Module Human Resource Management

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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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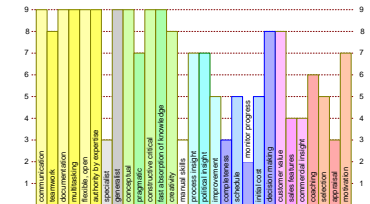
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Abstract

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.
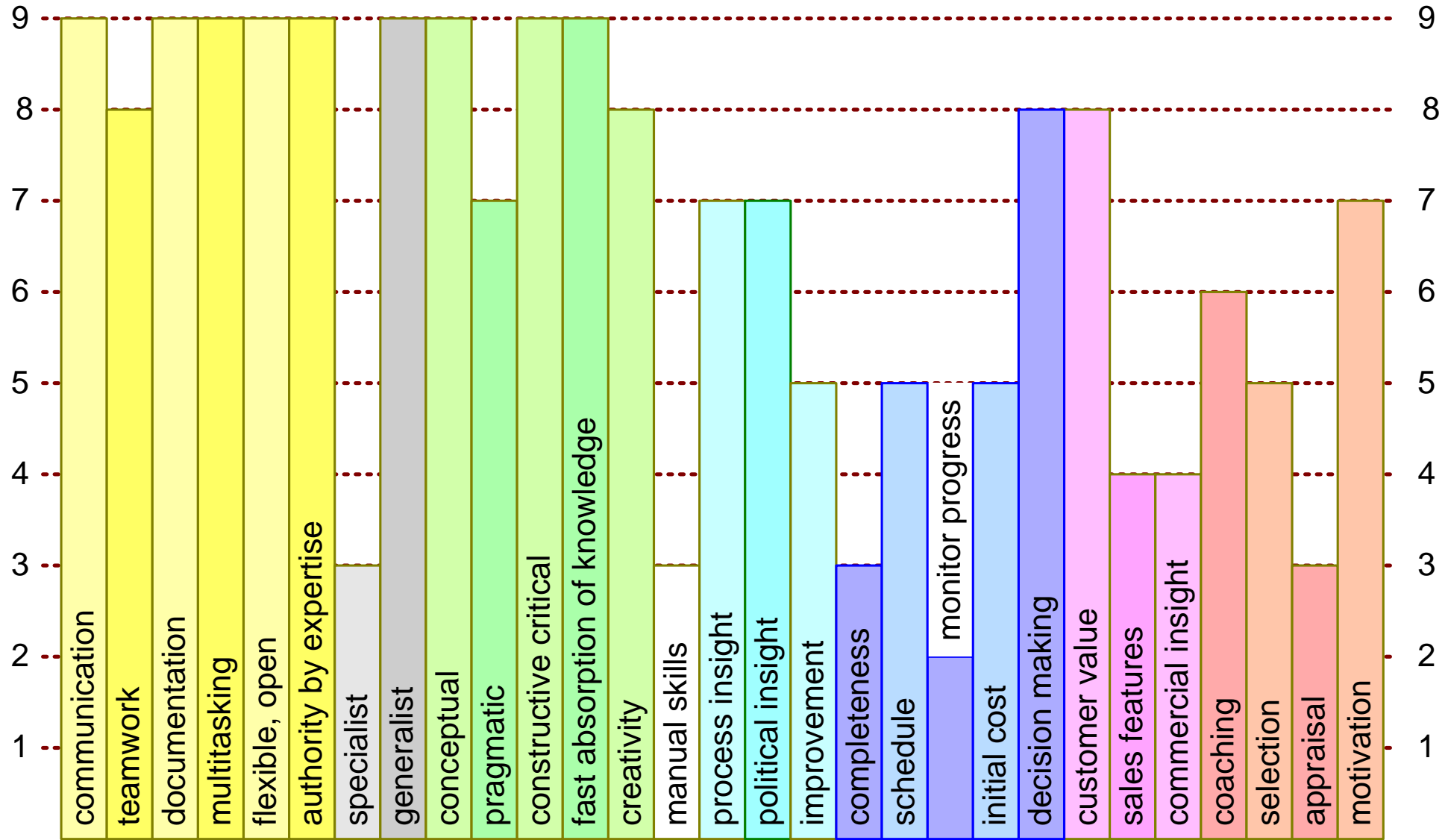
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status: concept
version: 1.0

