

Open Group Guide

**The Open Group Certified IT Specialist (Open CITS) Program
Skill Mappings to the
Skills Framework for the Information Age (SFIA)**



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Open Group Guide

The Open CITS Program Skill Mappings to the Skills Framework for the Information Age (SFIA)

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Comments relating to the material contained in this document may be submitted to:

The Open Group, Apex Plaza, Forbury Road, Reading, Berkshire, RG1 1AX, United Kingdom

or by electronic mail to:

ogspeccs@opengroup.org

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Preface

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This Document

This document is a Guide to The Open Group Certified IT Specialist (Open CITS) program skill mappings to the Skills Framework for the Information Age (SFIA).

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Referenced Documents

The following document is referenced in this Guide:

- Open CITS: Conformance Requirements, X084, published by The Open Group; refer to: www.opengroup.org/bookstore/catalog/x084.htm.

1 Introduction

1.1 Open CITS and SFIA

The Skills Framework for the Information Age (SFIA) is a framework for describing the skills of information systems professionals. SFIA is used to unite a wide variety of other systems in the recruitment, development, training, and reward of Information Systems (IS) staff throughout the world (see www.sfia.org.uk).

In developing Open CITS, SFIA has been used as an underlying structure to help with the organization of the Open CITS Conformance Requirements and as a resource to help in their validation.

Open CITS and SFIA differ in their approaches:

- SFIA identifies a comprehensive set of categories of skill that are needed in the IS domain, and describes the skills in these categories at several different levels. Individuals assessing themselves against SFIA are likely to find that they meet the SFIA criteria in several different categories, and organizations using SFIA to define the skills required for a particular role may need to select skills from more than one SFIA category.
- The Open CITS program identifies a number of different areas of work that need to be performed by IT Specialists, and defines the detailed skills and experience requirements that would be expected of people who have successfully performed in those roles.

Open CITS Level 1 tends to the relevant SFIA skill at the lower level that has been mapped and Open CITS Level 2 tends to the upper level mapped to the associated SFIA skill. At the Generic SFIA level, Open CITS Level 2 has been assessed as meeting or exceeding the SFIA Generic Level 5.

1.2 The Purpose of this Document

The purpose of this document is to indicate mappings between Open CITS skills and SFIA skills. It is not the intention to provide all the requirements for the Open CITS program; comprehensive documentation describing the Open CITS Conformance Requirements is available from The Open Group website (www.opengroup.org).

It should also be noted that the job titles listed beneath each Stream are intended purely as examples of jobs whose primary focus is associated with the Stream. Clearly, the job titles will require SFIA skills associated with more than one Stream. For instance, a job title will have skills that are associated with Client Focus and Technical Focus skills.

1.3 Our Approach to Mapping

In mapping SFIA skills to the Open CITS skills, rather than include pre-requisite or supporting skills, the authors have focused on mapping skills where it is clear that the key attributes described for one match the attributes of the other skill. Including skills that are considered pre-requisite or support the Open CITS program skill or skills that might be associated for any other reason would produce a list that would be over-long and render this document impractical to use.

Also, when mapping the Open CITS skills and SFIA skills, careful consideration has been given to the context of each skill, the Focus Areas and Streams in Open CITS, and the generic as well as skill-specific levels in SFIA. Clearly there are cases where the mapping may span two or three levels in SFIA and this has been indicated when it is the case.

1.4 How to Use this Document

This document explains the relationship between Open CITS skills and SFIA skills. The document comprises three sections:

1. Open CITS program Focus Areas and Stream descriptions with example job titles
2. Open CITS program Stream skills
3. Open CITS skills and SFIA skill(s) with suggested level mapping

Each section can be used separately, but all are linked also. The intended workflow is to step through each section using the Open CITS program links to find the SFIA mappings in which you are interested.

1.5 Workflow Example

Choose the Open CITS Focus Area of interest and then an Open CITS Stream.

- The Stream description and example job titles are there to help you find the Stream appropriate to your interest.
- Both the Focus Area text and Stream text are linked to take you to the next section of the document to the Open CITS skills associated with the Stream. Click on either link to take you to the next section of the document.

Clicking on a Stream link above will take you to a section of the Open CITS program, where a table lists all associated skills for the Stream.

To see Open CITS/SFIA mappings for a skill, choose a skill link. (The Stream name is also linked.)

				Limited	General	Applied	Deep	Expert
Core Foundation Skills for Levels 1 and 2		Type	Reference					
Services	Advise on Possible Solution	Technique	ITSCTS01			1	2	
	Understand Business Aspects	Technique	ITSCTS02			1	2	
	Advise on Large and/or Complex Engagements	Technique	ITSCTS03			1	2	
	Assure Solution Viability	Technique	ITSCTS04			1	2	
	Develop Plans	Technique	ITSCTS05			1	2	

An Open CITS skill is displayed with mapped SFIA skills, which are considered closely related. The SFIA Name, Code, and Suggested Levels are displayed.

Technical Focus Areas - Solution Development Stream Skills for Levels 1 and 2			SFIA Skill	Code	Suggested SFIA Level(s)						
					1	2	3	4	5	6	7
Develop Requirements Gathering Strategy Select the appropriate methods, techniques, and tools for identifying, analyzing, and documenting client requirements.	Requirements definition and management	REQM									
	Methods and tools	METL									
	Business modelling	BSMO									

SFIA Levels range from Level 1 to 7. The purpose of this document is to provide a specific mapping for Open CITS and SFIA skills. This is shown with the fill color. In this example screenshot, an Open CITS skill is mapped to an SFIA skill at Levels 2 to 5.

SFIA Skill	Code	Suggested SFIA Level(s)						
		1	2	3	4	5	6	7
Requirements definition and management	REQM							

2 Core Foundation Skills

The Core Foundation skills are categorized into People skills, Project skills, Business skills, and Architecture skills.

Candidates must be able to document that they have demonstrated these skills at the required level (or higher) repeatedly and successfully.

2.1 Client Focus Areas

2.1.1 Services

IT Specialists in this Client Focus Area primarily apply their skills in an internal or external customer billable services and implementation environment.

2.1.2 Sales

IT Specialists in this Client Focus Area primarily apply their skills to support the sales of vendor products, services, and solutions. Individuals who are part of Sales typically have responsibility for non-billable activities, such as driving revenue through in-depth, complex demonstrations, technical evaluations, or proof-of-concepts.

2.1.3 Support

IT Specialists in this Client Focus Area primarily apply their skills to support the operation and maintenance of vendor products, services, and solutions. Individuals who are part of Support typically have responsibility for sizing, troubleshooting, and critical customer situations.

2.1.4 Training

IT Specialists in this Client Focus Area primarily apply their skills to develop and deliver training courses. The professionals in this area combine assignments in client projects with the delivering of training courses to clients (internal and external).

2.2 Technical Focus Areas

2.2.1 Solution Development

2.2.1.1 Business Analysis

IT Specialists in this Stream will have expertise in analysis and description of business processes, and their translation into functional and non-functional IT requirements. Business analysts act as the interpreters between the worlds of IT and business. Typical examples of the

deliverables are functional and non-functional requirements, use-cases, process models, and impact analysis.

Example Job Titles

- Business Analyst
- Senior Business Analyst
- Systems Analyst

2.2.1.2 *Application Development*

IT Specialists in this Stream will have expertise in translating IT requirements in the design, development, and assembly of components to create custom information systems. Typical examples of the deliverables are functional and technical designs, models, components, code, unit tests, and documentation.

Example Job Titles

- Application Developer
- Software Developer
- Programmer

2.2.1.3 *Packaged Application Implementation*

IT Specialists in this Stream will have expertise in implementing, integrating, and customizing commercial Independent Software Vendor (ISV) packages such as CRM, ERP, Finance, Accounting, or vertical industry-specific packages. The Packaged Application Implementation IT Specialist is characterized by a combination of general development knowledge with package knowledge and the specific domain to which the package relates. Typical examples of the deliverables are functional and technical designs, models, components, code, parameters, unit tests, and documentation.

Example Job Titles

- Packaged Application Implementer
- ERP Application Implementation Specialist
- CRM Application Implementation Specialist

2.2.1.4 *Data Integration*

IT Specialists in this Stream will have expertise in making available, integrating, and optimizing structured and/or unstructured data using database products, technologies, and methods. Typical examples of the deliverables are database designs, information models (logical, physical, dimensional, etc.), data migration plans, and data warehouses.

Example Job Titles

- Data Integration Analyst
- Senior Data Integration Engineer
- Data Integration Developer

2.2.1.5 *Infrastructure Design*

IT Specialists in this Stream will have expertise in selecting the optimal combination of storage systems, networking systems, servers, and/or printing systems based on application and business information requirements. Typical examples of the deliverables are capacity plan, standardization plan, migration plan, and infrastructure model.

Example Job Titles

- Infrastructure Designer
- Infrastructure Solution Designer
- Infrastructure Engineer

2.2.1.6 *Testing*

IT Specialists in this Stream will have expertise in the planning, design, management, execution, and reporting of tests using appropriate testing tools and techniques, and conforming to agreed standards, to ensure that new and amended systems, together with any interfaces, perform as specified together with the business. Typical examples of the deliverables are testing strategies, test plans, test cases, test reports, and quality metrics.

Example Job Titles

- Test Engineer
- Tester
- Test Analyst

2.2.1.7 *Business Information Management*

IT Specialists in this Stream will have expertise in making available, integrating, and optimizing structured and/or unstructured data in order to present or distribute information for use and analysis by the business. Specialties are Business Intelligence (BI) and Content Integration (CI). Typical examples of the deliverables are strategy maps, information models (logical, physical, dimensional, etc.), data warehouses, balanced scorecards, and reports.

