

## ARCHITECTURE MATURITY MATRIX

DYA<sup>®</sup>

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## Introduction

The DYA® architecture maturity matrix by Sogeti is an instrument to assess the state of the architectural function in an organization. It provides a framework to ensure that the right aspect is given the right amount of attention at the right time. The maturity matrix supports the identification of improvement measures on these aspects that should have priority in the particular situation of an organization.

The maturity matrix distinguishes 18 areas relevant to successfully working under architecture. Each of these areas has its own growth path: for each area a number of maturity stages is distinguished. These stages are depicted by the letters A, B, C and occasionally D in the figure below. The positions of these letters in the matrix indicate the order in which an organization should strive to reach the various maturity stages: from left to right the matrix indicates when to work on what area to what measure of maturity. The matrix and its positioning of maturity stages is based on many years of experience with architectural processes in many different organizations.

The first step in working with the maturity matrix is to determine where the organization under investigation stands. To this end, each stage of each area is provided with a number of questions. If all these questions can be answered affirmatively, the organization is said to have achieved this particular stage of maturity.

Area	Level	0	1	2	3	4	5	6	7	8	9	10	11	12	13
Defining architecture			A			B			C						
Use of architecture				A			B				C				
Involvement of business			A				B				C				
Involvement of development process				A				B		C					
Involvement of operations						A			B			C			
Relation to current situation						A				B					
Roles and responsibilities					A		B					C			
Coordination of activities								A			B				
Controlling					A		B		C		D				
Quality management									A		B			C	
Maintenance architecture process								A		B		C			
Maintenance architecture deliverables						A			B					C	
Commitment and motivation			A					B		C					
Architecture roles and training					A		B			C			D		
Use of architecture method					A						B				C
Consultation				A		B				C					
Architecture tools								A				B			C
Estimation and planning					A							B		C	

The use of the matrix is governed by two rules:

- An organization has achieved a maturity stage for an area if and only if all questions belonging to that stage have been answered with a Yes;
- An organization has achieved a maturity level if and only if all maturity stages for that level and for all preceding levels have been achieved.

In answering the questions the following interpretation of the term (enterprise) architecture should be kept in mind:

# Architecture Maturity Matrix



*The consistent set of principles and models that guide design and implementation of processes, organizational structure, information flows and technical infrastructure in an organization.*

Any such principles and guidelines that an organization possesses are included in our interpretation of architecture, even if the organization itself does refer to it by the name of architecture.

By architectural process is, in the context of the maturity matrix, meant the total of activities to define, maintain and use architectures.

For further information on the architecture maturity matrix please contact [dya@sogeti.nl](mailto:dya@sogeti.nl)

## The 18 Areas of attention for working under architecture

We are recognizing 18 areas that have to be taken into account when setting up an architecture capability. Within these 18 areas we have defined different maturity levels. A description of these areas and their maturity levels is given below.

### 1. Defining architecture

Architecture development approaches vary between isolating, autonomous projects and a continuous facilitating process. In the first case architecture is seen as a product, in the second case as a process.

Maturity levels	
Level	Description
A	<p><u>Architecture as a project</u> Architecture definition is set up as a project, with a commissioner, a predefined end result, and a fixed delivery date.</p> <ul style="list-style-type: none"> <li>• Is architecture development not started unless an assignment is given?</li> <li>• Is a plan of approach made before starting architecture development?</li> </ul>
B	<p><u>Architecture as a process</u> It is recognized that the architecture has to be kept up to date to absorb changes in the organizations' strategy and context. Architecture products are embedded in the organization, they are broadly accepted and used. There is some kind of release management on architecture products</p> <ul style="list-style-type: none"> <li>• Is architecture development seen as an ongoing process?</li> <li>• Is the architecture kept up to date?</li> <li>• Is there any form of architecture release management?</li> </ul>
C	<p><u>Architecture as a facilitating process</u> The organization recognizes that the sole purpose of architecture is supporting the changes needed to achieve business goals. Goal and function of every architecture is known from the beginning of its creation.</p> <ul style="list-style-type: none"> <li>• Is the customer of an architecture product defined before starting it's creation?</li> <li>• Is it defined at the start of creating an architecture product who will make use of it?</li> <li>• Besides architects, are there any other parties involved in developing architecture (e.g. business managers, system managers, developers, line employees)?</li> </ul>

### 2. Use of architecture

Developing an architecture is not a goal in itself. Architecture has to be used in an organization to achieve something. Architecture can be used in various ways: purely informative, to guide individual projects, or as a management instrument for the complete organization.

