Information Technology Architect Certification

Conformance Requirements
Level 3: IT Architect Profession Leader Career Path Category

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Conformance Requirements for Level 3: IT Architect Profession Leader 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 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 IT Architect may achieve certification.
2. The *Level 3 Conformance Requirements* for IT Architect Profession Leader (this document) documents the skills and experience that an IT Architect must possess to achieve certification at Level 3 of the Program.
3. Other Level 3 Conformance Requirements documents for additional Career Path Categories that will become available over time.

4. The *Level 1 and 2 Conformance Requiremen*ts which document 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 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 a separate 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 this document)

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

This document defines the skills and experience required to achieve Level 3 certification for the IT Architect Profession Leader 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 this Career Path Category of Level 3 of the Program: the IT Architect Profession Leader.

1.5   Program Logo

IT 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 IT Architect Profession Leader"
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)	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. Depending on context, the term is also used to mean the company or organizational unit that operates an Accredited Certification Program.
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	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.
	The Certification Record of a Certified IT Architect is made available by the Certification Authority at the discretion of the Certified IT Architect.
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	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.
	Direct certification is open to any Candidate, regardless of who they work for, or where in the world they live and work.
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	Indirect certification is achieved by applying to an Accredited Certification Program and successfully completing the certification process.
	To be eligible for certification by a particular Accredited Certification Program, Candidates must work for the Organization running the Accredited Certification Program.
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. IT ARCHITECT PROFESSION LEADER ROLES AND RESPONSIBILITIES (INFORMATIVE)

An IT Architect defines solutions to client business problems through the reasoned application of information technology. An IT Architect Profession Leader is responsible for establishing and/or maintaining an organization's IT Architect profession community. An IT Architect Profession Leader plays an essential role in ensuring the vitality of an organization's IT Architect population. What constitutes a sufficient population of IT Architects to warrant the need for a profession leader? That is a difficult question considering the global nature of IT. However, it's safe to say that if an organization feels that the investment in such a role is necessary, it is sufficient reason enough. Moreover, it is the *role* that is important. A community of practicing IT Architects needs a champion as soon as the role of the IT Architect has been deemed essential and has been committed to by the organization.

The ITAC Working Group suggests that an individual who is recognized in, empowered by, and focused on the IT Architect profession (i.e., an IT Architect Profession Leader) is necessary once the organization's IT Architect population rises above 20 practicing architects. The Group believes that once the organization's population reaches 20 it becomes too difficult to ensure the vitality of the architect population without dedicated leadership. The individual in this role may continue to be a practicing IT Architect.

The ITAC Working Group understands that there may be many architects with profession lead responsibilities who may be able to qualify for certification against the IT Architect Profession Leader CPC conformance criteria, but only if their practice expands and they retain the responsibility long enough to meet the Level 3 requirements. This set of Conformance Requirements has been developed to define the role and to provide guidance to individuals responsible for establishing an IT Architect profession within their organization, or for developing and supporting an existing population of IT Architects.

The ITAC Working Group's primary goal in developing this definition of skills and experiences is to help guide the industry to mature the IT Architect profession by establishing the professional criteria for becoming a Certified IT Architect Profession Leader. An IT Architect Profession Leader evolves and maintains an IT Architect skills and experienced-based profession model that includes a rigorous validation process (i.e., ITAC or similar). An IT Architect Profession Leader is responsible for working with their organization's business leaders and Human Resources (HR) department to align the needs of the architecture profession to those of the business to ensure the proper delivery of IT architecture talent and skills across the organization.