Example Job Titles

- Business Information Manager
- Business Intelligence Specialist

- Content Manager

2.2.2 Solution Delivery

2.2.2.1 *Infrastructure and Application Management*

IT Specialists in this Stream will have expertise in managing and operation of IT hardware, software, and communications and/or application solutions, and the resources required to plan for, develop, deliver, and support properly engineered IT services and products to meet the needs of a business. The scope of this Stream includes preparation for new or changed services, management of the change process, and maintenance of regulatory, legal, and professional standards, management of performance of systems and services in relation to their contribution to business performance, and management of bought-in services including, for example, public network, virtual private network, and outsourced services. Typical examples of the deliverables are service-level reporting, risk, and contingency planning.

Example Job Titles

- Infrastructure Manager
- Infrastructure Technical Project Manager
- Senior Infrastructure Engineer

2.2.2.2 *Systems and Hardware Products – Storage Systems*

IT Specialists in this Sub-Stream will have expertise in one or more storage system technology areas. Examples include: disk, tape, optical, SAN, NAS, or storage software related to these technologies.

Example Job Titles

- Storage Systems Engineer
- SAN Storage Engineer
- Storage Manager

2.2.2.3 *Systems and Hardware Products – Networking Systems*

IT Specialists in this Sub-Stream will have expertise in one or more networking system technology areas. Examples include: routers, networking controllers, bridges, or networking software related to these technologies.

Example Job Titles

- Systems Administrator
- Systems Engineer
- Network Manager

2.2.2.4 *Systems and Hardware Products – Server*

IT Specialists in this Sub-Stream will have expertise in one or more server technologies, including different hardware architectures and operating systems.

Example Job Titles

- Server Infrastructure Analyst
- Server Support
- IT Systems Engineer

2.2.2.5 *Systems and Hardware Products – Cross Systems*

IT Specialists in this Sub-Stream will have expertise in two or more servers, their operating system environments, and/or storage technologies and their inter-relationship and operation.

Example Job Titles

- Cross Platform Consultant
- Cross Systems Specialist
- Multi Platform Specialist

2.2.2.6 *Software – Application Development Products*

IT Specialists in this Sub-Stream will have expertise in one or more application development products. Examples include mainstream application development frameworks, such as those from IBM, Microsoft, and Sun.

Example Job Titles

- .Net Developer
- SAP Application Developer
- IT Application Analyst

2.2.2.7 *Software – Application and Integration Middleware*

IT Specialists in this Sub-Stream will have expertise in one or more Application and Integration Middleware (AIM)-based software product areas. Examples include mainstream AIM software, such as those from IBM, Microsoft, and Mercator.

Example Job Titles

- Middleware Integration Specialist
- Application Integration Consultant

- Technology Integration Specialist

2.2.2.8 *Software – Data Management*

IT Specialists in this Sub-Stream will have expertise in one or more relational and non-relational data management-based software product areas. Examples include mainstream data management software, such as those from IBM and Oracle.

Example Job Titles

- Software Engineer
- Data Software Analyst
- Data Business Analyst

2.2.2.9 *Software – Content Management*

IT Specialists in this Sub-Stream will have expertise in one or more areas of content management software. Content management software captures, stores, manages, integrates, and delivers all forms of digital content across a company's entire value chain to create real business value. Content management systems and integrated processes provide the unified approach for managing multiple content types. Examples include mainstream content management software, such as those from IBM, Microsoft, and Sun.

Example Job Titles

- Content Management Specialist
- Content System Administrator
- Content Manager

2.2.2.10 *Software – Portal and Collaboration*

IT Specialists in this Sub-Stream will have expertise in one or more areas of portal and collaboration software. Examples include mainstream portal and collaboration software, such as those from IBM and Microsoft.

Example Job Titles

- SharePoint Developer
- Web Portal Developer
- Portals and Collaboration Solutions Specialist

2.2.2.11 *Security*

IT Specialists in this Stream will have expertise in analyzing and translating business requirements into control objectives, designing security controls, and implementing them along

with a security management cycle. Security specialists assist in finding the proper balance between enabling and securing in relation to the customer's organization, culture, and ecosystem.

Example Job Titles

- Security Specialist
- Technical Security Officer
- IT Security Consultant

2.2.2.12 *IT Service Management – Service Management Delivery*

IT Specialists in this Sub-Stream will have expertise in managing IT hardware, software, communications, and/or application solutions and the resources required to plan, develop, deliver, and support properly engineered IT services and products to meet the needs of a business.

Example Job Titles

- Service Level Manager
- Service Catalog Manager
- Service Management Delivery Manager

2.2.2.13 *IT Service Management – Service Management Consulting*

IT Specialists in this Sub-Stream will have expertise in advising, planning, and implementing the processes concerning managing, using, and improving IT hardware, software, communications, and/or application solutions and the tools required.

Example Job Titles

- Service Design Manager
- CSI Manager
- Process Owner

2.2.2.14 *IT Service Management – Service Management Operations*

IT Specialists in this Sub-Stream will have expertise in using and improving IT hardware, software, communications, and/or application solutions and the tools required.

Example Job Titles

- Service Owner
- Capacity Manager

- IT Operations Manager

Core Foundation Skills for Levels 1 and 2				Limited	General	Applied	Deep	Expert
	Type	Reference						
Core Foundation	Apply Written Communication Skills	People	ITSCCF01			1	2	
	Apply Verbal Communication Skills	People	ITSCCF02			1	2	
	Set Technical Direction	Project	ITSCCF03			1	2	
	Negotiate Equitable Solutions	People	ITSCCF04			1	2	
	Manage Stream-specific Elements of an IT Project Plan	Project	ITSCCF05			1	2	
	Understand Business Aspects	Business	ITSCCF06			1	2	
	Provide Solution Input to Winning Bids	Business	ITSCCF07			1	2	
	Problem Analysis and Resolution	People	ITSCCF08			1	2	
	Apply Mentoring Techniques	People	ITSCCF09			1	2	
	Team Leadership	People	ITSCCF10			1+2		
	Develop Solution	Project	ITSCCF11			1	2	
	Personal Impact Awareness	Project	ITSCCF12			1+2		
	Understand Interface to Architecture	Architecture	ITSCCF13			1	2	
	Develop Re-use Mindset	Technique	ITSCCF14			1	2	
Services	Advise on Possible Solution	Technique	ITSCTS01			1	2	
	Understand Business Aspects	Technique	ITSCTS02			1	2	
	Advise on Large and/or Complex Engagements	Technique	ITSCTS03			1	2	
	Assure Solution Viability	Technique	ITSCTS04			1	2	
	Develop Plans	Technique	ITSCTS05			1	2	
Sales	Advise on Technical Decisions	Technique	ITSCSA01			1	2	
	Use Sales Method	Method	ITSCSA02			1+2		
	Lead Technical Evaluation and Demonstration	Technique	ITSCSA03			1	2	
	Assure Initial Solution Viability	Technique	ITSCSA04			1	2	
	Develop Competitive Analyses	Technique	ITSCSA05			1	2	

				Limited	General	Applied	Deep	Expert
Core Foundation Skills for Levels 1 and 2		Type	Reference					
	Create Client Deliverables	Technique	ITSCSA06			1	2	
Support	Advise on Technical Decisions	Technique	ITSCSU01			1	2	
	Problem Analysis and Resolution	Technique	ITSCSU02			1	2	
	Provide Technical Leadership	Technique	ITSCSU03			1	2	
	Create Client Deliverables	Technique	ITSCSU04			1	2	
	Manage Change	Technique	ITSCSU05			1	2	
	Identify Sales Opportunity	Technique	ITSCSU06			1	2	
	Propose Solution	Technique	ITSCSU07			1	2	
Training	Understand Training Concepts and Models	Technique	ITSCTR01			1	2	
	Define Learning Objectives	Technique	ITSCTR02			1	2	
	Customize Training Programs	Technique	ITSCTR03			1	2	
	Use Training Techniques	Technique	ITSCTR04			1	2	
	Vary Training Delivery Mode	Technique	ITSCTR05			1	2	
	Adapt Delivery	Technique	ITSCTR06			1	2	
	Teach to Different Learning Styles	Technique	ITSCTR07			1	2	
	Create and Maintain Training Programs	Technique	ITSCTR08			1	2	
	Develop and Update Training Materials	Technique	ITSCTR09			1	2	
	Relate Training Concepts to Subject Matter Expertise Area	Technique	ITSCTR10			2		

				Limited	General	Applied	Deep	Expert
Technical Focus Areas Solution Development Stream Skills for Levels 1 and 2		Type	Reference					
Business Analysis	Understand Business Aspects	Context	ITSCBA01			1	2	
	Conduct Requirements Gathering Workshops	Technique	ITSCBA02			1	2	

