiple stakeholders’ interests (business and IT).	Deep
CFS.L3.09	Architecture	Strategic Architectural Thinking	Apply strategic architectural thinking to mission, strategy, and vision in ways that deliver positive impact and results to the business.	Deep
CFS.L3.10	Architecture	Employ Modeling Techniques	Select, enhance, adapt, and use the proper modeling techniques necessary to realize a significantly complex architectural effort that delivers a strategic business initiative.	Deep

Reference	Category	Skill	Description	Required Skill Level
CFS.L3.11			Intentionally left blank.	
CFS.L3.12	Architecture	Technology Innovation	Provide break-through architectural thinking to the innovative application of information technology to deliver greater business value.	Deep
CFS.L3.13	Governance	Manage IT Governance	Manage, maintain, and evolve the process and policies for business and IT governance that support the principles of the enterprise architecture.	Deep
CFS.L3.14	Governance	Evaluate Enterprise Architectures & Implementations	<p>Assess enterprise architectures and implementations especially in the context of enterprise and technology governance for those projects in which the enterprise architect is responsible.</p> <p>Appraise an existing enterprise architecture in terms of completeness of scope, level of detail, quality of work, etc. Validate implementations against the defined enterprise architecture.</p> <p>Establish metrics for validating the conformance of an implementation to an enterprise architecture.</p>	Deep

3.4 Experience Criteria

Certified Enterprise and IT Architects must be able to demonstrate that they meet the experience criteria defined in Table 3.

The Application Package must describe a set of work efforts that demonstrate the required experience.

Reference may be made to sections within the Experience Profiles, and/or the Candidate may provide detailed descriptions of work efforts that demonstrate compliance with these criteria.

Table 3: Experience Criteria

Experience Category	Level 3 Requirement
EC.L3.01 Establish Architectural Vision	Establish architectural vision for significantly complex enterprise architectures. Guidance to Candidates: A Distinguished Enterprise Architect works to realize an architectural strategy across multiple lines of business, business systems, or IT applications. Examples: Establish/amend the architectural vision in response to a decision to adopt SOA.
EC.L3.02 Demonstrate Strategic Leadership	The Candidate must have anticipated, created, and defined innovative concepts in a strategic business environment. The Candidate must have shown technical leadership in conducting strategic architecture projects or initiatives. Guidance to Candidates: A strategic solution/architecture results from the need to support a strategic business initiative. Technical leadership is leadership conducted in the context of information technology and business systems.
EC.L3.03 Demonstrate Business Impact	The Candidate must have demonstrated positive impact on the business by leading significantly complex projects or enterprise architecture initiatives. Guidance to Candidates: A Distinguished Enterprise Architect has a recognized and measurable breadth of impact across an organization or enterprise. Examples: A Distinguished Enterprise Architect is accountable for business unit, major country, or international projects, customer engagements, or activities that are strategic to the organization’s business.

Experience Category	Level 3 Requirement
EC.L3.04 Establish Architectural Process, Policies, and Procedures	<p>The Candidate must have experience defining enterprise-wide architectural processes, policies, and procedures. This includes, but is not limited to, selecting and adapting the proper architectural methods, governance, and technical standards necessary to realize an enterprise architecture initiative.</p> <p>Guidance to Candidates:</p> <p>Demonstrated ability to impact the business by applying and extending architectural methods that facilitate the development of IT systems that solve significant business problems.</p> <p>Architectural processes, policies, and procedures can be realized through architectural roadmaps or frameworks (policies and procedures have restricted connotations in some organizations).</p> <p>Examples:</p> <p>Experience establishing business and/or IT governance process and organization frameworks.</p> <p>Experience in the broader aspects of IT governance (not just project-level governance).</p> <p>Experience in applying business and IT governance frameworks that facilitate the alignment of business processes to business and IT function.</p> <p>Experience in the application of enterprise-wide IT and industry standards and processes.</p>

3.5 Professional Development

A certified Level 3 Candidate is expected to show continued growth and pursuit of knowledge and education in the field of enterprise and IT architecture. A Candidate is required to show continued professional growth in each of the following categories.

Professional development activities cited in an application for certification should all have taken place in the previous three (3) years.

Reference	Description	Conformance Criteria
PDL302	Knowledge of the technology, trends, and techniques in the IT industry	Candidates are required to maintain their knowledge of the technology, trends, and techniques in the IT industry. Level 3 Candidates must show documented evidence of continuing education.
PDL303	Vertical industry business knowledge (e.g., telecoms, financial, etc.)	Candidates are required to maintain their vertical industry business knowledge (e.g., telecoms, financial, etc.). Level 3 Candidates must show documented evidence of continuing education.

Reference	Description	Conformance Criteria
PDL304	Skills and knowledge in enterprise architecture	Candidates must continually develop their skills and knowledge of the latest trends and techniques in enterprise architecture. Level 3 Candidates must show documented evidence of continuing education.