System Architect

A bar chart showing function profile levels (1–9) for the following attributes:

Attribute	Level
communication	9
teamwork	8
documentation	9
multitasking	9
flexible, open	9
authority by expertise	9
specialist	3
generalist	9
conceptual	9
pragmatic	7
constructive critical	9
fast absorption of knowledge	9
creativity	8
manual skills	3
process insight	7
political insight	7
improvement	5
completeness	3
schedule	5
monitor progress	2
initial cost	5
decision making	8
customer value	8
sales features	4
commercial insight	4
coaching	6
selection	5
appraisal	3
motivation	7

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Test Engineer

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FPtestEngineer

Developer

Operational Leader

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FPoperationalLeader

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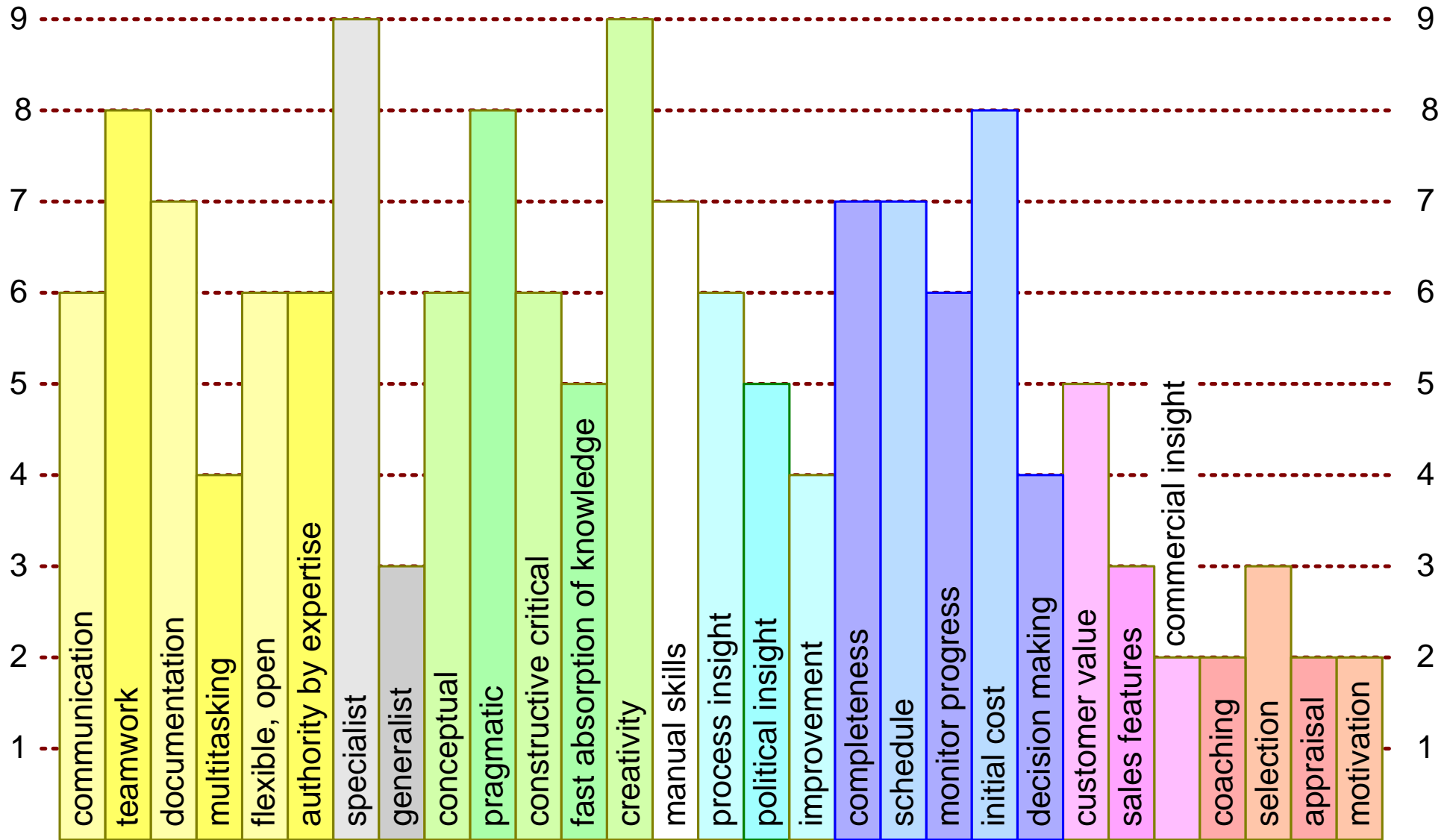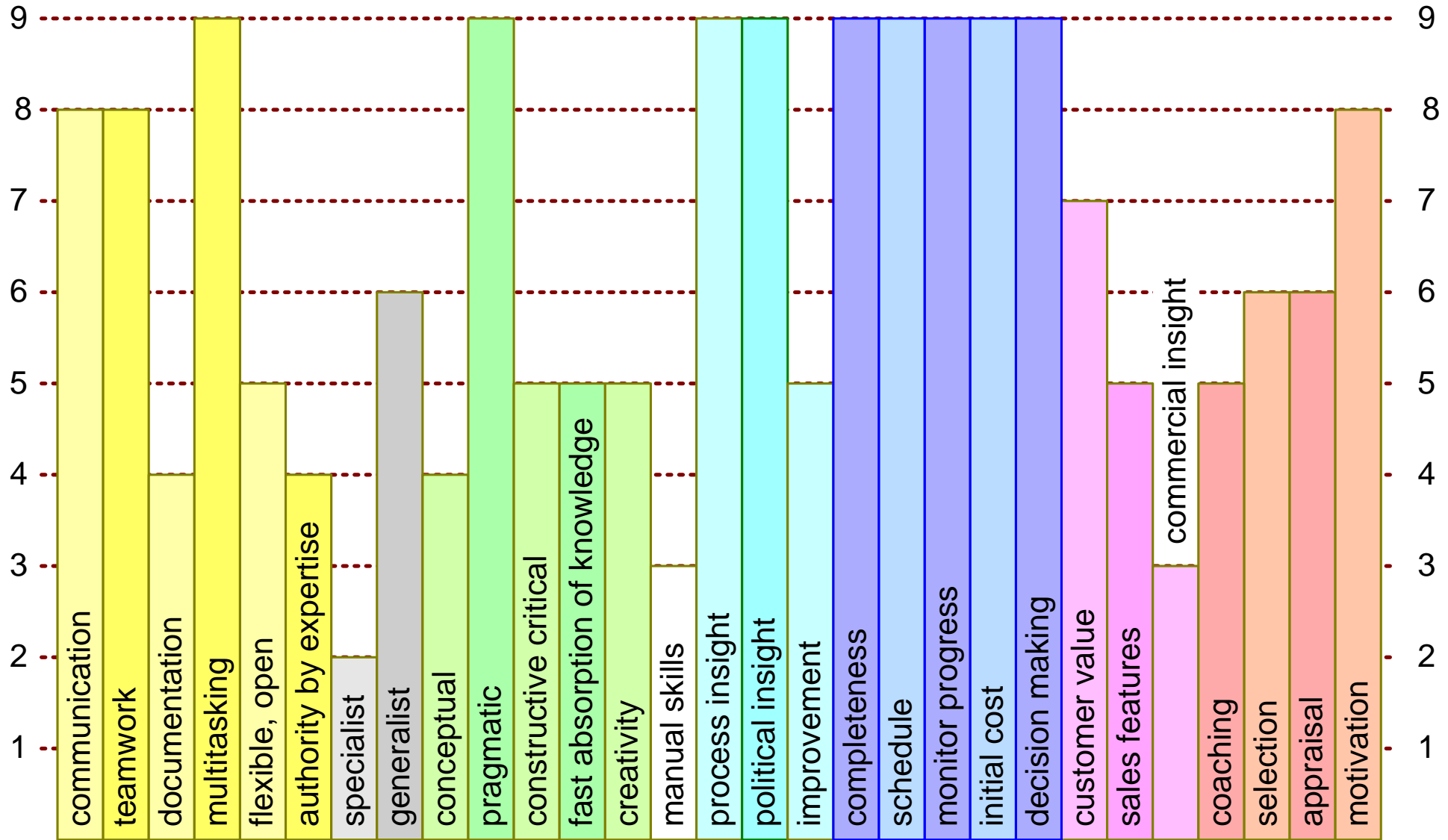
Line Manager