			Limited	General	Applied	Deep	Expert
Technical Focus Areas Solution Development Stream Skills for Levels 1 and 2		Type	Reference				
	Define Requirements	Technique	ITSCBA03			1	2
	Perform Gap Analysis	Technique	ITSCBA04			1	2
	Develop Requirements Gathering Strategy	Strategy	ITSCBA05			1	2
	Perform Business Justification	Technique	ITSCBA06			1	2
	Define Business and IT Requirements	Technique	ITSCBA07			1	2
	Perform Business Process Impact Analysis	Context	ITSCBA08			1	2
	Use Method	Method	ITSCBA09			1	2
	Validate Requirements	Technique	ITSCBA10			1	2
Application Development	Write Software	Technique	ITSCAD01				1+2
	Recommend Programming Language	Strategy	ITSCAD02			1	2
	Perform Unit Test and Debug	Technique	ITSCAD03			1	2
	Use Automated Development Tools	Tool	ITSCAD04			1	2
	Define Development Metrics	Technique	ITSCAD05			1	2
	Develop Complex Solution	Strategy	ITSCAD06			1	2
	Use Configuration Management Tools	Tool	ITSCAD07			1	2
	Use Application Development Methods	Method	ITSCAD08			1	2
Develop Design	Technique	ITSCAD09			1	2	
Packaged Application Implementation	Use ISV Products, Technologies, and Methodologies	Technique	ITSCPA01			1	2
	Understand Conversion to ISV Products	Technique	ITSCPA02			1	2
	Understand ISV Upgrade	Technique	ITSCPA03			1	2
	Understand ISV Product Configuration	Technique	ITSCPA04			1	2
	Understand ISV Recoverability	Technique	ITSCPA05			1	2
	Understand ISV Best Practices	Technique	ITSCPA06			1	2
	Optimize ISV Product Performance and Capacity	Technique	ITSCPA07			1	2

Technical Focus Areas		Type	Reference	Limited	General	Applied	Deep	Expert
Solution Development Stream Skills for Levels 1 and 2								
	Understand ISV Failover Capability and Redundancy	Technique	ITSCPA08			1	2	
Data Integration	Design Complex Databases	Tool	ITSCDI01				1+2	
	Implement Databases	Technique	ITSCDI02			1	2	
	Plan and Develop Databases on Large to Very Large Projects	Strategy	ITSCDI03			1	2	
	Use Database Administration and Management Tools	Tool	ITSCDI04			1	2	
	Use Data Integration/Federation Tools	Tool	ITSCDI05			1	2	
	Manage Performance Measurement, Analysis, and Optimization	Technique	ITSCDI06			1	2	
	Leverage Data-related Development Methods	Method	ITSCDI07			1	2	
	Lead a Complex Database Design/Implementation Effort	Technique	ITSCDI08				2	
	Advise and Support Clients on Tools and Techniques	Strategy	ITSCDI09			1	2	
Infrastructure Design	Use Infrastructure Design Framework	Method	ITSCID01			1	2	
	Build a Technical Solution	Technique	ITSCID02			1	2	
	Understand IT Technology	Technique	ITSCID03			1+2		
	Define Capacity Plan	Technique	ITSCID04			1	2	
	Position and Justify Solution	Technique	ITSCID05			1	2	
	Define Migration Plan	Method	ITSCID06			1	2	
	Define Performance Plan	Method	ITSCID07			1	2	
	Model Performance	Method	ITSCID08			1	2	
Testing	Develop Test Plans	Technique	ITSCTE01			1	2	
	Develop Test Strategies	Strategy	ITSCTE02			1	2	
	System-level Testing	Technique	ITSCTE03			1	2	

			Limited	General	Applied	Deep	Expert	
Technical Focus Areas Solution Development Stream Skills for Levels 1 and 2		Type	Reference					
	Select and Use Full Lifecycle Testing Methodology Concepts	Method	ITSCTE04			1	2	
	Build Test Cases and Test Scripts	Technique	ITSCTE05			1	2	
	Create Customized Test Data	Technique	ITSCTE06			1	2	
	Design a Test Environment	Technique	ITSCTE07			1	2	
	Define and/or Implement Inspections and Defect Prevention Techniques	Technique	ITSCTE08			1	2	
	Understand Test Tool Functionality	Tool	ITSCTE09			1	2	
	Automate Test Scripts	Technique	ITSCTE10			1	2	
	Use Configuration Management Tools	Tool	ITSCTE11			1	2	
	Use Test Management Tools	Tool	ITSCTE12			1	2	
	Use Defect Management Tools	Tool	ITSCTE13			1	2	
Business Information Management	Use a Development Methodology	Method	ITSCBI01			1	2	
	Compare BIM Tools	Strategy	ITSCBI02			1	2	
	Identify Organizational Change	Strategy	ITSCBI03			1	2	
	Identify Business Process Change	Context	ITSCBI04			1	2	
	Identify Business Requirements	Technique	ITSCBI05			1	2	
	Understand Concepts for Managing Information	Strategy	ITSCBI06			1	2	
	Use ISV Products, Technologies, and Methods	Tooling	ITSCBI07			1	2	
	Use CI or BI-specific Techniques	Technique	ITSCBI08			1	2	
	Use Storage Models and/or Infrastructure	Tooling	ITSCBI09			1	2	
	Design Complex Databases	Technique	ITSCBI10			1	2	
	Expertise with KPIs	Strategy	ITSCBI11			1	2	
	Create and Analyze Information	Technique	ITSCBI12				1+2	
	Use BIM Tools	Tooling	ITSCBI13				1+2	

				Limited	General	Applied	Deep	Expert
Technical Focus Areas		Type	Reference					
Solution Development Stream Skills for Levels 1 and 2								
	Manage Performance	Technique	ITSCBI14			1	2	

				Limited	General	Applied	Deep	Expert
Technical Focus Areas		Type	Reference					
Solution Delivery Stream Skills for Levels 1 and 2								
Infrastructure and Application Management	Plan, Implement, and Customize Systems Management Functions	Strategy	ITSCSM01			1	2	
	Use System Management Tools	Tool	ITSCSM02			1	2	
	Use Industry Standard Methodologies	Method	ITSCSM03			1	2	
	Develop Systems Management Strategy	Strategy	ITSCSM04			1	2	
	Define and Validate Recoverability	Technique	ITSCSM05			1	2	
	Understand Systems Management Components	Technique	ITSCSM06		1	1+2	2	
	Respond to Changes in Business or Technology	Technique	ITSCSM07			1+2		
Systems and Hardware Products – Storage Systems	Apply Competitive Knowledge	Strategy	ITSCSS01			1	2	
	Configure Storage Systems	Technique	ITSCSS02			1	2	
	Perform Storage Conversion	Technique	ITSCSS03			1	2	
	Integrate Cross-vendor Storage Systems	Technique	ITSCSS04			1	2	
	Integrate Storage Systems in Complex Environments	Technique	ITSCSS05			1	2	
	Plan Storage Capacity	Method	ITSCSS06			1	2	
	Advise on Storage Back-up and Recovery	Technique	ITSCSS07			1	2	
Systems and Hardware Products – Networking	Networking Problem Determination	Technique	ITSCNS01			1	2	
	High Availability Networking Principles	Technique	ITSCNS02			1	2	
	Network Technology Skills	Technique	ITSCNS03			1	2	

				Limited	General	Applied	Deep	Expert
Technical Focus Areas Solution Delivery Stream Skills for Levels 1 and 2		Type	Reference					
Systems	WAN or LAN Skills	Technique	ITSCNS04			1	2	
	Networking API Skills	Technique	ITSCNS05			1	2	
	Networking Performance Skills	Strategy	ITSCNS06			1	2	
	Customize Network Management Tools or Conduct Problem Determination using Networking Tools	Tool	ITSCNS07			1	2	
	Advise or Support Clients with Network Architectures	Architecture	ITSCNS08			1	2	
	Plan Network Capacity	Technique	ITSCNS09			1	2	
	Advise or Support Clients on IP Convergence Applications	Technique	ITSCNS10			1	2	
Systems and Hardware Products – Server	Application of Product Knowledge	Technique	ITSCSV01			1	2	
	Integrate with Other Systems and Solutions	Technique	ITSCSV02			1	2	
	Configure Servers	Technique	ITSCSV03			1	2	
	Back-up and Recover Servers	Technique	ITSCSV04			1	2	
	Effective Use of System Management Tools	Technique	ITSCSV05			1	2	
	Advise or Support Server Consolidation	Technique	ITSCSV06			1	2	
Systems and Hardware Products – Cross Systems	Apply Multi-server, Storage, and O/S Knowledge	Technique	ITSCCS01				2	
	Propose End-to-End Solutions using Multiple Technologies	Technique	ITSCCS02				2	
	Perform as a Solution Designer	Technique	ITSCCS03				2	
	Evaluate and Adapt Solutions into Complex Environments	Technique	ITSCCS04				2	
	Heterogeneous Technology Consultative Skills	Technique	ITSCCS05			2		
	Complex Solution Design	Technique	ITSCCS06			2		

			Limited	General	Applied	Deep	Expert	
Technical Focus Areas Solution Delivery Stream Skills for Levels 1 and 2		Type	Reference					
Software – Application Development Products	Use Application Development Products and Methodologies	Method	ITSCDP01			1	2	
	Advise or Support Clients on the Value of the Entire Application Development Lifecycle	Technique	ITSCDP02			1	2	
	Select and Install Tools	Tool	ITSCDP03			1	2	
	Understand Industry Standards	Method	ITSCDP04			1	2	
	Configure and Customize Tools	Tool	ITSCDP05			1	2	
	Integrate Application Development Tools	Technique	ITSCDP06			1	2	
	Support Client Application Development Framework	Technique	ITSCDP07			1	2	
Software – Application and Integration Middleware	Understand Adapter Interfaces	Technique	ITSCAI01			1	2	
	Understand Data Interchange Standards	Technique	ITSCAI02			1	2	
	Understand Application Integration Methodologies	Method	ITSCAI03			1	2	
	Advise or Support Clients on Program-to-Program Interfaces	Technique	ITSCAI04			1	2	
	Use Application Integration Products to Facilitate SOA Enablement	Technique	ITSCAI05			1	2	
	Understand Product Configuration	Technique	ITSCAI06			1	2	
	Advise and Support on Recoverability	Technique	ITSCAI07			1	2	
	Advise and Support on Deployment Techniques and Best Practices	Technique	ITSCAI08			1	2	
	Advise and Support on Performance and Capacity	Technique	ITSCAI09			1	2	
	Advise and Support on Failover and Redundancy Capability	Technique	ITSCAI10			1	2	
Software – Data Management	Data Management Tools, Technologies, and Methods	Tool/ Method	ITSCDM01			1	2	
	Advise and Support on Data Compatibility Issues Across Disparate Systems	Technique	ITSCDM02			1	2	

