

| Profile title | ICT OPERATIONS MANAGER ROLE (10) | | |
|-------------------|---|---|--|
| Summary statement | Manages operations, people and overall ICT resources. | | |
| Mission | Implements and maintains a designated part of an ICT operation ensuring that activities are conducted in accordance with organisational rules, processes and standards. Plans changes and implements them in accordance with organisational strategy and budget. Risk manages and ensures the effectiveness of the ICT infrastructure. | | |
| Deliverables | Accountable | Responsible | Contributor |
| | <ul style="list-style-type: none"> Budget Plan | <ul style="list-style-type: none"> HR Development Plan Training Program | <ul style="list-style-type: none"> Sustainable ICT Policy |
| Main task/s | <ul style="list-style-type: none"> Coordinate and manage staff Direct, organize, plan and monitor activities Negotiate the objectives and resources Manage the departmental budget Establish and monitor management information Analyse and propose solutions for continuous productivity improvement Manage the implementation and monitoring of IS quality assurance and security Communicate with internal business departments and project owners | | |

The table above is an extract from *European ICT professionals role profiles* Ref. No. CWA 16458-1:2018 E © 2018 CEN

The following pages map SFIA skills and competency levels to the role profile. There are 2 parts to the mapping:

• **The Level of responsibility.**

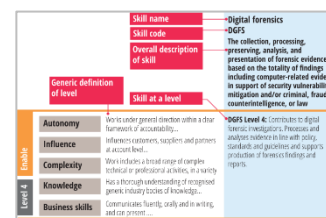
A common language is used to describe levels of responsibility across roles in all professional disciplines. The SFIA Framework consists of seven levels of responsibility; Level 1, the lowest, to Level 7, the highest. The levels describe the behaviours, values, knowledge and characteristics that an individual should have in order to be identified as competent at the level. Each of the levels is also labelled with a phrase to summarise the level of responsibility.

| | |
|---------|---------------------------------|
| Level 7 | Set strategy, inspire, mobilise |
| Level 6 | Initiate, influence |
| Level 5 | Ensure, advise |
| Level 4 | Enable |
| Level 3 | Apply |
| Level 2 | Assist |
| Level 1 | Follow |

• **The Professional skills.**

SFIA 7 consists of 102 professional skills. Each skill description is made up of an overall definition of the skill and a description of the skill at each of up to seven levels.

The skill level descriptions provide a detailed definition of what it means to practice the skill at each level of competency. The skill level descriptions are aligned to the 7 levels of responsibility which ensures consistency throughout the SFIA framework making it solid and robust across professional disciplines.



NB: This is an illustrative skills profile only. It may not be the best fit for your organization. Anyone using this document should take care to apply the principles of SFIA to their own organisation and role design. See the [SFIA website](#) for further guidance.

EU ICT Operations Manager role (10)

SFIA Generic Responsibility Levels for the Role

Autonomy - Level 5

- Works under broad direction
- Work is often self-initiated
- Is fully responsible for meeting allocated technical and/or project/supervisory objectives
- Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities

Influence - Level 5

- Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism
- Builds appropriate and effective business relationships
- Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget
- Has significant influence over the allocation and management of resources appropriate to given assignments
- Leads on user/customer collaboration throughout all stages of work
- Ensures users' needs are met consistently through each work stage

Complexity - Level 5

- Performs an extensive range and variety of complex technical and/or professional work activities
- Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts
- Understands the relationship between own specialism and wider customer/organisational requirements

Knowledge - Level 5

- Is fully familiar with recognised industry bodies of knowledge both generic and specific
- Actively seeks out new knowledge for own personal development and the mentoring or coaching of others
- Develops a wider breadth of knowledge across the industry or business
- Applies knowledge to help to define the standards which others will apply