So, the role of the IT Architect Profession Leader is:

- To promote, establish, or maintain the need, value, and presence of an organization's IT Architect profession (or architecture consulting practice)

- To evangelize the IT Architect profession within the organization and externally to promote the continued development and effective utilization of the IT Architect community

- To develop and/or maintain and deploy an organization's IT Architect profession career development model

- To establish and manage an IT Architect profession skills and experienced-based profession model that includes a rigorous validation process (for example, ITAC certification – direct or indirect)

The IT Architect Profession Leader must therefore be:

- An experienced practitioner who retains the **understanding of architectural principles and their implications** to system design, securability, system extensibility and interoperability, costs, and operational considerations

- **A student of the profession** that is constantly learning how the organization can utilize and apply new techniques and technologies and seeks to design new innovative architectural solutions

- An **effective leader** who influences organizational structure by leading an organization's IT Architect **profession programs and initiatives**

An IT Architect Profession Leader is the recognized individual whose **primary responsibility is to represent the IT Architect profession** across an organization. This person is empowered to promote the health and wellbeing of the IT Architect profession by:

- Promoting a common definition and practice of IT architecture

- Ensuring that the practice of IT architecture supports the needs of the business/organization

- Maintaining an IT Architect profession model to ensure the viability of the profession and maintain the skills of the organization

- Managing and sustaining an IT Architect profession certification program

- Ensuring the integrity and ethics of the practice of IT architecture

- Shepherding, promoting, and advocating the proper application and practice of IT architecture method(s)

- Guiding the evolution of the organization's use of IT architecture methodology(ies) through the influence of the IT architecture profession community

An **IT Architect profession model** is a framework that is used to establish and sustain a community of IT Architects whose goal is the viability of the organization's IT Architect profession. The framework is realized through continuous mentorship, management of competencies and skills, and professional progression based on experience and contribution, which is recognized through professional certification or an equivalent rigorous validation process.

Examples of how an IT Architect Profession Leader would represent their organization both externally and internally are as follows:

- Through professional organizations, forums, or standard bodies; for example, AOGEA, the ACM, IEEE, The Open Group ITAC Working Group, OMG, Telecommunications Management Forum (TMF), etc.

- Through promotion and participation in architecture community events such as The Open Group EA Practitioners' conference, FEAF conferences, Gartner EA events, industry architecture events, and working groups

- Through internal profession bodies that group other professions within the organization (e.g., Project Management, Software Engineering, etc)

- Through work with other IT leaders and business executives to maintain an IT Architect profession model that supports the needs of the business and the organization's community of IT Architects

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 IT 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

- Designing a new **innovative solution IT architecture** that changes the way an organization does business or establishes a new IT industry view or initiative

- Helping the organization to **recognize weak links in their technical 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 innovative IT 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 IT 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 IT solutions and initiatives.

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

Architectural leadership for the IT Architect Profession Leader is defined as leading the deployment of an organization's IT Architect profession career development model that:

- Is critical to the business
- Is aligned to the needs of the business
- Establishes a skills and experience-based profession model
- Is recognized as essential across multiple organizations or multiple lines of business
- Is visible to stakeholders including, for example, customers or business partners

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

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 IT Architect Profession Leader 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 (internal or external) through the practice of IT architecture as an IT Architect Profession Leader.

In addition, these individuals also work to evolve the practice of IT architecture by deploying a training and development program aligned to the needs of the business that promotes the growth of the IT Architect 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:

- Align IT architecture to HR initiatives and business objectives
- Cross-organizational/business partner/multiple customer or multi-vendor coordination
- Adoption of cutting-edge technologies and techniques to support the IT Architect profession
- Deploy a new architectural framework or method necessary to enable the organization's IT Architect population

3.3   Level 3 Core Foundation Skills for the IT Architect Profession Leader

The Level 3 Core Foundation skills are categorized into Leadership skills, Project Management skills, People skills, Business skills, Architecture skills, Profession 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 – IT Architect Profession Leader CPC