		Limited	General	Applied	Deep	Expert
Technical Focus Areas Solution Delivery Stream Skills for Levels 1 and 2		Type	Reference			
	Advise and Support on Data Models	Technique	ITSCDM03			1+2
	Advise and Support on Data Migration or Conversion	Tool	ITSCDM04			1 2
	Advise and Support on Data Management Product Features	Technique	ITSCDM05			1 2
	Advise and Support on Product Configuration	Technique	ITSCDM06			1 2
	Advise and Support on Data Mining Techniques	Technique	ITSCDM07			1 2
	Advise and Support on Data Management Solutions Available	Technique	ITSCDM08			1 2
	Advise and Support on Recoverability	Technique	ITSCDM09			1 2
	Advise and Support on Deployment Techniques and Best Practices	Technique	ITSCDM10			1 2
	Configure Product to Optimize Performance and Capacity	Technique	ITSCDM11			1 2
	Advise and Support on Failover and Redundancy Capability	Technique	ITSCDM12			1 2
Software – Content Management	Use Content Management Tools, Technologies, and Methodologies	Tool/ Method	ITSCCM01			1 2
	Advise and Support on Data Compatibility Issues Across Disparate Systems	Technique	ITSCCM02			1 2
	Advise and Support on Records Management Concepts	Technique	ITSCCM03			1 2
	Advise and Support on Search Techniques and Applications	Technique	ITSCCM04			1 2
	Advise and Support on Document-centric Routing and Workflow	Technique	ITSCCM05			1 2
	Advise and Support on Migration or Conversion Tools	Tool	ITSCCM06			1 2
	Advise and Support on New Product Features and Relationship to Content Management Solution	Technique	ITSCCM07			1 2

				Limited	General	Applied	Deep	Expert
Technical Focus Areas Solution Delivery Stream Skills for Levels 1 and 2		Type	Reference					
	Advise and Support on Product Configuration	Technique	ITSCCM08			1	2	
	Advise and Support on Recoverability Capabilities	Technique	ITSCCM09			1	2	
	Advise and Support on Deployment Techniques and Best Practices of Solutions or Products	Technique	ITSCCM10			1	2	
	Configure Product to Meet the Client's Requirements for Performance and Capacity	Technique	ITSCCM11			1	2	
	Advise and Support on Failover Capability and Redundancy	Technique	ITSCCM12			1	2	
Software – Portal and Collaboration	Use Workplace-related Tools, Technologies, and Methodologies	Tool /Method	ITSCPC01			1	2	
	Advise and Support on Migration or Conversion Tools	Technique	ITSCPC02			1	2	
	Advise and Support on New Portal and Collaboration Product Versions	Technique	ITSCPC03			1	2	
	Advise and Support on Product Configuration	Technique	ITSCPC04			1	2	
	Advise and Support on Available Solution Options or Products	Technique	ITSCPC05			1	2	
	Advise and Support on Product Recoverability Features	Technique	ITSCPC06			1	2	
	Advise and Support on Deployment Techniques and Best Practices	Technique	ITSCPC07			1	2	
	Advise and Support on Product Performance and Capacity	Technique	ITSCPC08			1	2	
	Advise and Support on Product Failover and Redundancy Capability	Technique	ITSCPC09			1	2	
Security	Assess Potential Risks and Classify Information	Technique	ITSCSE01					
	Define Control Objectives and Formulate Policy	Technique	ITSCSE02					

			Limited	General	Applied	Deep	Expert
Technical Focus Areas Solution Delivery Stream Skills for Levels 1 and 2		Type	Reference				
	Design Architecture	Technique	ITSCSE03				
	Detailed Design of Processes and/or Technical Solutions	Technique	ITSCSE04				
	Build Secure Solutions	Technique	ITSCSE05				
	Test Security Solutions	Technique	ITSCSE06				
	Deploy Secure Solutions	Technique	ITSCSE07				
	Monitor Performance and Evaluate Effectiveness	Technique	ITSCSE08				
	Manage Security	Technique	ITSCSE09				
IT Service Management – Service Management Delivery	Respond to Business Changes	Context	ITSCSMD01			1	2
	Manage Cost	Context	ITSCSMD02			1	2
	Manage Service Management Functions	Strategy	ITSCSMD03			1	2
	Create or Significantly Enhance Strategy	Strategy	ITSCSMD04			1	2
	Use Industry Standard Methods	Method	ITSCSMD05			1	2
	Define Recovery Plans	Technique	ITSCSMD06			1	2
	Define, Configure, or Establish Service Management Processes	Technique	ITSCSMD07			1	2
	Respond to Changes in Technology	Technique	ITSCSMD08			1	2
	Define and Manage the Application of a Quality Framework or CSI	Technique	ITSCSMD09			1	2
	Manage Implementation and Use of Management Tools	Tool	ITSCSMD10			1	2
IT Service Management – Service Management Consulting	Respond to Business Changes	Context	ITSCSMC01			1	2
	Advise or Perform Service Management Functions	Strategy	ITSCSMC02			1	2
	Advise on the Creation or Significant Enhancement of a Strategy	Strategy	ITSCSMC03			1	2
	Use Industry Standard Methods	Method	ITSCSMC04			1	2
	Advise on Recovery Plans	Technique	ITSCSMC05			1	2

				Limited	General	Applied	Deep	Expert
Technical Focus Areas Solution Delivery Stream Skills for Levels 1 and 2		Type	Reference					
	Advise on Service Management Processes	Technique	ITSCSMC06			1	2	
	Respond to Changes in Technology	Technique	ITSCSMC07			1	2	
	Advise on the Application of a Quality Framework or CSI	Technique	ITSCSMC08			1	2	
	Advise, Select, and Implement Management Tools	Tool	ITSCSMC09			1	2	
IT Service Management – Service Management Operations	Respond to Business Changes	Context	ITSCSMO01			1	2	
	Manage Cost	Context	ITSCSMO02			1	2	
	Use Industry Standard Methods	Method	ITSCSMO03			1	2	
	Respond and Adapt to Changes to Service Management Functions	Technique	ITSCSMO04			1	2	
	Maintain and Validate Recovery Plans	Technique	ITSCSMO05			1	2	
	Provide Support using Service Management Processes	Technique	ITSCSMO06			1	2	
	Respond to Changes in Technology	Technique	ITSCSMO07			1	2	
	Apply Quality Framework or CSI	Technique	ITSCSMO08			1	2	
	Use Management Tools	Tool	ITSCSMO09			1	2	

3 Open CITS Program Skills and SFIA Skills

			Suggested SFIA Level(s)						
Core Foundation Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Core Foundation									
Apply Written Communication Skills Demonstrate good written communications, including the use of proper grammar, spelling, document organization, clarity, and use of content appropriate for the audience.	No Mapping								
Apply Verbal Communication Skills Demonstrate good verbal communications, including strong eye contact (where culturally appropriate), responsiveness to questions, ability to stay on subject, use of good feedback, and follow-up questions, etc., so that effective two-way communications is demonstrated.	No Mapping								
Set Technical Direction Given a scope of solution to be accomplished, set the technical direction and constraints of the project or engagement and monitor compliance.	Solution Architecture	ARCH							
Negotiate Equitable Solutions Given a conflict, mediate opposing viewpoints and negotiate equitable solutions to ensure successful and stable outcomes.	No Mapping								
Manage Stream-specific Elements of an IT Project Plan Given a project plan, identify those elements of the plan that put the integrity of the Stream-specific elements at risk and help the client and/or project manager by managing those elements so that the project can be successfully completed.	Project Management	PRMG							
	Portfolio, Program, and Project Support	PROF							

			Suggested SFIA Level(s)						
Core Foundation Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Understand Business Aspects Understand the stakeholders' business needs and how they relate to the Candidate's Stream.	Requirements Definition and Management	REQM							
	Business Analysis	BUAN							
	Stakeholder Relationship Management	RLMT							
Provide Solution Input to Winning Bids Create the Stream/Technical Focus Area-related solution within winning bids, proposals, or contract extensions.	No Mapping								
Problem Analysis and Resolution Demonstrate the ability to perform logical analysis and problem solving.	Problem Management	PBMG							
	Business Analysis	BUAN							
Apply Mentoring Techniques Establish mentoring relationships that provide feedback and coaching to enable colleagues or clients to develop and improve performance.	No Mapping								
Team Leadership Capable of leading a team.	Solution Architecture	ARCH							
	Project Management	PRMG							
	IT Management	ITMG							
Develop Solution Given one or more business or technical requirements, create the structures of a solution that can be validated to meet those requirements.	Solution Architecture	ARCH							
	Systems Design	DESN							
Personal Impact Awareness Understand the relationship of the personal contribution to the context of the overall objective of the project or engagement.	No Mapping								