Business Skills - Level 5

- Demonstrates leadership
- Communicates effectively, both formally and informally
- Facilitates collaboration between stakeholders who have diverse objectives
- Analyses, designs, plans, executes and evaluates work to time, cost and quality targets
- Analyses requirements and advises on scope and options for continuous operational improvement
- Takes all requirements into account when making proposals
- Demonstrates creativity, innovation and ethical thinking in applying solutions for the benefit of the customer/stakeholder
- Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives
- Maintains an awareness of developments in the industry
- Takes initiative to keep skills up to date
- Mentors colleagues
- Assesses and evaluates risk
- Proactively ensures security is appropriately addressed within their area by self and others
- Engages or works with security specialists as necessary
- Contributes to the security culture of the organisation

EU ICT Operations Manager role (10)

SFIA Professional Skills for the Role

Core - all people performing this job will need this skill. Optional - some people performing this job will need the skill.

Core: IT management @ Level 5

- Takes responsibility for the design, procurement, installation, upgrading, operation, control, maintenance (including storage and communication of data, voice, text, audio and images) and effective use of IT infrastructure components and monitors their performance
- Provides technical management of an IT operation, ensuring that agreed service levels are met and all relevant procedures are adhered to
- Schedules and supervises all maintenance and installation work
- Ensures that operational problems are identified and resolved
- Provides appropriate status and other reports to specialists, users and managers
- Ensures that operational procedures and working practices are fit for purpose and current
- Investigates and manages the adoption of appropriate tools, techniques and processes (including automation)

Core: Systems development management @ Level 5

- Defines systems development projects which support the organisation's objectives and plans
- Selects, adopts and adapts appropriate systems development methods, tools and techniques selecting appropriately from plan-driven/predictive approaches or more adaptive (iterative and agile) approaches
- Ensures that senior management is both aware of and able to provide the required resources
- Facilitates availability and optimum utilisation of resources
- Monitors and reports on the progress of development projects, ensuring that projects are carried out in accordance with agreed architectures, standards, methods and procedures (including secure software development)
- Develops road maps to communicate future development activity

Core: Service level management @ Level 5

- Ensures that service delivery meets agreed service levels
- Creates and maintains a catalogue of available services
- In consultation with the customer negotiates service level requirements and agrees service levels
- Diagnoses service delivery problems and initiates actions to maintain or improve levels of service
- Establishes and maintains operational methods, procedures and facilities in assigned area of responsibility and reviews them regularly for effectiveness and efficiency

Core: Resourcing @ Level 5

- Develops plans to ensure that the organisation has appropriately skilled resources to meet organisational objectives and commitments
- Manages the effective implementation of resource planning, recruitment, selection, assessment, on-boarding and transitioning of resources
- Advises on standards, methods and tools for resource management
- Ensures compliance with relevant statutory or external regulations and codes of good practice
- Contributes to the development of resource management policies, standards and guidelines and to audits and assessment of resource management processes

Core: Security administration @ Level 5

- Monitors the application and compliance of security administration procedures and reviews information systems for actual or potential breaches in security
- Ensures that all identified breaches in security are promptly and thoroughly investigated and that any system changes required to maintain security are implemented
- Ensures that security records are accurate and complete and that request for support are dealt with according to set standards and procedures
- Contributes to the creation and maintenance of policy, standards, procedures and documentation for security

Core: Performance management @ Level 5

- Manages individuals and groups
- Allocates responsibilities and/or packages of work, including supervisory responsibilities
- Delegates responsibilities as appropriate
- Sets performance targets, and monitors progress against agreed quality and performance criteria
- Provides effective feedback, throughout the performance management cycle, to ensure optimum performance
- Proactively works to ensure effective working relationships within the team and with those whom the team interacts with
- Provides support and guidance as required, in line with individuals' abilities
- Advises individuals on career paths, and encourages pro-active development of skills and capabilities and provides mentoring to support professional development
- Provides input in to formal processes such as compensation negotiations and disciplinary procedures

Core: Relationship management @ Level 5

- Identifies the communications and relationship needs of stakeholder groups
- Translates communications / stakeholder engagement strategies into specific activities and deliverables
- Facilitates open communication and discussion between stakeholders, acting as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans
- Provides informed feedback to assess and promote understanding
- Facilitates business decision-making processes
- Captures and disseminates technical and business information