Reference	Category	Skill	Description	Required Skill Level
CFS.PL.01	Leadership	Collaborative Influence	Facilitate the implementation of important IT Architect profession initiatives by promoting teaming and cross-organizational participation.	Deep
CFS.PL.02	Leadership	Cross-organizational Leadership	Initiate, lead, or influence multi-disciplinary IT Architect profession initiatives across organizational boundaries coordinating the activities necessary to succeed.	Deep
CFS.PL.03	Leadership	Strategic Planning	Identify and drive strategic IT Architect profession decisions for an organization.	Deep
CFS.PL.04	Project Management	Cross-organizational Project Management	Ability to accomplish IT Architect profession initiatives through the coordination of resources across the organization.	Deep
CFS.PL.05	Project Management	Organizational Program Management	Demonstrate the ability to integrate the IT Architect profession into the organization's business model by influencing organizational structure and leading IT Architect profession programs and initiatives.	Deep
CFS.PL.06	People	Executive Communication	Demonstrate the ability to evangelize the IT Architect profession mission and strategy to business executives to gain stakeholder commitment.	Deep
CFS.PL.07	People	Perform Conflict Resolution	Demonstrate executive-level conflict resolution techniques.	Deep
CFS.PL.08	Business	Understand Business Aspects	Ensure the IT Architect profession is responsive to the needs of the business.	Deep

Reference	Category	Skill	Description	Required Skill Level
CFS.PL.09	Profession	Stakeholder Advocate	Ensure shared understanding and commitment to IT Architect profession initiatives through the simultaneous advocacy of multiple stakeholders' interests in the practice of IT architecture.	Deep
CFS.PL.10	Profession	Profession Evangelism	Ability to effectively evangelize the IT Architect profession within the organization and externally to promote the continued development and effective utilization of the IT Architect community.	Deep
CFS.PL.11	Profession	ITA Profession Value Proposition	Ability to effectively establish or maintain and evolve the need, value, and presence of an organization's IT Architect profession (or architecture consulting practice).	Deep
CFS.PL.12	Profession	Skills and Experience Profession Model	Experience in establishing and managing an IT Architect profession skills and experienced-based profession model that includes a rigorous validation process (for example, ITAC Certification – direct or indirect).	Deep
CFS.PL.13	Architecture	Subject Matter Expertise	Apply experience as a practitioner to effectively lead the IT Architect profession.	Deep
CFS.PL.14	Governance	Profession Governance	Maintain, enforce, and evolve process and policies for the governance of the IT Architect profession and associated programs.	Deep

3.4   Experience Criteria

To be certified at Level 3, IT Architect Profession Leaders must be able to demonstrate that they have at least the following experience:

Table 3: Experience Criteria

Experience Category	Level 3 Requirement
EC.PL.01 Professional Architecture Career Development	Experience in developing and/or maintaining and deploying an organization's IT Architect profession model. **Guidance to Candidates:** A Distinguished IT Architect Profession Leader works to establish a structure or framework for progressing the career of the IT Architect and managing an IT Architect profession model. **Examples:** Establish and/or maintain an IT Architecture profession model tied to career growth. *Note: See Section 2 of this document for additional examples.*
EC.PL.02 Demonstrate Strategic Leadership	The Candidate must have anticipated, created, and defined innovative concepts in support of the organization's IT Architect profession program. **Guidance to Candidates:** Strategic leadership is realized by collaborating with business and technical leaders across the organization to establish programs and initiatives to ensure the IT Architect profession meets its strategic goals.
EC.PL.03 Demonstrate Business Alignment	Candidates must demonstrate the alignment of the IT Architect profession with the needs of the business through the application and use of the organization's IT Architect profession model. **Guidance to Candidates:** Facilitate and guide the proper alignment of IT architecture resources across the organization. Develop, maintain, and measure the skills of the IT Architect population through the application of a skills development and enablement program.

Experience Category	Level 3 Requirement
EC.PL.04 Establish IT Architect Profession Process, Policies, and Procedures	The Candidate must have experience defining profession-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 support the IT Architect profession. **Guidance to Candidates:** Demonstrated ability in developing and/or maintaining and deploying an organization's IT Architect profession career development model. **Examples:** Experience establishing profession governance process and organization frameworks. Experience establishing architecture deployment models. Experience evolving and deploying a training and development program for the IT Architect profession against the profession skills model.