Commercial Manager

Chart with vertical bars labeled (left to right):
- communication: 9
- teamwork: 8
- documentation: 4
- multitasking: 8
- flexible, open: 8
- authority by expertise: 8
- specialist: 2
- generalist: 5
- conceptual: 7
- pragmatic: 9
- constructive critical: 5
- fast absorption of knowledge: 5
- creativity: 9
- manual skills: (none)
- process insight: 4
- political insight: 4
- improvement: 4
- completeness: 5
- schedule: 3
- monitor progress: 2
- initial cost: 5
- decision making: 8
- customer value: 9
- sales features: 9
- commercial insight: 9
- coaching: 4
- selection: 2
- appraisal: 2
- motivation: 8

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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	politicsal 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

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How to appraise or assess an architect?

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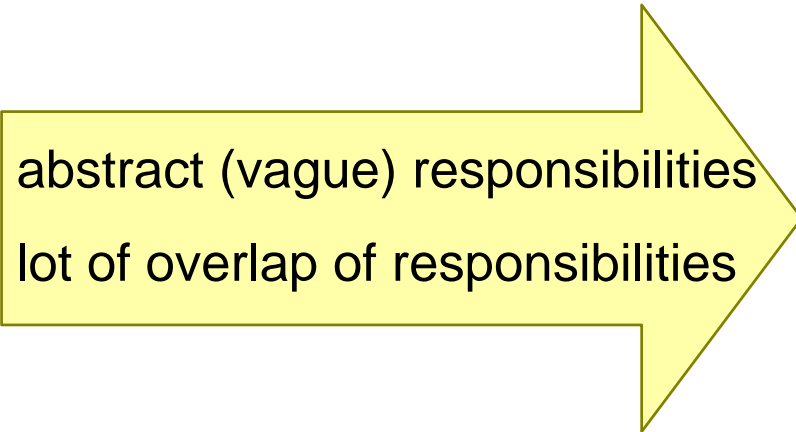
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Abstract

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

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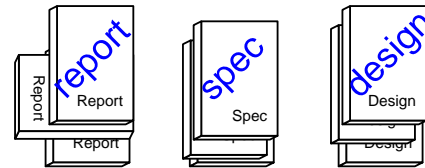version: 0.1

