

## Enterprise Architecture and Organizational Design Standards for Education<sup>®</sup>

Knowledge and Skill Areas (KSAs) Version 6.0 © 2018

Beginning Architect  
(0-2 Years of Experience)

Mid-Level Architect  
(3-5 Years of Experience)

Senior Architect  
(6-10 Years of Experience)

Chief Architect  
(10+ Years of Experience)

Course Name

### Area 1 KSAs: Fundamental Concepts and Practices

1.1	Architecture and Design for the Digital Age	x	x	x	x
1.2	Key Architecture Terms and Concepts	x	x	x	x
1.3	Core Elements of a Complete Architecture Approach	x	x	x	x
1.4	Value and Risk in Doing Enterprise Architecture	x	x	x	x
1.5	Architecture as a Baseline for Other Best Practices	x	x	x	x
1.6	Architecture in Strategic Planning	x	x	x	x
1.7	Architecture in Business Optimization	x	x	x	x
1.8	Architecture in Data and Knowledge Management	x	x	x	x
1.9	Architecture in Application and System Management	x	x	x	x
1.10	Architecture in Network and Cloud Management	x	x	x	x
1.11	Architecture in Risk and Security Management	x	x	x	x
1.12	Architecture Standards and Skills	x	x	x	x

Online Certification: Fundamentals of Enterprise Architecture (Required for CEA)

### Area 2 KSAs: Implementing Concepts and Methods

2.1	Setting up the Program Office and Doing Projects	x	x	x	x
2.2	Building and Growing a Winning Architecture & Design Team	x	x	x	x
2.3	Doing Architecture Work at Various Levels of Scope	x	x	x	x
2.4	Developing and Implementing a Stakeholder Value Scorecard	x	x	x	x
2.5	Selecting and Using Design/Analysis Tools and Repositories	x	x	x	x
2.6	Scoping and Documenting the Current Architecture	x	x	x	x
2.7	Scoping and Documenting the Future Architecture	x	x	x	x
2.8	Developing the Architecture Management & Transition Plan	x	x	x	x
2.9	Using Architecture to Support Planning and Decision-Making	x	x	x	x
2.10	Managing Architecture Design and Analysis Projects	x	x	x	x
2.11	Architecture and Design Program and Project Audits	x	x	x	x
2.12	Architecture Career Paths and Continuous Learning	x	x	x	x

Online Certification: Advanced Enterprise Architecture (Required for CEA)

### Area 3 KSAs: Architecture for Startups, Mergers & Acquisitions

3.1	How Architecture Can Help in Mergers and Acquisitions	x	x	x	x
3.2	Architecture Contributions When Selling an Organization	x	x	x	x
3.3	Architecture Contributions When Acquiring an Organization	x	x	x	x
3.4	Architecture Support in Cultural Evaluation/Managing Change	x	x	x	x
3.5	Architecture Support for the Due Diligence Process	x	x	x	x
3.6	Architecture Contributions to Pre-Merger Planning	x	x	x	x
3.7	Architecture Contributions to Post-Merger Tactical Planning	x	x	x	x
3.8	Architecture Contributions to Post-Merger Strategic Planning	x	x	x	x
3.9	Architecture Contributions to Post-Merger Restructuring	x	x	x	x
3.10	Reference Architectures and Organization-wide Standards	x	x	x	x
3.11	Architecture with Different Organizational Structures	x	x	x	x
3.12	Architecture Considerations in Evaluating Disruption Sources	x	x	x	x

Online Certification: Enterprise Architecture for Mergers & Acquisitions (Required for CEA)

### Area 4 KSAs: Auditing the Maturity and Value of Architecture Programs & Projects

4.1	Overview of the EA Audit Method (EAAM)	x	x	x	x
4.2	Audit Engagement Type 1: Initial Quickview	x	x	x	x
4.3	Audit Engagement Type 2: In-Depth Audit	x	x	x	x
4.4	Audit Engagement Type 3: Special Focus Audit	x	x	x	x
4.5	Audit Area 1: Architecture Governance	x	x	x	x
4.6	Audit Area 2: Architecture Approach	x	x	x	x
4.7	Audit Area 3: Documentation Completeness - Current Views	x	x	x	x
4.8	Audit Area 4: Documentation Completeness - Future Views	x	x	x	x
4.9	Audit Area 5: Documentation Completeness - Transition Plan	x	x	x	x
4.10	Audit Area 6: Architecture Utilization	x	x	x	x
4.11	Audit Area 7: Architecture Maturity	x	x	x	x
4.12	Audit Reporting & Implementing Changes	x	x	x	x