3.5   Professional Development

A Certified Level 3 Distinguished IT Architect Profession Leader is expected to show continued growth and pursuit of knowledge and education in the field of 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
PD.PL.01	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.
PD.PL.02	Vertical industry understanding (e.g., telecoms, financial, etc.)	Candidates should maintain their vertical industry knowledge (e.g., telecoms, financial, delivery services, etc.). Level 3 Candidates must show evidence of continuing education.
PD.PL.03	IT profession trends and techniques	Candidates are required to maintain their knowledge in evolving trends and techniques within the IT Architect and related professions. This includes skills models, certification practices, and deployment frameworks.
PD.PL.04	Knowledge of evolving IT architecture trends and techniques – including architectural trends of vertical industries	Candidates must continually develop their skills and knowledge of the latest trends and techniques in IT and enterprise architecture.

3.6　Contributions to the 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.PL.01	Contributions to the IT Architecture Profession	Candidates must make significant contributions to the IT Architect profession with the objective of promoting the development of the profession itself.
		Guidance:
		Candidates are expected to make visible contributions to the IT architecture community and its 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 IT Architect Profession Leaders are expected to be available to serve from time to time on Level 2/3 Direct Certification Boards at the request of the Certification Authority. Such participation qualifies for contributions to the IT Architect profession.
CC.PL.02	Profession Mentoring	Evangelize and administrate programs that promote the development and growth of IT Architects through their professional career. Actively facilitate the professional development of IT Architects of all skill levels, especially those seeking architectural certification.
		Guidance:
		A Level 3 Certified IT Architect is expected to help grow the ranks of the IT Architect community. This is often referred to as *professional mentorship* or *mentoring*. 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 IT Architect Profession Leader, 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 profession (or a related profession) 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.

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.PL.01	Managing an Organization's IT Architect Profession Model	Experience establishing, managing, and/or evolving an IT Architect profession model, or using it to further the business. **Guidance to Candidates**: A Distinguished IT Architect Profession Leader has experience leading projects of **significant business impact** by directing an organization's IT Architect profession. The Candidate must have defined the vision, mission, and business case for a new business-related capability that was realized and supported through the deployment of IT Architect profession initiatives. The Candidate must have been involved with the development of the initiative that is part of or built on the IT Architect profession model. The Experience Profile should identify the value of the business function (e.g., monetary value), and the business opportunities realized that resulted from the deployment of IT Architect profession initiatives. **Examples:** The Candidate understands, directs, and appropriately applies new industry initiatives and technologies as it relates to the IT Architect profession model. The Candidate worked with business leaders to align the organization's IT Architect profession model with the needs of the business.
EXP.PL.02	Initiate, Lead, or Influence Multi-disciplinary IT Architect Profession Initiative	Initiate, lead, or influence multi-disciplinary IT Architect profession initiatives across organizational boundaries coordinating the activities necessary to succeed. **Guidance to Candidates:** Candidates must describe their role and responsibility in a particular IT Architect profession initiative or project and must identify the cross-organizational and multi-disciplinary aspects.

Reference	Experience Profile Attribute	Description: Level 3
EXP.PL.03	Perform Role as the IT Architect Profession Leader	**Perform in the role** of the IT Architect Profession Leader responsible for the success of an organization's IT Architect profession.
		Guidance to Candidates:
		The Candidate must act in the role of the IT Architect Profession Leader. A Candidate must be recognized as the IT Architect Profession Leader by the organization that is responsible for funding the development of the IT Architect profession and alignment to the business.
EXP.PL.04	Demonstrated Success	Candidates must have acted in the role of the IT Architect Profession Lead in **at least three (3) successful strategic IT Architect profession initiatives.**
		Guidance to Candidates:
		Successful in this context means to achieve a particular IT Architect profession initiative. For example, the implementation/deployment of ITAC certification or the development of a skills/enablement framework or a new element of the organization's IT Architect profession model.

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 IT 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 their training or self-study in the design and engineering of IT architectures.

To demonstrate maintenance of their IT and vertical industry knowledge and to demonstrate their development of skills and knowledge in IT architecture, Candidates are required to provide a written description of the activities they undertake to these ends.

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 IT Architect Community

Candidates must provide a written description of their contributions to the 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 IT 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 IT Architect since the initial certification or since the previous re-certification, as applicable. Evidence will also be required of continued Professional Development (PD.L3.02, PD.L3.03, PD.L3.04) 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.