			Suggested SFIA Level(s)						
Core Foundation Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Understand Interface to Architecture Understand the relationship of the personal contribution to the context of the enterprise or project architecture.	No Mapping								
Develop Re-use Mindset Use, when possible, already developed objects and materials.	No Mapping								
Services									
Advise on Possible Solution Provide advice to the client on a range of applications and products, which may be employed in the solution.	Consultancy	CNSL							
	Technical Specialism	TECH							
Understand Business Aspects Assess client needs, requirements, preferences, and expectations.	Consultancy	CNSL							
	Business Process Improvement	BPRE							
	Business Analysis	BUAN							
	Requirements Definition and Management	REQM							
Advise on Large and/or Complex Engagements Given a large and/or complex engagement, define and prepare partial or complete solutions and/or proposals and plans that successfully meet or exceed client needs and expectations.	Consultancy	CNSL							
	Solution Architecture	ARCH							
	Business Analysis	BUAN							
	Systems Design	DESN							
Assure Solution Viability Assure solution viability that meets the client's requirements (appropriateness of the solution in the client context).	Consultancy	CNSL							
	Benefits Management	BENM							

			Suggested SFIA Level(s)						
Core Foundation Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Develop Plans Develop plans that are comprehensive, realistic, and effective.	Program Management	PGMG							
	Project Management	PRMG							
	Change Implementation Planning and Management	CIPM							
Sales									
Advise on Technical Decisions Provide advice to the client on a range of applications and products, which may be employed in the solution.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Account Management	ACMG							
	Sales Support	SSUP							
Use Sales Method Use a documented sales method.	Selling	SALE							
Lead Technical Evaluation and Demonstration Lead technical evaluations and demonstrations (e.g., proof-of-concepts, feasibility studies, benchmarks, or pilots).	Technical Specialism	TECH							
	Sales Support	SSUP							
Assure Initial Solution Viability Assure initial solution viability that meets the client's requirements (e.g., quality assurance, systems assurance, risk assessment).	Consultancy	CNSL							
	Sales Support	SSUP							
Develop Competitive Analyses Given a set of client priorities and constraints, develop a competitive analysis and business justification.	Emerging Technology Monitoring	EMRG							
	Business Analysis	BUAN							
	Sales Support	SSUP							

			Suggested SFIA Level(s)						
Core Foundation Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Create Client Deliverables Create client deliverables (e.g., by creating scenarios, custom demonstrations such as prototypes or user interfaces, or custom presentations that represent vendor products and solutions).	Research	RSCH							
	Emerging technology monitoring	EMRG							
	Business modelling	BSMO							
	Sales Support	SSUP							
Support									
Advise on Technical Decisions Advise and guide the client on technical decisions for the use of vendor products, services, and solutions (trusted technical advisor). Examples include: <ul style="list-style-type: none"> Identify problems related to installation, update, configuration, operations, or performance Provide subject matter expertise on solution design Provide advice on potential resolutions and their implementation 	Consultancy	CNSL							
	Technical Specialism	TECH							
	Systems Design	DESN							
Problem Analysis and Resolution Provide problem management. Examples include: <ul style="list-style-type: none"> Apply problem solving skills Assess risk and severity Locate and allocate resources as necessary Involve subject matter experts to solve the problems Implement problem resolution (install, test, and run patches, upgrades) 	Applications Support	ASUP							
	Problem Management	PBMG							
	Network Support	NTAS							
	IT Operations	ITOP							
Provide Technical Leadership Provide technical leadership; for example, leading reviews of impact analysis and fitness-for-purpose.	Technical Specialism	TECH							
	Consultancy	CNSL							

			Suggested SFIA Level(s)						
Core Foundation Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Create Client Deliverables Create client deliverables. Examples include: <ul style="list-style-type: none"> • Create scenarios and custom demonstrations (e.g., prototypes, user interface) • Develop custom presentation that represents vendor's products, services, and solutions 	Business Modeling	BSMO							
	Sales Support	SSUP							
	Emerging Technology Monitoring	EMRG							
	Research	RSCH							
Manage Change Manage change with significant technical scope or business impact. Examples include: <ul style="list-style-type: none"> • Ensure all changes are authorized and reviewed for their potential impact • Give personal attention to high priority/emergency change processing • Ensure all changes are tracked and that history is available • Track and authorize changes using appropriate tools • Allow emergency changes to be made by authorized personnel • Have a back-out and recovery plan in place for major changes • Define go, no-go decision points 	Change Implementation Planning and Management	CIPM							
	Change Management	CHMG							
	Project Management	PRMG							
	Stakeholder Relationship Management	RLMT							
Identify Sales Opportunity Identify sales opportunities by recognizing and articulating potential new business opportunities related to clients or client relationships.	Selling	SALE							
	Marketing	MKTG							
	Innovation	INOV							
	Account Management	ACMG							
Propose Solution Given a non-trivial client problem, propose a successful solution or part solution within the Stream.	Consultancy	CNSL							
	Problem management	PBMG							

			Suggested SFIA Level(s)						
Core Foundation Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Training									
Understand Training Concepts and Models Understand basic training models and concepts and the art and science of teaching.	Teaching and Subject Formation	TEAC							
Define Learning Objectives Define the learning objectives of the training program together with the client.	Learning Design and Development	TMCR							
Customize Training Programs Design and develop customized training programs based on client needs.	Learning Design and Development	TMCR							
	Teaching and Subject Formation	TEAC							
Use Training Techniques Understand varying training forms, styles, and interventions most appropriate for the situation. To do this, Candidates must be aware of their own natural training styles.	Learning Delivery	ETDL							
	Teaching and Subject Formation	TEAC							
Vary Training Delivery Mode Use more than one form of training delivery (e.g., classroom training, individual coaching, e-learning, case-based training, action learning).	Learning Delivery	ETDL							
	Teaching and Subject Formation	TEAC							
Adapt Delivery Adapt delivery based on target audience.	Learning Delivery	ETDL							
	Teaching and Subject Formation	TEAC							
Teach to Different Learning Styles Recognize different learning styles of trainees and translate this into effective interventions.	Learning Delivery	ETDL							
	Teaching and Subject Formation	TEAC							
Create and Maintain Training Programs Translate the relevant developments in the candidate's area of expertise into new training programs and improvements of existing training programs.	Learning and Development Management	ETMG							
	Learning Design and Development	TMCR							

			Suggested SFIA Level(s)						
Core Foundation Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Develop and Update Training Materials Develop and update training materials (e.g., syllabi, exercises, e-learning modules, simulations).	Learning Design and Development	TMCR							
	Teaching and Subject Formation	TEAC							
Relate Training Concepts to Subject Matter Expertise Area Publish or present about relationships between training concepts and subject matter area expertise.	Teaching and Subject Formation	TEAC							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Business Analysis									
Understand Business Aspects Apply knowledge of the client's vertical or horizontal business context to identify, understand, and articulate the client's business strategy, problems, and objectives.	Business Analysis	BUAN							
	Consultancy	CNSL							
	Business Process Improvement	BPRE							
	Enterprise and Business Architecture Development	STPL							
Conduct Requirements Gathering Workshops Conduct requirements gathering workshops with a client to meet the stated objective.	Business Analysis	BUAN							
	Requirements Definition and Management	REQM							
Define Requirements Define requirements using modeling techniques or otherwise to produce deliverables (e.g., use-cases, data flow diagrams, entity relationship diagrams, etc.).	Business Analysis	BUAN							
	Requirements Definition and Management	REQM							
	Business Modeling	BSMO							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
			Perform Gap Analysis Validate the proposed solution against requirements (gap analysis).	Requirements Definition and Management	REQM				
	Business Analysis	BUAN							
Develop Requirements Gathering Strategy Select the appropriate methods, techniques, and tools for identifying, analyzing, and documenting client requirements.	Requirements Definition and Management	REQM							
	Methods and Tools	METL							
	Business Modeling	BSMO							
Perform Business Justification Develop business justification (scope, goals, benefits, costs) for proposed solutions.	Business Analysis	BUAN							
	Business Modeling	BSMO							
Define Business and IT Requirements Translate business needs and opportunities to business and IT requirements.	Business Analysis	BUAN							
	Requirements Definition and Management	REQM							
	Enterprise and Business Architecture Development	STPL							
Perform Business Process Impact Analysis Identify the impact of the proposed solutions to the business process.	Business Risk Management	BURM							
	Business Process Testing	BPTS							
	Business Analysis	BUAN							
	Change Implementation Planning and Management	CIPM							
Use Method Use a Stream-specific method and/or process to gather and analyze requirements.	Business Analysis	BUAN							
	Methods and Tools	METL							
	Requirements Definition and Management	REQM							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Validate Requirements Validate requirements with the client.	Requirements Definition and Management	REQM							
	Stakeholder Relationship Management	RLMT							
	Business Modeling	BSMO							
Application Development									
Write Software Program in one mainstream programming language, according to project guidelines and coding standards.	Programming/Software Development	PROG							
	Technical Specialism	TECH							
Recommend Programming Language Given a business and technical context, compare the possibilities, strengths, and weaknesses of two or more programming languages to make recommendations.	Programming/Software Development	PROG							
	Technical Specialism	TECH							
	Emerging Technology Monitoring	EMRG							
	Methods and Tools	METL							
Perform Unit Test and Debug Given a test plan, perform unit test and debug complex software.	Technical Specialism	TECH							
	Testing	TEST							
	Programming/Software Development	PROG							
Use Automated Development Tools Use automated development tools.	Methods and Tools	METL							
	Programming/Software Development	PROG							
	Technical Specialism	TECH							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
			Define Development Metrics Define and measure metrics tracking development progress and quality.	Systems Development Management	DLMG				
Programming/Software Development	PROG						5		
Quality Management	QUMG						5	6	
Project Management	PRMG					4	5	6	
Develop Complex Solution Given a set of requirements, design, build, test, and package significant aspects of a complete solution required by the client.	Solution Architecture	ARCH					5	6	
	Systems Design	DESN		2	3	4	5		
	Database/Repository Design	DBDS					5	6	
	Programming/Software Development	PROG			3	4	5		
	Release and Deployment	RELM				4	5		
	Testing	TEST				4	5		
Use Configuration Management Tools Use configuration management tools.	Configuration Management	CFMG			3	4	5		
	Methods and Tools	METL				4			
	Programming/Software Development	PROG			3	4			
Use Application Development Methods Use two or more major application development methods (e.g., LAD/Waterfall, RAD, DSDM, RUP).	Methods and Tools	METL				4			
	Technical Specialism	TECH				4			
Develop Design Elaborate and translate functional and non-functional requirements into a design.	Systems Design	DESN		2	3	4	5		
	Database/Repository Design	DBDS		2	3	4	5		