Online Seminar: Auditing Enterprise Architecture Programs & Projects

### Area 5 KSAs: Using Architecture to Support Risk Management & Security

5.1	The Risk Management Framework	x	x	x	x
5.2	Risk Tolerance and Control Selection	x	x	x	x
5.3	Security Architecture Area 1: Governance	x	x	x	x
5.4	Security Architecture Area 2: Process Controls	x	x	x	x
5.5	Security Architecture Area 3: Personnel Controls	x	x	x	x
5.6	Security Architecture Area 4: Data & Privacy Controls	x	x	x	x
5.7	Security Architecture Area 5: Application Controls	x	x	x	x
5.8	Security Architecture Area 6: System Controls	x	x	x	x
5.9	Security Architecture Area 7: Infrastructure Controls	x	x	x	x
5.10	Security Architecture Area 8: Physical Controls	x	x	x	x
5.11	Security Architecture at the Core and Perimeter	x	x	x	x
5.12	Security Architecture and Continuous Monitoring	x	x	x	x

Online Seminar: Architecture Support for Risk Management and Security

### Area 6 KSAs: U.S. Federal Government Enterprise Architecture Concepts and Methods

6.1	Overview of U.S. Federal Architecture Law & Policy	x	x	x	x
6.2	The Common Approach to Federal Enterprise Architecture	x	x	x	x
6.3	Levels of Scope for Federal Enterprise Architecture Activities	x	x	x	x
6.4	Elements of a Federal Agency Enterprise Architecture Program	x	x	x	x
6.5	Federal Enterprise Architecture Framework v2	x	x	x	x
6.6	Federal Enterprise Architecture Documentation Set - Design	x	x	x	x
6.7	Federal Enterprise Architecture Reference Models - Analytics	x	x	x	x
6.8	Federal Enterprise Architecture - Collaborative Planning Method	x	x	x	x
6.9	Federal EA and the NIST Risk Management Framework	x	x	x	x
6.10	Department of Defense Architecture Framework	x	x	x	x
6.11	GAO Enterprise Architecture Management Maturity Framework	x	x	x	x
6.12	Future Trends in Federal Enterprise Architecture	x	x	x	x

Online Seminar: Federal Enterprise Architecture Concepts and Methods

### Area 7 KSAs: Enterprise Architecture Consulting Concepts and Practices

7.1	The Consultant as a Trusted Advisor	x	x	x	x
7.2	Packaging and Communicating Your Product	x	x	x	x
7.3	Building and Managing the Architecture Consulting Team	x	x	x	x
7.4	Winning and Keeping Clients in Up and Down Markets	x	x	x	x
7.5	Requests for Proposal - Responses and Offers	x	x	x	x
7.6	Award, Team Formation, and Project Kickoff	x	x	x	x
7.7	Managing Project Scope and Customer Expectations	x	x	x	x
7.8	Keeping the Customer Delighted and Handling Problems	x	x	x	x
7.9	Seeing Around Corners for Your Client and You	x	x	x	x

Online Seminar: Successful Consulting in Enterprise Architecture and Organizational Design