Problem statement

abstract (vague) responsibilities

lot of overlap of responsibilities

- difficult to define yardstick

- difficult to measure

- difficult to compare

- difficult to certify

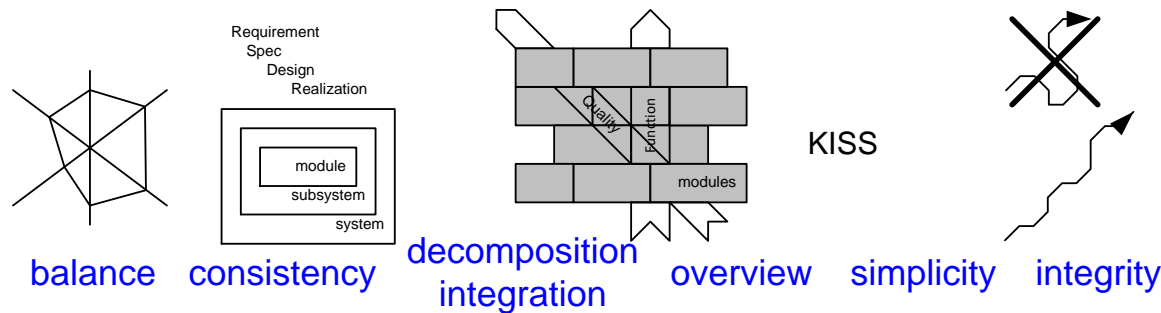- difficult to translate in (financial) consequences

How to assess an architect?

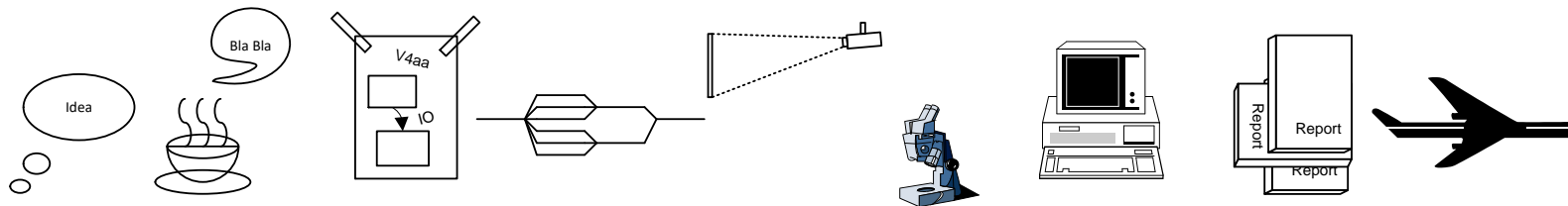# Tangible deliverables based upon many invisible activities

report   spec   design

Report   Spec   Design

Deliverables
paperwork only

Requirement
Spec
Design
Realization

module
subsystem
system

Quality
Function
modules

KISS

Responsibilities
abstract and qualitative

balance   consistency   decomposition integration   overview   simplicity   integrity