Maturity levels	
Level	Description
A	<p><u>Architecture is used informatively</u> The architecture gives a clear picture of the organizations ambition of how it wants to conduct its business. This picture is underwritten by management. All employees have access to the architecture.</p> <ul style="list-style-type: none"> <li>• Is there an architecture that got explicit and formal approval by management?</li> <li>• Does the architecture provide a clear picture of the organizations goals and demands?</li> <li>• Is the architecture accessible for all employees?</li> </ul>
B	<p><u>Architecture is used for steering design</u> Architecture is used to steer project choices on e.g. design, platform choices. Projects need to comply with architecture.</p> <ul style="list-style-type: none"> <li>• Is architecture used to pro-actively guide business and it developments?</li> <li>• Is it clear for every project which part of the architecture it applies to?</li> <li>• Does the architecture provide any explicit guidelines which can be applied by projects?</li> </ul>
C	<p><u>Architecture embedded in the organization</u> Architecture is an integral part of organization governance. It plays an important role in decision making processes.</p> <ul style="list-style-type: none"> <li>• Does the architecture play a part in decision making processes within the organization?</li> <li>• Is architecture used in the organization's planning and control cycle?</li> <li>• Are the concepts underlying the architecture based on the business vision of general management?</li> </ul>

### 3. Involvement of business

Architecture finds its justification in enabling the realization of business goals. It is important to synchronize the architecture content with business goals and capabilities. Cooperation between architects and business lines is a necessity.

Maturity levels	
Level	Description
A	<p><u>Architecture related to business goals</u> Architecture choices are substantiated by an explicit relationship to business goals.</p> <ul style="list-style-type: none"> <li>• Is there a clear relationship between the architecture and the business goals of the organization?</li> <li>• Is the architecture assessed against business goals?</li> </ul>
B	<p><u>Architecture driven by business goals</u> The development of architecture is driven by business goals. Prioritization of architecture activities is done on desired business changes.</p> <ul style="list-style-type: none"> <li>• Are architects and business employees on familiar and easy terms?</li> <li>• Is architecture development driven by specific business goals?</li> <li>• When architecture is developed, is it clear which business goal it should benefit?</li> </ul>

C	<p><u>Architecture process integrated in business</u>          Architecture is an integral part of the organization. Architecture and business responsibilities alike take part in the Strategic Dialogue. Architecture offers solid support to these strategic discussions within the organization.</p> <ul style="list-style-type: none"> <li>• Does the business participate in architecture discussions on a regular basis?</li> <li>• Does the business feel itself committed to the architecture process?</li> <li>• Is architecture seen as strategic by senior management?</li> </ul>
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#### 4. Involvement of development process

Architecture needs to steer changes to optimize the realization of business goals. Cooperation with the development process, the relationship between the architecture process and the development process, is very important. This holds for process-, organization- and IT-development.

Maturity levels	
Level	Description
A	<p><u>Ad hoc</u>            There is a consciousness within projects that they have to work within a framework. Some projects are asking for these frameworks.</p> <ul style="list-style-type: none"> <li>• Are there any projects paying attention to the architecture?</li> <li>• Are projects ever asking questions about the architecture?</li> </ul>
B	<p><u>Structural</u>            Projects are expected to work within architectural frameworks. Architecture is an integral part of the project methodology.</p> <ul style="list-style-type: none"> <li>• Is it standard procedure for projects to comply with the architecture?</li> <li>• Is architecture part of the standard system development process?</li> <li>• Are architects explicitly paying attention to the usefulness of architecture for projects?</li> <li>• Are any standards used within system development?</li> </ul>
C	<p><u>Interactive</u>            There is a continuous dialogue between projects and architects. Architects support the projects in applying the architecture. Projects give feedback on the quality and applicability of the architecture.</p> <ul style="list-style-type: none"> <li>• Does the architecture process get regular feedback from development?</li> <li>• Are architects helping developers to convert the general architecture principles to specific design principles to be applied in their own situation?</li> <li>• Are developers actively participating in creating architecture?</li> <li>• Is there any process in place to incidentally develop in deviation from the architecture, on purpose and in controlled manner?</li> </ul>

#### 5. Involvement of operations

Cooperation with operations is a two way street: principles and guidelines important for operations need to be incorporated into the architecture. But architecture can also set conditions for operational activities.