3.6 Contributions to the Enterprise and IT Architect Community

The Candidate is expected to provide significant contributions in the following categories.

Community contribution activities cited in an application for certification should all have taken place in the previous three (3) years.

Reference	Description	Conformance Criteria
CC.L3.01	Contributions to the Enterprise Architecture Profession	Candidates must make significant contributions to the enterprise architecture profession with the objective of promoting the growth of the profession itself. Guidance: Candidates are expected to make visible contributions to the enterprise architecture community or the body of knowledge. For example, contributions to standards bodies or professional associations that seek to define innovative new architectural solutions, strategies, research, or technologies. As part of their contribution to the community, Certified Distinguished Enterprise Architects are expected to be available to serve from time to time on Direct Certification Boards at the request of the Certification Authority. Such participation qualifies for contributions to the profession.
CC.L3.02	Profession Mentoring	Actively facilitate the professional development of multiple aspiring Enterprise Architects, especially those seeking architectural certification. Guidance: A Level 3 Certified IT Architect is expected to help grow the ranks of the Enterprise and IT Architect community. This is often referred to as <i>professional mentorship</i> or <i>mentoring</i> . Mentoring is the process in which an experienced architect works alongside a less experienced individual to impart their experience in order to help them grow professionally.

Note: Evidence of contribution to the community will be required to be documented in the Certification Package.

4. APPLICATION FOR CERTIFICATION

When applying for initial certification, or for certification at a new (higher) level, Candidates are required to create a Certification Package.

For direct certification, applications must be made using The Open Group Certification Package template and web site. The web site is at www.opengroup.org/itac/cert and the Certification Package Templates are available at www.opengroup.org/itac/cert/docs.

For indirect certification, applications must be made using the templates, forms, and processes of the Accredited Certification Program (ACP). The information required by an ACP may be a superset of The Open Group Certification Package template in order to support the extended requirements of an ACP.

In either case, the Certification Package will be made up of one or more templates that the Candidate will use to document how they meet the Core Foundation Skills and Experience Criteria described in this document. The Certification Package will also contain at least three (3) Experience Profiles, which will be the primary means by which a Candidate will demonstrate their experience.

4.1 Conformance Criteria for Experience Profiles

An Experience Profile is a coherent written description of a project or architectural engagement (for example, enterprise architecture, solution architecture, or architectural framework) that provides a Candidate with the opportunity to show how they perform as an Enterprise Architect, and enables a Certification Board to understand and question the Candidate's thought processes and decisions.

Candidates must provide three (3) Experience Profiles describing projects undertaken within the eight (8) years preceding a Candidates' application, at least one of which must have been undertaken in the last three (3) years. Projects over two (2) years long may be used for multiple Experience Profiles under either of the following conditions:

Condition 1: The project had clearly-defined work efforts which took place in parallel, each with their own solution development and design activities and their own deliverables.

Condition 2: The project had clearly-defined phases that were executed in succession, each with its own solution development and design activities and deliverables. Note that a second project phase that constructs and implements the solution developed by the first phase does not meet this requirement.

In either case, each profiled project entity must meet all of the Experience Profile criteria defined in Table 4 below.

For each project or engagement cited in a profile, references are required to confirm the Candidate's role, and the strategic nature and the success of the project (see EXP.L3.04). References must be from a principal stakeholder in the solution who is familiar with the project and its significance to the business.

References must describe the stakeholder's relationship with the project and their business relationship to the Candidate.

References may be customers/clients (internal or external) or Master Certified IT Architects or Distinguished Certified IT Architects who are not the Candidate’s immediate manager. Internal clients who provide a reference must have a formal customer/client relationship defined; e.g., formal acceptance criteria for the work.

Each Experience Profile must include:

- A description of the business purpose of the project
- A concise description of the project
- The Candidate’s role
- The Candidate’s period of involvement

Table 4 defines the attributes that must be present within Experience Profiles for Level 3 certification, and against which the Experience Profiles will be evaluated.

Table 4: Required Attributes for Experience Profiles

Reference	Experience Profile Attribute	Description: Level 3
EXP.L3.01	Leading a project of significant business value and impact	<p>A Distinguished Enterprise Architect has experience in guiding the evolution of the enterprise architecture and directing projects of significant business impact.</p> <p>Experience Profiles must document significant enterprise architecture initiatives that resulted in visible positive business impact. Documented projects must have had significant business impact and meet the definition of significant and complex.</p> <p>Guidance to Candidates:</p> <p>The Candidate must have defined the vision, mission, and business case for a new business capability that was realized and supported through information technology and supporting infrastructure that was required by the enterprise architecture. The Candidate must have been involved with at least the production of the enterprise architecture.</p> <p>The Experience Profile should identify the value of the business function (e.g., monetary value), the business opportunities realized that resulted from the strategy implemented, and the resulting architecture that was deployed.</p> <p>Examples:</p> <p>The Candidate understands, directs, and appropriately applies new industry initiatives and technologies.</p> <p>The Candidate worked with business leaders to align the organization’s solution strategy with the needs of the business.</p>