Idea   Bla Bla   V4aa   IO   Report   Report
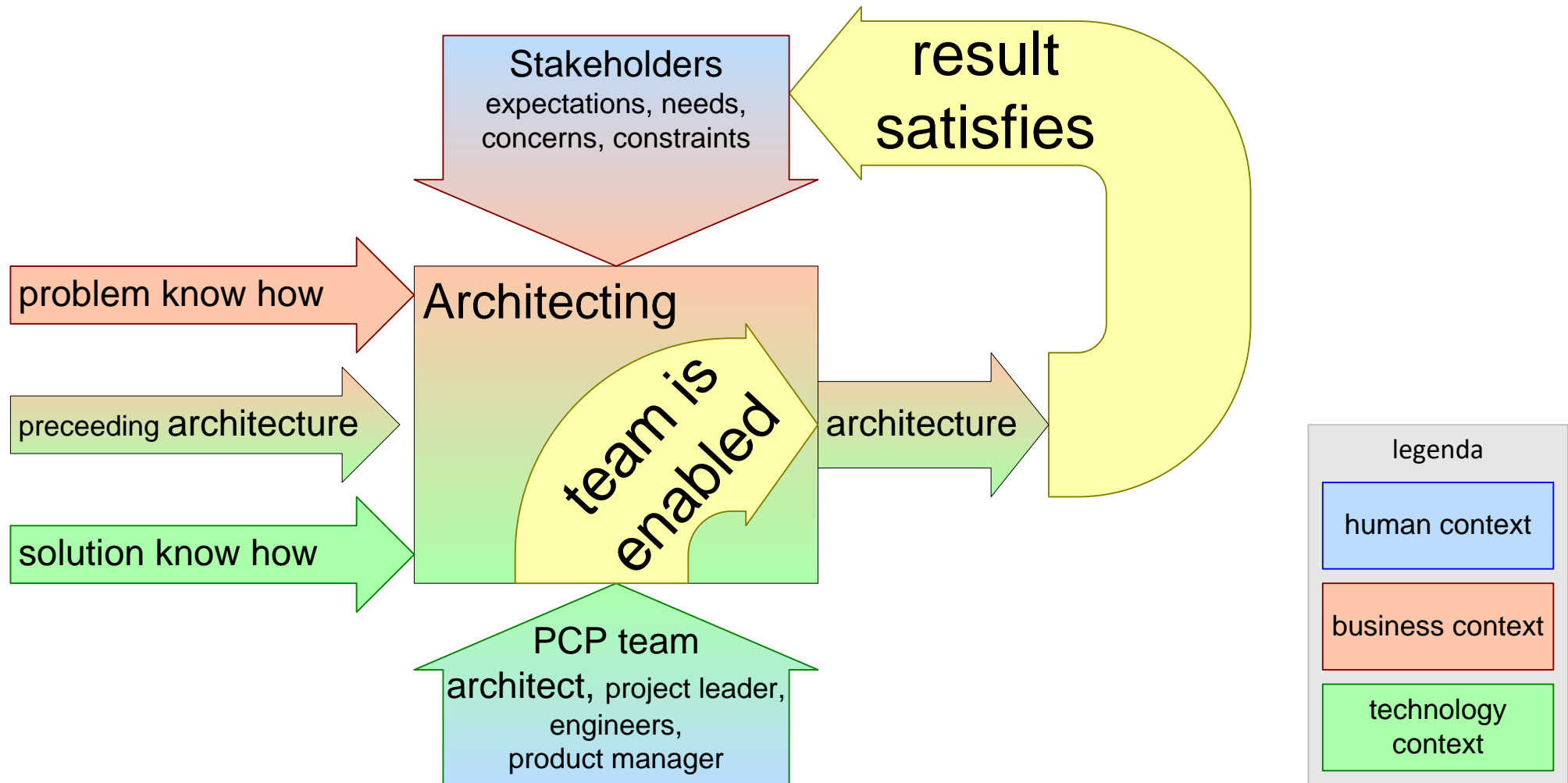
many very detailed
Activities
necessary but invisible

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

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Criterions for successful architecting