Maturity levels	
Level	Description
A	<p><u>Ad hoc</u> There is a consciousness that operational aspects need to be incorporated into the architectural choices, and operations need to comply with the architecture.</p> <ul style="list-style-type: none"> <li>• Does system maintenance and control take the architecture in account?</li> <li>• Are system maintenance and control aspects part of the architecture?</li> </ul>
B	<p><u>Structural</u> Operations is expected to work within architectural frameworks. Operations is an integral part of architecture projects.</p> <ul style="list-style-type: none"> <li>• Is system maintenance and management given appropriate attention when developing architecture?</li> <li>• Is system maintenance and management bound to compliance with the architecture?</li> </ul>
C	<p><u>Interactive</u> There is a continuous dialogue between operations and architects. Architects support operations in applying the architecture. Operations give feedback on the quality and applicability of the architecture.</p> <ul style="list-style-type: none"> <li>• Is there a regular feedback form system maintenance and control to the architecture process?</li> <li>• Are system maintenance and control staff participating in developing architecture?</li> <li>• Are there any guidelines for maintenance of systems which are not developed under architecture?</li> </ul>

## 6. Relationship to current situation

Architecture is often associated with a new, desired situation. But organizations also have the current situation. It is important for architecture to consider this current situation with its challenges and opportunities. This will enhance the applicability of the architecture. If the current situation is neglected, chances are that the organization can only dream the architects dream.

Maturity levels	
Level	Description
A	<p><u>Attention to current situation</u> The architecture not only draws the future picture, but also pays attention to the current situation, and how to handle it.</p> <ul style="list-style-type: none"> <li>• Does the architecture pay attention to the current situation (processes, organization, informational and technical architecture)?</li> <li>• Has a policy been formulated regarding the current situation (processes, organization, information supply and technical infrastructure)?</li> </ul>
B	<p><u>Attention to migration</u> The architecture gives solutions to migrate from the current to the desired situation.</p> <ul style="list-style-type: none"> <li>• Does the architecture describe the relationship between the current en required situation?</li> </ul>

	<ul style="list-style-type: none"> <li>Does the architecture give guidelines for migration (how to get from the current to the desired situation)?</li> </ul>
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## 7. Roles and responsibilities

Clear assignment of architecture roles and responsibilities will prevent architecture discussions and differences of opinion from not being addressed, and ending up in an organizational vacuum. Furthermore parties can be hold accountable for their contribution to the architecture.

Maturity levels	
Level	Description
A	<p><u>Responsibility for architectural content assigned</u> The responsibilities for architectural content are assigned. There is an owner for architecture.</p> <ul style="list-style-type: none"> <li>Is the responsibility for the contents of the architecture clearly assigned within the organization?</li> <li>Does architecture have an official status within the organization?</li> </ul>
B	<p><u>Management responsible for architecture process</u> The process to create and use architecture is as a responsibility assigned at management level.</p> <ul style="list-style-type: none"> <li>Is responsibility for architecture assigned at management level?</li> <li>Is an owner assigned to the architecture processes?</li> </ul>
C	<p><u>Topmanagement responsible for architecture effectiveness</u> Architecture is part of the portfolio of one the topmanagers. The pay offs from the architecture process are evaluated, and someone is held accountable.</p> <ul style="list-style-type: none"> <li>Is responsibility for architecture assigned at board level?</li> <li>Is architecture also a business management responsibility?</li> <li>Is the executive responsible for architecture actively held accountable for the contribution architecture makes to the business goals?</li> </ul>

## 8. Coordination of developments

Within an organization there are often many different developments which are undertaken simultaneously. These developments share resources, and are often depending on each others results. Architecture can be used for coordination of dependencies and can help project prioritization.

Maturity levels	
Level	Description
A	<p><u>Steering per project</u> The architecture is used to steer projects in scoping and design choices. Before a project is started, it is assessed how it fits in current and planned developments.</p> <ul style="list-style-type: none"> <li>Is architecture used to make design choices within individual projects?</li> <li>Is architecture used to prevent projects from "reinventing the wheel"?</li> <li>Is architecture used to prevent projects from creating things already available?</li> </ul>

B	<p><u>Coordination between projects</u> Architecture is used to actively steer the complete project portfolio. Based on the architecture projects are scoped, and it is assured that results of different projects fit together.</p> <ul style="list-style-type: none"> <li>• Is architecture applied to achieve coordination between projects?</li> <li>• Is architecture used to distribute and coordinate development activities amongst projects?</li> </ul>
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## 9. Controlling

Stating that projects need to comply with the architecture is usually not sufficient. Without a control mechanism the temptation of shortcuts is often too big, and the architecture will be neglected at various points.