7.10	Concluding an Engagement and Team Dissolution		x	x	x	x	Onli C Archit
7.11	Improving Your Services Through Lessons Learned		x	x	x	x	
7.12	Dealing with the Competition		x	x	x	x	
<b>Area 8 KSAs: Big Architecture - Very Large Scale Implementations</b>							
10.1	What is Big Architecture?			x	x	x	Online Seminar: Very Large Scale Enterprise Architecture Projects
10.2	Architecting a Global Enterprise - The Approach			x	x	x	
10.3	Architecting a Global Enterprise - Scoping & Chunking			x	x	x	
10.4	Architecting a Global Enterprise - Executive & Staff Support			x	x	x	
10.5	Architecting a Global Enterprise - Reference Architectures			x	x	x	
10.6	Architecting a Global Supply Chain - Requirements & Roles			x	x	x	
10.7	Architecting a Global Supply Chain - Build, Buy, or Rent			x	x	x	
10.8	Architecting a Global Supply Chain - Risk & Security			x	x	x	
10.9	Architecting a Global Data Warehouse - Requirements & Roles			x	x	x	
10.10	Architecting a Global Data Warehouse - Standards			x	x	x	
10.11	Architecting a Global Data Warehouse - Build, Buy, or Rent			x	x	x	
10.12	Architecting a Global Data Warehouse - Risk and Security			x	x	x	
<b>Area 9 KSAs: Modeling, Analysis, and Documentation Skill Building</b>							
9.1	Communicating Documentation Value to Stateholders		x	x	x	x	Online Architecture Modeling Seminar: Analysis and Design Artifact Modeling
9.2	Developing Strategic Plans and SWOT Analyses		x	x	x	x	
9.3	Developing and Using Operational Scenarios		x	x	x	x	
9.4	Business Process Modeling		x	x	x	x	
9.5	Data Modeling - Entities and Objects		x	x	x	x	
9.6	Data Modeling - Warehouses and Marts		x	x	x	x	
9.7	Application Modeling - Enterprise Service Buses and APIs		x	x	x	x	
9.8	Network Modeling - Voice, Data, Video, and Mobile		x	x	x	x	
9.9	Depicting Cloud Environments and Services		x	x	x	x	
9.10	Depicting Security Control Sets and Solutions		x	x	x	x	
9.11	Developing Overview Diagrams for Management		x	x	x	x	
9.12	Using Documentation Tools and Repositories		x	x	x	x	
<b>Area 10 KSAs: Agile Architecture for 90-Day Rapid Business Improvement</b>							
10.1	Establishing the Scope and Goals of the RBI Project			x	x	x	Online Seminar: 90-Day Rapid Business Improvement
10.2	Sprint #1 - Strategic Planning and Scenarios Update			x	x	x	
10.3	Sprint #2 - Business Unit Operating Plan Updates / Scorecards			x	x	x	
10.4	Sprint #3 - Investment Portfolio Priority Update / Scorecard			x	x	x	
10.5	Sprint #4 - Project Portfolio Update / Scorecard			x	x	x	
10.6	Sprint #5 - Legal Considerations and Regulatory Checks			x	x	x	
10.7	Sprint #6 - Full-Lifecycle Knowledge & Data Management			x	x	x	
10.8	Sprint #7 - Flowing in New Products & Avoiding Disruptors			x	x	x	
10.9	Sprint #8 - Integrating Logistics and Supply-Chains			x	x	x	
10.10	Sprint #9 - Skills Inventory & Workforce Plan Update			x	x	x	
10.11	Sprint #10 - Contracting and Acquisition Plan Update			x	x	x	
10.12	Consolidating and Presenting RBI Project Results			x	x	x	
<b>Area 11 KSAs: Post-Certificate Architecture Refresher Seminar</b>							
11.1	New Terminology, Trends, and Concepts			x	x	x	Online Seminar: 90-Day Concept & Practice Update
11.2	What's New in Frameworks			x	x	x	
11.3	What's New in Strategic Planning			x	x	x	
11.4	What's New in Business Optimization			x	x	x	
11.5	What's New in Data and Knowledge Management			x	x	x	
11.6	What's New in Application Development			x	x	x	
11.7	What's New in Network Engineering and Cloud Management			x	x	x	
11.8	What's New in Security and Risk Management			x	x	x	
11.9	What's New in Tools and Repositories			x	x	x	
11.10	Connecting Better with the Architecture Customer			x	x	x	
11.11	Measuring and Improving Architecture Program Value			x	x	x	
11.12	Moving Up the Career Ladder			x	x	x	
<b>Area 12 KSAs: Using Architecture in Create and Respond to Organizational Disruption</b>							
12.1	Disruption Happens - All the Time			x	x	x	Online Seminar: 90-Day Concept & Practice Update
12.2	Using Disruption to Implement Change			x	x	x	