Stakeholders
expectations, needs,
concerns, constraints

result
satisfies

problem know how

Architecting

preceeding architecture

team is enabled

solution know how

architecture

PCP team
architect, project leader,
engineers,
product manager

legenda

human context

business context

technology context

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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
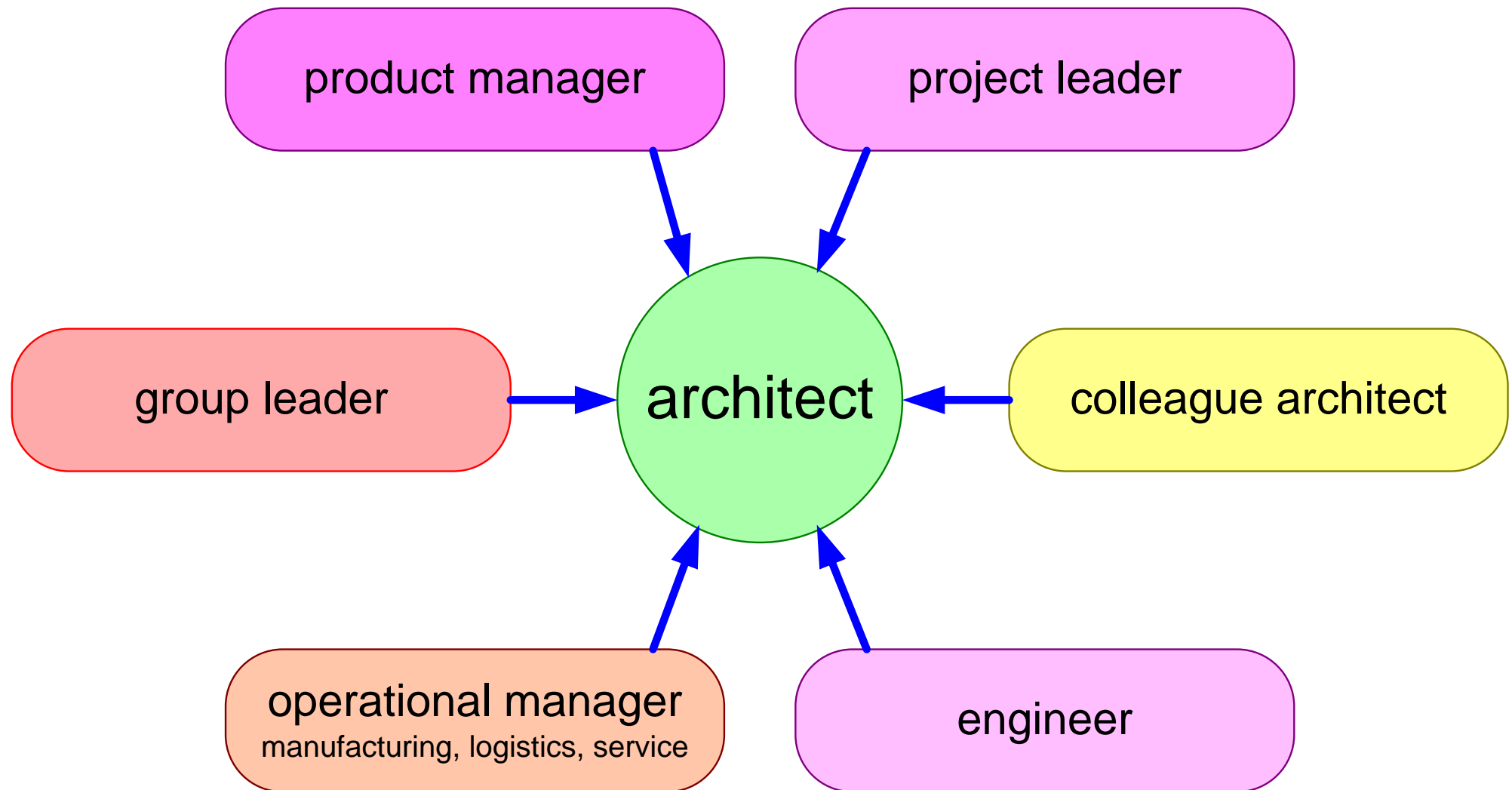know how

actual architect performance

architecture fitness

sales turnover
business success
market continuity

internal *stakeholder* satisfaction

contribution
deliverables
timing
skills
know how

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360 degree assessment

product manager

project leader

group leader

architect

colleague architect

operational manager
manufacturing, logistics, service

engineer

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Ranking as trigger for discussions

very high

value for the company

The Boss (business manager)

Jim Green (family architect)

John Brown (product architect)

Joe Go (project leader)

potential

Yo Nerd (SW engineer)

Ju Nior (product architect)

Se Nior (chief designer)