<b>Maturity levels</b>	
<b>Level</b>	<b>Description</b>
A	<p><u>Reactive control</u> Projects are assessed on architecture compliance.</p> <ul style="list-style-type: none"> <li>• Does project progress reporting pay attention to architecture?</li> <li>• Are projects assessed on compliance with the architecture?</li> <li>• Has a project manager or project owner to bear the consequences when the project does not comply with the architecture?</li> </ul>
B	<p><u>Proactive control</u> Projects are proactively stimulated to comply with the architecture</p> <ul style="list-style-type: none"> <li>• Are there any instruments in place to enforce compliance with the architecture (e.g. "building licenses")?</li> <li>• Are architects participating in the definition study or design phase of system development projects?</li> <li>• Are there any pro-active efforts to ensure projects comply with the architecture (e.g. architecture promotion activities, relation building with project managers, participating in project kick-off's)?</li> </ul>
C	<p><u>Embedded control</u> Complying with the architecture is an integral part of project execution, and embedded in the project method.</p> <ul style="list-style-type: none"> <li>• Does compliance with architecture make part of a project assignment?</li> <li>• Is compliance with the architecture self-evident for projects?</li> </ul>
D	<p><u>Integrated control</u> Complying with the architecture is an integral part of the organizations governance processes.</p> <ul style="list-style-type: none"> <li>• Is architecture used to coordinate (concurrent) business and it developments?</li> <li>• Is compliance with the architecture part of the planning and control cycle within the organization?</li> </ul>

## 10. Quality management

The quality of the architecture is of course important to ensure its success. Quality management has to ensure this.

Maturity levels	
Level	Description
A	<p><u>Validation afterwards</u> Architecture documents are validated against the strategy. Examined are the architectural fit with the strategy, and its ability to achieve the projected benefits.</p> <ul style="list-style-type: none"> <li>• Are there efforts to validate the architecture in any way?</li> <li>• Are there any quality norms formulated for architecture?</li> </ul>
B	<p><u>Quality management process organized</u> A process is set up to ensure the quality of the architecture.</p> <ul style="list-style-type: none"> <li>• Is there structural attention for the quality for the architecture process?</li> <li>• Is there any quality program for architecture?</li> </ul>
C	<p><u>Embedded quality policy</u> Quality assurance in architecture is part of an integral quality policy at company level.</p> <ul style="list-style-type: none"> <li>• Is the quality of the architecture part of a general quality policy within the organization?</li> <li>• Is there structural attention for the benefits of working under architecture (e.g. the contribution of architecture to achieving (strategic) business goals)?</li> <li>• Is the relationship of the architecture process with other organizational processes like strategy development or system development part of the quality concept on architecture?</li> </ul>

## 11. Maintenance architecture process

As any other process the architecture process needs to be maintained. This will ensure that the architecture process remains effective and efficient. Maintaining the process means regularly going through the cycle of evaluation, improvement and execution.

Maturity levels	
Level	Description
A	<p><u>Maintenance is fragmented</u> There is a consciousness within the organization that the architecture process needs to be maintained.</p> <ul style="list-style-type: none"> <li>• Is the architecture process documented?</li> <li>• Is the architecture process widely known within the organization?</li> <li>• Has it ever been checked if the architecture process is still sufficient?</li> </ul>
B	<p><u>Maintenance procedures available</u> Procedures are set up to keep the architecture process up to date.</p> <ul style="list-style-type: none"> <li>• Are maintenance procedures in place for the architecture process?</li> <li>• Is management of the architecture process clearly assigned within the organization?</li> </ul>

	<ul style="list-style-type: none"> <li>• Are changes to the architecture process immediately communicated to all stakeholders?</li> </ul>
C	<p><u>Continuous process improvement</u> The architecture process is evaluated on a regular basis. Based on this evaluation process improvements are made.</p> <ul style="list-style-type: none"> <li>• Is the architecture process evaluated in a pre-defined cycle?</li> <li>• Is there a mechanism in place to put forward improvement suggestions for the architecture process?</li> <li>• Are ideas for improvement leading to real changes in the architecture process?</li> </ul>

## 12. Maintenance architecture products

It is not sufficient to deliver architecture products like principles, guidelines and models. They need to be maintained: new insights are included, and what has become outdated is deleted.