Reference	Experience Profile Attribute	Description: Level 3
EXP.L3.02	Key Decisions and Contributions	<p>Candidates must explain their role and responsibility in a particular enterprise architecture initiative. The Candidate is required to identify the key strategic decisions they made, their approach to the solution, their specific contributions (architectural artifacts and deliverables), and the outcome of a particular enterprise architecture initiative.</p> <p>Guidance to Candidates:</p> <p>Candidates must document the architectural thinking and decisions that lead to their approach and architectural solution. The Candidate should document the alternatives that were considered and how they worked to mitigate the risk to their architectural decisions.</p>
EXP.L3.03	Perform as an Enterprise Architect	<p>Perform in the role of the Enterprise Architect responsible for the evolution of a significant enterprise architecture initiative.</p> <p>Guidance to Candidates:</p> <p>Candidates must show how they acted in the role of lead Enterprise Architect responsible for the deployment of specific enterprise architecture initiatives.</p>
EXP.L3.04	Demonstrated Success	<p>Candidates must have acted in the role of Enterprise Architect in at least three (3) successful strategic engagements.</p> <p>Guidance to Candidates:</p> <p>A strategic engagement is any enterprise architecture initiative, program, or engagement that is recognized as essential to an organization's enterprise architecture and business strategy. Candidates must have shown repeated success through involvement in three (3) successful strategic engagements.</p>

4.2 Evaluation Process

The Evaluation shall be conducted through a combination of audit of written documentation and a Certification Board interview. All applications must be readable, complete, and consistent.

For direct certification, applications must be made using The Open Group Certification Package template and web site. The web site is at www.opengroup.org/itac/cert and the Certification Package Templates are available at www.opengroup.org/itac/cert/docs.

For indirect certification, applications must be made using the templates and forms provided by the Accredited Certification Program (ACP). The information required by an ACP may be a superset of The Open Group Certification Package template in order to support the extended requirements of an ACP.

4.2.1 Evaluation of Core Foundation Skills

The Candidate must supply a written self-assessment of the level of their Core Foundation skills as listed in Section 3.3.

Candidates must be able to substantiate their self-assessment at a Certification Board interview.

4.2.2 Evaluation of Experience Profiles

Candidates must provide evidence supporting their claim of meeting the Experience Conformance Requirements.

Candidates must also submit three (3) Experience Profiles that document the Candidate's role in the development of an enterprise architecture that addresses the stated business problem. Each of the submitted Experience Profiles must include specific reference to the Experience Conformance Requirements listed in Section 3.4 and must meet the attributes defined in Table 4.

Candidates must be able to describe their roles and substantiate their claims at a Certification Board interview.

4.2.3 Evaluation of Professional Development

Candidates must provide a written description of the training, self-study, or continuing education they obtained, as described in PDL303.

To demonstrate maintenance of their IT and vertical industry knowledge and to demonstrate their development of skills and knowledge in enterprise and IT architecture, Candidates are required to provide a written description of the activities they undertake to these ends, and are encouraged to provide specific course numbers, certifications, or references and links to conferences or seminars.

Examples of qualifying activities are conference attendance, personal reading, formal education, being mentored, attending training courses, and/or related professional memberships.

4.2.4 Evaluation of Contributions to the Enterprise and IT Architect Community

Candidates must provide a written description of their contributions to the enterprise and IT architecture community.

5. APPLICATION FOR RE-CERTIFICATION

Although compliance with the applicable skill requirements continues at all times to be a Conformance Requirement of the Program, Candidates for re-certification are not required to demonstrate their continued compliance to the applicable skill requirements when re-certifying.

Candidates for re-certification must supply sufficient information to assure the Certification Authority and the Certification Board members that the applicable Conformance Requirements continue to be met and that they have continued to practice as an Enterprise Architect since their initial certification or last re-certification.

When applying for re-certification, Candidates are required to create and submit a Re-Certification Package.

For direct re-certification, applications must be made using The Open Group Re-Certification Package template and web site. The web site is at www.opengroup.org/itac/cert and the Re-Certification Package Templates are available at www.opengroup.org/itac/cert/docs.

For indirect re-certification, applications must be made using the templates and forms provided by the Accredited Certification Program (ACP). The information required by an ACP may be a superset of The Open Group Re-Certification Package template in order to support the extended requirements of an ACP.

In either case, the Re-Certification Package will be made up of one or more templates that the Candidate will use to document how they have continued to practice as an Enterprise Architect since the initial certification or since the previous re-certification, as applicable. Evidence will also be required of continued Professional Development (PDL302, PDL303, PDL304) and Community Contribution (CC.L3.01, CC.L3.02.).

5.1 Evaluation Process

The Evaluation shall be conducted through a combination of audit of written documentation and Certification Board interviews. All applications must be readable, complete, and consistent.