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
			Animation Development	ADEV					
	Programming/Software Development	PROG							
Packaged Application Implementation									
Use ISV Products, Technologies, and Methodologies Use ISV products, technologies, and methods to provide a solution to a client's (internal or external) problem. Examples of vendors who produce ISV products include Oracle, SAP, and PeopleSoft.	Technical Specialism	TECH							
	Systems Design	DESN							
Understand Conversion to ISV Products Advise or support clients (internal or external) on which migration or conversion tools, procedures, and products are required to migrate or convert to ISV products.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Porting/Software Integration	PORT							
	Change Management	CHMG							
Understand ISV Upgrade Advise or support clients (internal or external) on new ISV product versions, including new features and functions, upgrade process, and any pre-requisites that may be needed.	Consultancy	CNSL							
	Technical Specialism	TECH							
Understand ISV Product Configuration Advise or support clients (internal or external) on product configuration to run in the client environment.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Configuration Management	CFMG							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Porting/Software Integration	PORT							
Understand ISV Recoverability Advise or support clients (internal or external) on ISV logging, recovery, and back-up capabilities.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Availability Management	AVMT							
Understand ISV Best Practices Advise or support clients (internal or external) on deployment techniques and/or best practices of ISV solutions or products.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Release and Deployment	RELM							
Optimize ISV Product Performance and Capacity Configure product to meet the client's requirements for performance and capacity (e.g., use clustering, mobile and web access, replication and mail routing, multi-lingual).	Technical Specialism	TECH							
	Capacity Management	CPMG							
	Availability Management	AVMT							
	IT Management	ITMG							
	Configuration Management	CFMG							
Understand ISV Failover Capability and Redundancy Advise or support clients (internal or external) on ISV failover capability and redundancy.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Capacity Management	CPMG							
	Availability Management	AVMT							
	IT Operations	ITOP							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
			Continuity Management	COPL					
Data Integration									
Design Complex Databases Design of complex databases, applying appropriate data modeling and database design tools.	Technical Specialism	TECH							
	Database/Repository Design	DBDS							
Implement Databases Follow best practices on implementing databases.	Technical Specialism	TECH							
	Programming/Software Development	PROG							
	Database Administration	DBAD							
Plan and Develop Databases on Large to Very Large Projects Plan and develop databases on large to very large projects.	Technical Specialism	TECH							
	Database/Repository Design	DBDS							
	Programming/Software Development	PROG							
Use Database Administration and Management Tools Use database administration and management tools to meet client needs and/or solve client problems.	Technical Specialism	TECH							
	Database Administration	DBAD							
	Methods and Tools	METL							
Use Data Integration/Federation Tools Use tools for data integration and/or federation.	Technical Specialism	TECH							
	Methods and Tools	METL							
	Systems Integration	SINT							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Manage Performance Measurement, Analysis, and Optimization Manage performance measurement, analysis, and optimization.	IT Management	ITMG							
	Capacity Management	CPMG							
	Database Administration	DBAD							
Leverage Data-related Development Methods Selection, tailoring, and implementation of data-related development methods.	Technical Specialism	TECH							
	Database/Repository Design	DBDS							
	Methods and Tools	METL							
Lead a Complex Database Design/Implementation Effort Lead a complex database design/implementation effort.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Database/Repository Design	DBDS							
	Programming/Software Development	PROG							
Advise and Support Clients on Tools and Techniques Compare the possibilities, strengths, and weaknesses of different tools and techniques that can be combined into different data integration solutions.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Database/Repository Design	DBDS							
	Methods and Tools	METL							
Infrastructure Design									
Use Infrastructure Design Framework Given a set of application and/or business information requirements, select, adapt, and use an appropriate infrastructure design	Technical Specialism	TECH							
	Methods and Tools	METL							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
			method or framework to design the optimal combination of storage systems, networking systems, servers, and/or printing systems to meet the requirements.	Network Design	NTDS				
	Systems Design	DESN					5	6	
	Solution Architecture	ARCH					5	6	
Build a Technical Solution Plan, design, develop, integrate, and implement infrastructure components of a solution that spans multiple disciplines and/or technologies.	Network Design	NTDS					5	6	
	System Software	SYSP				4	5		
	Systems Design	DESN					5	6	
	Systems Integration	SINT			3	4	5		
	Technical Specialism	TECH				4	5		
Understand IT Technology Knowledge and use of at least two technology areas: storage, servers, networking, or printing systems. Position and justify them in the scope of an overall project.	Technical Specialism	TECH				4	5		
	System Software	SYSP				4	5		
	IT Operations	ITOP				4			
	Storage Management	STMG				4	5		
	Network Support	NTAS			3	4	5		
Define Capacity Plan Define capacity criteria and forecast utilization in order to initiate and manage capacity plans.	Capacity Management	CPMG					5	6	
	IT Management	ITMG					5	6	
Position and Justify Solution Position and justify the infrastructure design in the scope of an overall project to a client (internal or external).	Consultancy	CNSL					5	6	
	Business Analysis	BUAN						6	