Maturity levels	
Level	Description
A	<p><u>Maintenance is fragmented</u> Every now and then the architectures are checked on their actuality. When necessary improvements are made.</p> <ul style="list-style-type: none"> <li>• Is anyone ever checking if the architecture is still up to date?</li> <li>• Are architecture aspects which have become out of date removed from the architecture documents?</li> <li>• Has there ever been published a new version of the architecture?</li> </ul>
B	<p><u>Maintenance procedures available</u> Procedures are set up to keep the architecture products up to date.</p> <ul style="list-style-type: none"> <li>• Is there a maintenance procedure for architecture products?</li> <li>• Is there a change management procedure in place for architecture products (a procedure how to change architecture products)?</li> <li>• Is maintenance of architecture products explicitly included in the architects job description?</li> <li>• Are changes in the architecture immediately communicated to all stakeholders?</li> </ul>
C	<p><u>Maintenance policy</u> A policy governs architecture product maintenance. This policy is based on a vision of how to embed the architecture products within the organization.</p> <ul style="list-style-type: none"> <li>• Is there a policy on maintenance of the architecture?</li> <li>• Is there differentiation in maintenance policy of the various architecture artefacts?</li> </ul>

## 13. Commitment and motivation

Commitment and motivation of the architecture stakeholders is an important driver for the success of creating and using architecture. Stakeholders are not only the architects, but first of all higher business-, IT- and project-management.

Maturity levels	
Level	Description
A	<p><u>Budget and time</u> Time and money are available to develop architecture, within a team or within a project.</p> <ul style="list-style-type: none"> <li>• Is architecture seen as important by management?</li> <li>• Is there time and money allocated for architecture?</li> </ul>
B	<p><u>Integrated in change management</u> Management recognizes that architecture is an integral part of steering and executing change.</p> <ul style="list-style-type: none"> <li>• Do business and IT management actively promote the message that architecture is a fundamental part of business and IT projects?</li> <li>• Does management steer projects on time, money <i>and</i> quality, and is architecture seen as an important quality aspect?</li> <li>• Do project plans contain a chapter on architecture?</li> <li>• Is there any awareness about the relevance of architecture with the employees in your organization?</li> </ul>
C	<p><u>Continuous architecture improvement accepted</u> Management as a whole recognizes that architecture is of strategic importance, and continuous attention for the quality of working under architecture is wanted.</p> <ul style="list-style-type: none"> <li>• Are architects supported by management to continuously improve the architecture process?</li> <li>• Is frequent and systematic feedback on the architecture process given by the organization?</li> </ul>

## 14. Architecture roles and training

Being an architect is a demanding profession. The architect not only needs to develop architecture products, but also needs to have knowledge of process and system development and infrastructures. And (s)he needs strong interpersonal and managerial skills. This makes training a necessity.

Maturity levels	
Level	Description
A	<p><u>Role recognized</u> The architects' role is recognized within the organization.</p> <ul style="list-style-type: none"> <li>• Does the role of architect exist within the organization?</li> </ul>
B	<p><u>Role described</u> Roles and responsibilities are clearly and formally described.</p> <ul style="list-style-type: none"> <li>• Are tasks and responsibilities of an architect documented and formalized?</li> </ul>
C	<p><u>Role supported</u> The architect is supported in the execution of his/her role and responsibilities with training, tools and a platform to exchange best practices.</p> <ul style="list-style-type: none"> <li>• Are architects supported by methods and tools?</li> </ul>

	<ul style="list-style-type: none"> <li>• Is there any training defined for the architects?</li> <li>• Is exchange of best practices supported by the organization?</li> </ul>
D	<p><u>Role appreciated</u> The role of architect is recognized and valued by the organization. Employees can make a career in architecture.</p> <ul style="list-style-type: none"> <li>• Do architects get the chance to certify themselves?</li> <li>• Is there a formal learning program for architects?</li> <li>• Is there a career path for architects?</li> </ul>

## 15. Use of architecture method

Developing architecture is done by a methodology using activities, techniques, tools and products. When this method varies over time or user, or when parts of it need further detailing before they can be applied, the usability of the method is limited.

