

Management

The Management attribute describes how the EA practice manages itself.

A mature EA practice is typically a program within a larger organization and needs to be managed as such to be able to have accountability for delivering specific outcomes. Areas of maturity include:

- Business case: How the EA practice demonstrates return on investment and responds to changes in performance of the practice
- Leadership: How the EA practice is led to advance its maturity in all attributes
- People: How the EA practice defines roles, recruits, develops, and assesses its members
- Coordination: How the EA practice initiates, defines, and tracks work to completion
- Funding: How the EA practice obtains and uses funding to sustain itself

Maturity is demonstrated by management that enables the EA practice and its members to be most effective given its resources and selected scope. At increasing levels of maturity, an EA practice should be able to:

Milestones and Actions

At increasing levels of maturity, an EA practice should be able to:

Level 1: Initiating	Level 2: Formed	Level 3: Defined	Level 4: Managed	Level 5: Improving
Milestones:				
<i>The vision, business case and initial organizational structure for the EA practice is identified.</i>	<i>The EA capability is approved by the organization. EA resources are identified and charged. Progress towards the value proposition is tracked and reported to stakeholders.</i>	<i>The EA program has a clear and measured value proposition. Proper financial and staffing resources are available. The program is embedded within the organizational structure of the organization.</i>	<i>The EA practice has processes in place to regularly evaluate its value proposition and to adjust to opportunities and constraints.</i>	<i>The EA practice engages in strategic thinking and long-term planning.</i>
Actions:				
Use the maturity model to discuss where the EA practice will start and how it will mature over time. Identify potential EA contributors in the organization, or the need to recruit new resources. Identify potential funding sources for an initial commitment to an EA practice.	Identify a leader accountable for maturing the EA practice. Identify the resources available to the EA practice, whether they report directly to an EA program or are distributed. Regularly bring together the EA resources to plan future work. Appropriate tools are in place for managing work and sharing deliverables.	Demonstrate the business case for an ongoing EA practice with defined goals and value. Identify standard job descriptions for EA resources and work with HR to align job descriptions and skills with EA practice goals. Identify individual and team development opportunities. Routinely plan and track work across all EA resources using a shared method, such as Scrum Agile. Define customer-facing work with standard practices such as statements of work. Establish regular recurring funding for the EA practice.	Routinely measure the performance of the EA practice and revise goals, resource allocations, or approaches accordingly. Regularly assess the maturity of the EA practice and adjust its approach to meet stated maturity goals. Evaluate the performance of each EA resource in relation to the goals of the EA practice and manage employee performance accordingly. Routinely estimate and track effort for EA work. Consistently hit deadlines for EA deliverables. Routinely align EA work with other teams.	Regularly seek opportunities for the EA practice to grow into new scope based on demonstrated past value. Continue to stretch the EA practice toward high levels of maturity in all attributes. Put in place professional development and succession planning.

Resources

Selected Resources

Link	Description
TBD	TBD

All Contributed Resources

The following resources in the Itana [Library](#) are tagged as related to this maturity attribute.

(To contribute a resource, see [Contribute Your Experiences](#) and label the page you add with EAMM_Management)

- [Sustaining and Adjusting](#)