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
			Define Migration Plan Develop a migration plan for upgrades and new versions of infrastructure components to maintain optimal work environment availability.	Change Implementation Planning and Management	CIPM				
Change Management NO MAPPING – CHECK	CHMG								
IT Management	ITMG								
Define Performance Plan Develop a performance plan, applying knowledge of appropriate industry tools and lifecycle standards to improve client's business and product lifecycle performance.	Methods and Tools	METL							
	IT Operations	ITOP							
	IT Management	ITMG							
Model Performance Use appropriate prototypes and simulation tools to model the performance of infrastructure components and adjust the infrastructure design as required.	Methods and Tools	METL							
	Systems Design	DESN							
	IT Management	ITMG							
Testing									
Develop Test Plans Develop comprehensive test plans based on risks and acceptance criteria agreed with the client.	Testing	TEST							
Develop Test Strategies Develop test strategies to ensure client solutions meet expected objectives.	Testing	TEST							
System-level Testing Create and execute end-to-end functionality tests at the system level.	Testing	TEST							
	Systems Integration	SINT							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Select and Use Full Lifecycle Testing Methodology Concepts Select and use the appropriate full lifecycle testing methodology concepts, including different levels and types of tests.	Testing	TEST							
	Methods and Tools	METL							
Build Test Cases and Test Scripts Build test cases and test scripts, based on business requirements, which specify test inputs, execution conditions, and expected results for every component being delivered.	Testing	TEST							
Create Customized Test Data Create customized test data based on system architecture and production environment (e.g., mock data, dummy data).	Testing	TEST							
Design a Test Environment Design a test environment to support the test strategy.	Testing	TEST							
Define and/or Implement Inspections and Defect Prevention Techniques Define and take responsibility for the implementation of inspections and defect prevention techniques to ensure the quality of the client solution.	Testing	TEST							
	Quality Management	QUMG							
Understand Test Tool Functionality Know the functionality of testing tools from more than one supplier and how such tools would support the testing strategy.	Testing	TEST							
	Technical Specialism	TECH							
	Methods and Tools	METL							
Automate Test Scripts Translate manual testing procedures and/or test specifications into automated test scripts.	Testing	TEST							
	Methods and Tools	METL							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Use Configuration Management Tools Use configuration/library management tools to ensure that the correct version of test target and tests are staged for testing.	Configuration Management	CFMG							
	Methods and Tools	METL							
	Testing	TEST							
Use Test Management Tools Use widely accepted test management tools in support of test selection, configuration, and execution.	Testing	TEST							
	Methods and Tools	METL							
Use Defect Management Tools Use widely accepted defect management tools in support of defect tracking and impact analysis.	Methods and Tools	METL							
	Testing	TEST							
Business Information Management									
Use a Development Methodology Ability to make effective use of at least one development method relevant to the BIM stream (e.g., RUP, DSDM).	Methods and Tools	METL							
Compare BIM Tools Advise and support clients (internal or external) with comparison and selection of BIM tools and/or products.	Technical Specialism	TECH							
	Consultancy	CNSL							
	Methods and Tools	METL							
	Information Content Publishing	ICPM							
	Data Analysis	DTAN							
Identify Organizational Change Identify and communicate the organizational changes needed for the successful implementation of BI or CI systems; for	Business Analysis	BUAN							
	Organization Design and Implementation	ORDI							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
			example, new roles, responsibilities, and the new organizational structures required for governance and management.	Change Implementation Planning and Management	CIPM				
Identify Business Process Change Identify and communicate the changes to business processes needed for the successful implementation of BI or CI systems.	Business Analysis	BUAN							
	Change Implementation Planning and Management	CIPM							
	Business Process Improvement	BPRE							
Identify Business Requirements Identify business requirements for a BI or CI system and identify the pros and cons of different technical solutions.	Business Analysis	BUAN							
	Requirements Definition and Management	REQM							
Understand Concepts for Managing Information Understand the information lifecycle and have expertise in managing information concepts such as KPI, Dashboard, BPM, Workflow, Collaboration, Search, and Retrieval.	Data Management	DATM							
	Information Content Publishing	ICPM							
Use ISV Products, Technologies, and Methods Know and effectively use ECM ISV products, technologies, and methodologies. (Vendors may include IBM, Microsoft, Oracle, Documentum, OpenText, etc.) (CI). Or: Know and effectively use appropriate database design, administration, and management tools for information management solutions. (BI)	Technical Specialism	TECH							
	Methods and Tools	METL							
	Information Content Publishing	ICPM							
	Database/Repository Design	DBDS							
	Data Management	DATM							
	Database Administration	DBAD							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
			Use CI or BI-specific Techniques Effective use of one or more of the (business) classification, access control, and security techniques. (CI). Or: Design data warehouse architectures through the effective use of at least one architecture framework. (BI).	Technical Specialism	TECH				
Information Security	SCTY								
Database/Repository Design	DBDS								
Data Management	DATM								
Use Storage Models and/or Infrastructure Effective use of relevant storage models, audit trail, and/or system infrastructure tools to manage an information solution infrastructure.	Technical Specialism	TECH							
	Methods and Tools	METL							
	Database/Repository Design	DBDS							
	Storage Management	STMG							
Design Complex Databases Design complex databases, using data modeling techniques like ERD, dimensional, and/or data vault modeling.	Technical Specialism	TECH							
	Systems Design	DESN							
	Database/Repository Design	DBDS							
Expertise with KPIs Define Key Performance Indicators (KPIs) in collaboration with the decision-makers within an organization.	Quality Standards	QUST							
Create and Analyze Information Expertise in the creation of reports and information analyses, based on KPI data, to meet client requirements.	Technical Specialism	TECH							
	Consultancy	CNSL							
	Data Analysis	DTAN							
	Information Analysis	INAN							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Development Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Information Content Publishing	ICPM							
Use BIM Tools Effective use of at least one BI or CI-specific tool to meet client needs in data integration, ETL, content ingestion, and/or federation.	Technical Specialism	TECH							
	Methods and Tools	METL							
	Information Content Publishing	ICPM							
	Data Analysis	DTAN							
Manage Performance Manage performance of information management solution environments to meet clients' needs for high data volumes, (near) real-time loading, and quick analysis results.	Capacity Management	CPMG							
	IT Operations	ITOP							
	IT Management	ITMG							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Infrastructure and Application Management									
Plan, Implement, and Customize Systems Management Functions Plan, implement, and customize systems management functions in a client IT organization.	Solution Architecture	ARCH							
	Project Management	PRMG							
	Portfolio, Program, and Project Support	PROF							
	Change Implementation Planning and Management	CIPM							
	Organization Design and Implementation	ORDI							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Use System Management Tools Use system management tools – such as those from CA, HP, and IBM – to support the systems management functions listed in ITSCSM06. Implement and configure tools for operational control, growth, planning, resiliency, and recoverability.	Technical Specialism	TECH							
	Methods and Tools	METL							
	Configuration Management	CFMG							
	Release and Deployment	RELM							
	Availability Management	AVMT							
	Asset Management	ASMG							
	Capacity Management	CPMG							
	Service-level Management	SLMO							
	IT Operations	ITOP							
Use Industry Standard Methodologies Use a method such as ITIL, ITPM, BSP, or any other system of best practices or mixture thereof, to support and configure the systems management functions.	Methods and Tools	METL							
Develop Systems Management Strategy Create a strategy which allows the systems management functions to be open and flexible to future needs and changes in either business or technological directions.	IT Management	ITMG							
	Emerging Technology Monitoring	EMRG							
	Business Process Improvement	BPRE							
	Enterprise and Business Architecture Development	STPL							
Define and Validate Recoverability Define and document all operation functions and all requirements for the recovery of any component. Maintain the documentation and	Availability Management	AVMT							
	Service-level Management	SLMO							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
regularly validate recoverability.	Storage Management	STMG							
	Continuity Management	COPL							
Understand Systems Management Components Advise or support clients (internal or external) on system management components: <ul style="list-style-type: none"> • Configuration Management • Change Management • Release Management • Incident Management • Problem Management • Availability Management • Asset Management • Service Continuity • Capacity Management • Service -level Management • Security Management. 	Technical Specialism	TECH							
	Consultancy	CNSL							
	Configuration Management	CFMG							
	Change Management	CHMG							
	Release and Deployment	RELM							
	Service Desk and Incident Management	USUP							
	Problem Management	PBMG							
	Availability Management	AVMT							
	Asset Management	ASMG							
	Continuity Management	COPL							
	Capacity Management	CPMG							
	Service-level Management	SLMO							
	IT Management	ITMG							
	Security Administration	SCAD							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Respond to Changes in Business or Technology Grow and improve the management functions established in support of the client's business as it reacts to changes in business or technology.	Innovation	INOV							
	Business Process Improvement	BPRE							
	Change Implementation Planning and Management	CIPM							
	Emerging Technology Monitoring	EMRG							
Systems and Hardware Products – Storage Systems									
Apply Competitive Knowledge Apply knowledge of competing vendor storage systems, and what differentiates them, to solving a client's business problem.	Technical Specialism	TECH							
	Emerging Technology Monitoring	EMRG							
Configure Storage Systems Configure complex storage systems for optimum performance against client needs.	Technical Specialism	TECH							
	Configuration Management	CFMG							
	Storage Management	STMG							
Perform Storage Conversion Perform storage conversions from one or more vendor products to another.	Technical Specialism	TECH							
	Storage Management	STMG							
Integrate Cross-vendor Storage Systems Integrate storage systems from more than one vendor or technology.	Technical Specialism	TECH							
	Storage Management	STMG							
	Systems Integration	SINT							
	Porting/Software Integration	PORT							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Integrate Storage Systems in Complex Environments Given a complex storage environment, select and apply the appropriate techniques, such as synchronous and/or asynchronous mirroring, or point-in-time copy for online back-up and recovery.	Technical Specialism	TECH							
	Storage Management	STMG							
	Systems Integration	SINT							
Plan Storage Capacity Perform capacity planning including performance analysis and preparation of documented recommendations.	Capacity Management	CPMG							
	Storage Management	STMG							
Advise on Storage Back-up and Recovery Advise or support client on back-up and recovery procedures for storage systems.	Technical Specialism	TECH							
	Consultancy	CNSL							
	Storage Management	STMG							
	Availability Management	AVMT							
Systems and Hardware Products – Networking Systems									
Networking Problem Determination Use networking problem determination skills to assess clients' network problems.	Technical Specialism	TECH							
	Network Support	NTAS							
	Problem Management	PBMG							
High Availability Networking Principles Understand and apply high availability networking principles to restore clients' networks to normal levels of availability and performance, and recommend actions to prevent recurrence of problems.	Technical Specialism	TECH							
	Network Support	NTAS							
	Problem Management	PBMG							
	Availability Management	AVMT							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Network Technology Skills Understand three or more of the following technologies: IPSec, L2TP, PPTP, public/private keys, SSL, or Virtual Private Networks (VPNs), and apply that knowledge in the technology selection, design, and implementation of clients' networks.	Technical Specialism	TECH							
	Network Planning	NTPL							
	Network Design	NTDS							
	Network Support	NTAS							
WAN or LAN Skills According to the Client Focus Area, either design, plan the installation, implement, and network manage WANs or LANs, or troubleshoot LAN/WAN problems in multiple environments with network management experience on at least one environment.	Technical Specialism	TECH							
	Network Planning	NTPL							
	Network Design	NTDS							
	Network Support	NTAS							
	Problem Management	PBMG							
Networking API Skills Design and implement networking components using APIs such as CPI-C, sockets, or equivalent.	Technical Specialism	TECH							
	Network Design	NTDS							