Maturity levels	
Level	Description
A	<p><u>Project specific</u> The development of architecture is preceded by determining the architecture method. The actual method used can vary over projects.</p> <ul style="list-style-type: none"> <li>• Is a plan of approach made for every architecture assignment?</li> <li>• Is the documented approach for an architecture assignment really followed?</li> <li>• Within the approach to an architecture assignment, is specific attention given to the different aspects of architecture (e.g. processes, data, applications)?</li> </ul>
B	<p><u>Organization generic</u> A standard methodology for creating architecture exists within the organization.</p> <ul style="list-style-type: none"> <li>• Is there a generic, documented architecture method within the organization?</li> <li>• Is the generic architecture method used in every architecture assignment?</li> <li>• Are deviations from the generic architecture method within an architecture assignment clearly argued and documented?</li> </ul>
C	<p><u>Method optimization</u> The architecture methodology is regularly evaluated and adapted where needed.</p> <ul style="list-style-type: none"> <li>• Is there a structural process of gaining feedback on the generic architecture method?</li> <li>• Is the generic architecture method subject to maintenance and innovation?</li> </ul>

## 16. Consultation

The development of architecture asks for extensive consultation with various stakeholders, like business managers, process owners, information managers, project managers and IT staff. An orchestrated exchange of ideas is an important part of the

architecture process. It ensures that the architecture is based on business requirements, and that the architecture products are accepted by the organization.

Maturity levels	
Level	Description
A	<p><u>Internal architecture meetings</u> The architects regularly have team meetings. Experiences are exchanged, issues discussed.</p> <ul style="list-style-type: none"> <li>• Are there regular architecture team meetings</li> <li>• Are agreements made within the architecture team clearly documented?</li> </ul>
B	<p><u>Meeting commissioners and users</u> Commissioners and users of architecture meet with architects on a regular basis on the functioning of the architecture within the organization.</p> <ul style="list-style-type: none"> <li>• Is there regular (and frequent) consultation with the commissioner of an architecture assignment?</li> <li>• Are there regular meetings between architect and system developers?</li> <li>• Are agreements made with the commissioner of an architecture assignment about goals, products and terms and conditions documented?</li> <li>• Are the agreements made between architects and developers who should work according to the architecture documented?</li> </ul>
C	<p><u>Organization wide discussion of the quality of the architecture process</u> In regular meetings with the most important stakeholders it is evaluated which improvements are needed in architecture products and process.</p> <ul style="list-style-type: none"> <li>• Are there regular meetings with commissioners and users of the architecture to evaluate the used architecture method and process?</li> <li>• Are agreements to improve the architecture method and process clearly documented?</li> </ul>

## 17. Architecture tools

The architecture process can be supported by tools. When they are used in an integrated fashion, preferably supported by a repository, their effectiveness and efficiency is at the highest. Provided, of course, that the tools are suited to the chosen architecture method.

Maturity levels	
Level	Description
A	<p><u>Ad hoc and product centered</u> Use of tools to support working under architecture is limited and fragmented (e.g. a process management tool for process architecture)</p> <ul style="list-style-type: none"> <li>• Are there any tools used to support working with architecture?</li> </ul>
B	<p><u>Structural and process oriented</u> Architects all use the same tools. These tools not only support the development of individual products, but also the process to create and maintain them.</p> <ul style="list-style-type: none"> <li>• Do all architects use the same tools?</li> <li>• Is the management of architecture tools clearly assigned within the organization?</li> <li>• Are the architecture tools supporting the architecture process?</li> </ul>

C	<p><u>Integrated tools</u> Architects are supported by an integrated toolset which can ensure the architectural integrity over different products.</p> <ul style="list-style-type: none"> <li>• Are architecture tools integrated at any level?</li> <li>• Are there any architecture tools in use that ensure the consistency between the various architecture artefacts?</li> </ul>
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## 18. Estimation and planning

The development of architecture has to be budgeted and planned for. Serious budgeting and planning helps to free architecture from its mystical image. Moreover, it manages expectations from the organization, giving a clear picture of what and when.

Maturity levels	
Level	Description
A	<p><u>Project specific</u> Architecture creation is preceded by a time and budget plan. This plan is monitored during execution.</p> <ul style="list-style-type: none"> <li>• Are individual architecture assignments planned in resources and time?</li> <li>• Is the progress of an architecture assignment actively managed?</li> </ul>
B	<p><u>Organization generic</u> A standard estimating and planning method is available for architecture projects.</p> <ul style="list-style-type: none"> <li>• Is there a standard estimating and planning method for architecture assignments available?</li> <li>• When conducting an architecture assignment, are deviations to planning (time and resources) documented and explained?</li> </ul>
C	<p><u>Optimizing</u> Estimating and planning of architecture projects is improved by a continuous evaluation of quality in estimation and planning.</p> <ul style="list-style-type: none"> <li>• Is there a structural process in place for gathering feedback for the estimating and planning method used to plan architecture assignments?</li> <li>• Are any statistics available about previously made estimates and plans for architecture assignments?</li> </ul>