12.3	Reacting to Unanticipated Disruption			x	x	x	
12.4	Evaluating Disruption at the Individual Level			x	x	x	
12.5	Evaluating Disruption at the Societal Level			x	x	x	
12.6	Evaluating the Financial Aspects of Disruption			x	x	x	
12.7	Evaluating the Technology Aspects of Disruption			x	x	x	
12.8	Evaluating the Security & Privacy Aspects of Disruption			x	x	x	
12.9	Recovering from Disruption - Architecting New Plans			x	x	x	
12.10	Recovering from Disruption - Architecting New Processes			x	x	x	
12.11	Recovering from Disruption - Architecting New Enabling Technologies			x	x	x	
12.12	Recovering from Disruption - Reskilling for You and Others			x	x	x	
<b>Area 1B KSAs: Architecture Fundamentals - Intensive Onsite Certification Seminar &amp; Workshops</b>							
1B.1	Day 1: Architecture and Design for the Digital Age		x	x	x	x	Intensive Onsite Training: Architecture Fundamentals in 4 Days (Required for CEA)
1B.2	Day 1: Key Architecture Terms and Concepts		x	x	x	x	
1B.3	Day 1: Core Elements of a Complete Architecture Approach		x	x	x	x	
1B.4	Day 2: Value and Risk in Enterprise Architecture		x	x	x	x	
1B.5	Day 2: Architecture as a Baseline for Other Best Practices		x	x	x	x	
1B.6	Day 2: Architecture in Strategic Planning		x	x	x	x	
1B.7	Day 3: Architecture in Business Optimization		x	x	x	x	
1B.8	Day 3: Architecture in Data and Knowledge Management		x	x	x	x	
1B.9	Day 3: Architecture in Application and System Management		x	x	x	x	
1B.10	Day 4: Architecture in Network and Cloud Management		x	x	x	x	
1B.11	Day 4: Architecture in Risk and Security Management		x	x	x	x	
1B.12	Day 4: Architecture Standards, Skills, and Course Review		x	x	x	x	
<b>Area 2B KSAs: Advanced Architecture - Intensive Onsite Certification Seminar &amp; Workshops</b>							
2B.1	Day 1: Setting up the Program Office and Doing Projects		x	x	x	x	Intensive Onsite Training: Advanced Enterprise Architecture - 4 Days (Required for CEA)
2B.2	Day 1: Building and Growing a Winning Architecture & Design Team		x	x	x	x	
2B.3	Day 1: Doing Architecture Work at Various Levels of Scope		x	x	x	x	
2B.4	Day 2: Developing and Implementing a Stakeholder Value Scorecard		x	x	x	x	
2B.5	Day 2: Selecting and Using Design/Analysis Tools and Repositories		x	x	x	x	
2B.6	Day 2: Scoping and Documenting the Current Architecture		x	x	x	x	
2B.7	Day 3: Scoping and Documenting the Future Architecture		x	x	x	x	
2B.8	Day 3: Developing the Architecture Management & Transition Plan		x	x	x	x	
2B.9	Day 3: Using Architecture to Support Planning and Decision-Making		x	x	x	x	
2B.10	Day 4: Managing Architecture Design and Analysis Projects		x	x	x	x	
2B.11	Day 4: Architecture and Design Program and Project Audits		x	x	x	x	
2B.12	Day 4: Architecture Career Paths and Continuous Learning		x	x	x	x	
<b>Area 3B KSAs: Architecture for Startups, Mergers &amp; Acquisitions - Intensive Onsite Certification Seminar &amp; Workshops</b>							
3B.1	Day 1: How Architecture Can Help in Mergers and Acquisitions		x	x	x	x	Training: Startups, Mergers & Acquisitions (for CEA)
3B.2	Day 1: Architecture Contributions When Selling an Organization		x	x	x	x	
3B.3	Day 1: Architecture Contributions When Acquiring an Organization		x	x	x	x	
3B.4	Day 2: Architecture Support in Cultural Evaluation/Managing Change		x	x	x	x	

<b>3B.5</b>	Day 2: Architecture Support for the Due Dilligence Process	x	x	x	x
<b>3B.6</b>	Day 2: Architecture Contributions to Pre-Merger Planning	x	x	x	x
<b>3B.7</b>	Day 3: Architecture Contributions to Post-Merger Tactical Planning	x	x	x	x
<b>3B.8</b>	Day 3: Architecture Contributions to Post-Merger Strategic Planning	x	x	x	x
<b>3B.9</b>	Day 3: Architecture Contributions to Post-Merger Restructuring	x	x	x	x
<b>3B.10</b>	Day 4: Reference Architectures and Organization-wide Standards	x	x	x	x
<b>3B.11</b>	Day 4:Architecture with Different Organizational Structures	x	x	x	x
<b>3B.12</b>	Day 4: Architecture Considerations in Evaluating Disruption Sources	x	x	x	x

Intensive Onsite  
Architecture for  
Mergers & Acquisiti-  
Days (Required)