D. Blackhat (product architect)

low
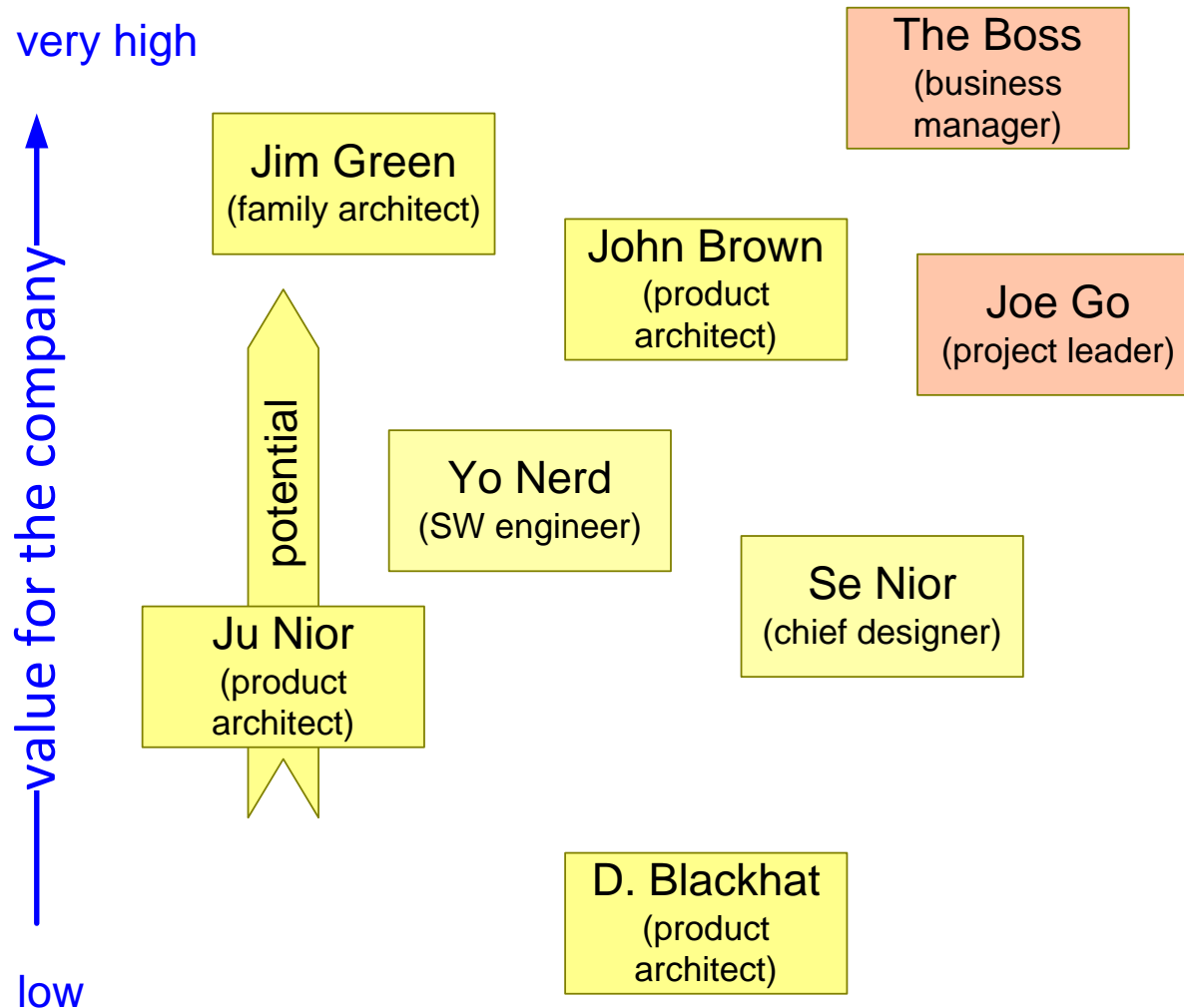
1 ask for ranking

2 ask for justification (why ...?)

3 clarify criterions

4 iterate ranking and justification

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