Networking Performance Skills Use appropriate tools to tune networks for optimum performance to meet client needs.	Technical Specialism	TECH							
	Methods and Tools	METL							
	Network Support	NTAS							
	IT Operations	ITOP							
Customize Network Management Tools or Conduct Problem Determination using Networking Tools According to the Client Focus Area, either	Technical Specialism	TECH							
	Methods and Tools	METL							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
customize network management tools to build a proactive solution for network performance and health trending, with violation notification for problem identification, or troubleshoot networks using problem determination tools, such as network sniffers, etc.	Network Support	NTAS							
	Problem Management	PBMG							
	IT Operations	ITOP							
Advise or Support Clients with Network Architectures Advise or support clients (internal or external) on network architectures including the naming and addressing methods, data formats, and protocols of the architecture, such as TCP/IP, Frame Relay, ATM, OC-x or DS-x transport, and routing protocols, such as RIP, BGP, OSPF.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Network Planning	NTPL							
	Network Design	NTDS							
Plan Network Capacity Advise or support clients (internal or external) in network capacity planning, performance analysis, and preparation of documented results (WAN, LAN, or Client-Server end-to-end).	Consultancy	CNSL							
	Technical Specialism	TECH							
	Network Planning	NTPL							
	Network Design	NTDS							
	Capacity Management	CPMG							
	IT Operations	ITOP							
Advise or Support Clients on IP Convergence Applications Advise or support clients (internal or external) in at least one of the following IP convergence applications: VoIP, Unified Messaging, Real-time Collaboration, and IPTV.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Network Design	NTDS							
	Network Support	NTAS							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Systems and Hardware Products – Server									
Application of Product Knowledge Given a client business problem, select the appropriate server architecture and instance to meet client requirements. Example server architectures are those from the major server families of IBM, HP, Sun, etc.	Technical Specialism	TECH							
	Solution Architecture	ARCH							
	Systems Design	DESN							
Integrate with Other Systems and Solutions Given a customer requirement, integrate new capability with existing systems and/or solutions. Examples might include integration of: web server, firewall, authentication servers, application server, database servers, messaging systems, back-end data extraction to data warehouse systems.	Technical Specialism	TECH							
	Systems Integration	SINT							
	Porting/Software Integration	PORT							
Configure Servers Configure servers to operate efficiently in the client environment. Show how a balanced system configuration was achieved (e.g., processors, memory, I/O and network resources, disk, tape, switch fabric, I/O paths) and appropriately sized for the workload to be run. Show how sufficient back-up and recovery capability for the requirements of the workload was achieved.	Technical Specialism	TECH							
	Configuration Management	CFMG							
	Storage Management	STMG							
	Systems Installation/De-commissioning	HSIN							
	IT Operations	ITOP							
Back-up and Recover Servers Advise or support clients (internal or external) in the selection and deployment of the appropriate methods, such as incremental, image copy, mirroring, cross-site, failover, and disaster recovery strategies.	Technical Specialism	TECH							
	Consultancy	CNSL							
	Continuity Management	COPL							
	IT Operations	ITOP							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Availability Management	AVMT							
	Storage Management	STMG							
Effective Use of System Management Tools Advise or support clients (internal or external) in the effective use of mainstream system and/or operational management tools to achieve availability and operational goals.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	IT Operations	ITOP							
	System Software	SYSP							
	Availability Management	AVMT							
Advise or Support Server Consolidation Advise or support a client (internal or external) on server consolidation, including sizing, configuration, planning, and covering risk management, recovery implications, and deployment options.	Technical Specialism	TECH							
	Consultancy	CNSL							
	IT Operations	ITOP							
	Availability Management	AVMT							
	Continuity Management	COPL							
	Release and Deployment	RELM							
	Capacity Management	CPMG							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Systems and Hardware Products – Cross Systems									
Apply Multi-server, Storage, and O/S Knowledge Advise and support clients (internal or external) with several heterogeneous server, operating system, and storage systems.	Technical Specialism	TECH							
	Consultancy	CNSL							
	System Software	SYSP							
	Storage Management	STMG							
Propose End-to-End Solutions using Multiple Technologies Design, present, and propose server, operating system, and storage solutions with focus on cross-system technologies.	Technical Specialism	TECH							
	Solution Architecture	ARCH							
	Systems Design	DESN							
	System Software	SYSP							
	Storage Management	STMG							
Perform as a Solution Designer Perform as a solution designer: <ul style="list-style-type: none"> Analyze client business and IT challenges Design a comprehensive solution integrating into the client’s environment 	Business Analysis	BUAN							
	Systems Design	DESN							
	Solution Architecture	ARCH							
	Database/Repository Design	DBDS							
Evaluate and Adapt Solutions into Complex Environments Evaluate and adapt the sub-specialty area solutions to different and complex environments.	Technical Specialism	TECH							
	System Software	SYSP							
	Systems Integration	SINT							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Heterogeneous Technology Consultative Skills Demonstrate sales, planning, and consulting skills in servers and storage products, covering both hardware and key system software elements.	Technical Specialism	TECH							
	Consultancy	CNSL							
	Selling	SALE							
	System Software	SYSP							
	Storage Management	STMG							
Complex Solution Design Demonstrate consultative skills in three (3) of the solution areas listed below in multiple customer environments: <ul style="list-style-type: none"> • Server virtualization technologies • Storage virtualization technologies • Infrastructure simplification and consolidation strategies • Middleware implementations as they relate to server and storage products • Business continuity, high availability, and disaster recovery • Cross-system disciplines (e.g., security, clustering, network connectivity, database placement, data connectivity, or systems management) Examples must include analysis and design of cost-justified solutions using common metrics; e.g., TCO, TCA (Acquisition), QoS (Quality of Service), and TTM/C (Time-to-market/Customer).	Technical Specialism	TECH							
	Consultancy	CNSL							
	Systems Design	DESN							
	Network Design	NTDS							
	Database/Repository Design	DBDS							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Software – Application Development Products									
Use Application Development Products and Methodologies Understand the proper application of development methodologies and the appropriate tools used in the software development lifecycle. Be able to apply the different areas of the methodology to the phases in the lifecycle and identify the appropriate tool(s) to perform the development activity.	Technical Specialism	TECH							
	Methods and Tools	METL							
	Programming/Software Development	PROG							
Advise or Support Clients on the Value of the Entire Application Development Lifecycle Demonstrate and articulate the value of the entire application development lifecycle, including all of the areas involved and how they are inter-related. Specifically understand and explain the value of an integrated development lifecycle.	Technical Specialism	TECH							
	Consultancy	CNSL							
	Systems Development Management	DLMG							
Select and Install Tools Given a client requirement and development environment, select and install the appropriate development tool.	Technical Specialism	TECH							
	Methods and Tools	METL							
	Programming/Software Development	PROG							
Understand Industry Standards Demonstrate knowledge of industry standards in the area of specialization (i.e., UMA for PPM specialization, UML for ADC specialization) to meet a customer’s development process requirements.	Technical Specialism	TECH							
	Methods and Tools	METL							
	Programming/Software Development	PROG							
Configure and Customize Tools Identify requirements for configuration and customization in order for the development tool to work optimally in the identified	Programming/Software Development	PROG							
	Methods and Tools	METL							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
development environment. This may include special security needs, special process needs, distributed access needs, or automation extensions.	Configuration Management	CFMG							
Integrate Application Development Tools Support the full lifecycle development approach by integration between your tool of specialization and the relevant tools in other areas (i.e., between requirements and testing).	Methods and Tools	METL							
Support Client Application Development Framework Advise or support client (internal or external) application development groups in best practices on following their development methodology and in the proper way to use/configure the development tools. This includes mentoring on which tools should be used by which roles to perform which actions at its simplest, or actually extending the products via their extensibility interfaces at its most complex.	Technical Specialism	TECH							
	Consultancy	CNSL							
	Software Development Process Improvement	SPIM							
	Methods and Tools	METL							
Software – Application and Integration Middleware									
Understand Adapter Interfaces Advise or support clients (internal or external) on adapter interfaces to provide system interconnectivity.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Systems Integration	SINT							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Understand Data Interchange Standards Advise or support clients (internal or external) on data interchange across disparate systems (e.g., XML, SOAP).	Consultancy	CNSL							
	Technical Specialism	TECH							
	Data Management	DATM							
	Systems Integration	SINT							
Understand Application Integration Methodologies Advise or support clients (internal or external) on application integration methodologies and architectures, such as SOA and web services.	Consultancy	CNSL							
	Technical specialism	TECH							
	Methods and tools	METL							
	Systems integration	SINT							
Advise or Support Clients on Program-to-Program Interfaces Advise or support clients (internal or external) on program-to-program interfaces across disparate systems (e.g., APPC, DPL, and RPC).	Consultancy	CNSL							
	Technical Specialism	TECH							
	Systems Integration	SINT							
	Porting/Software Integration	PORT							
	Systems Design	DESN							
Use Application Integration Products to Facilitate SOA Enablement Given a set of client requirements, select and advise or support on the installation and configuration of application integration products that facilitate the enablement of SOA.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Systems Integration	SINT							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Systems Design	DESN							
Understand Product Configuration Advise and support product configuration based on a complete understanding of the client environment.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Configuration Management	CFMG							
	Systems Integration	SINT							
	System Software	SYSP							
Advise and Support on Recoverability Advise and support clients (internal or external) in determining the need for logging, recovery, and back-up and demonstrate how best to implement the appropriate tools and techniques to meet these requirements.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Storage Management	STMG							
	Systems Design	DESN							
	IT Operations	ITOP							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Advise and Support on Deployment Techniques and Best Practices Advise and support clients (internal or external) on appropriate deployment techniques and best practices to ensure optimal performance and capability.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Systems Installation/De-commissioning	HSIN							
	Release and Deployment	RELM							
Advise and Support on Performance and Capacity Advise and support customers on optimal solution configurations to meet their requirements for performance and capacity.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Capacity Management	CPMG							
	Availability Management	AVMT							
	IT Operations	ITOP							
	Configuration Management	CFMG							
Advise and Support on Failover and Redundancy Capability Advise and support on high availability solutions covering failover capability and redundancy techniques.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Capacity Management	CPMG							
	Continuity Management	COPL							
	Availability Management	AVMT							
	IT Operations	ITOP							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Storage Management	STMG							
Software – Data Management									
Data Management Tools, Technologies, and Methods Given a set of client priorities and constraints, effectively use information management tools, technologies, and methods (e.g., content management software, data management software, and their related administration and design tools and methods) to meet the needs of the client.	Technical Specialism	TECH							
	Methods and Tools	METL							
	Data Management	DATM							
	Data Analysis	DTAN							
	Database/Repository Design	DBDS							
Advise and Support on Data Compatibility Issues Across Disparate Systems Advise and support clients (internal or external) in identifying and resolving incompatibility issues in heterogeneous data environments.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Data Management	DATM							
	Data Analysis	DTAN							
Advise and Support on Data Models Advise and support clients (internal or external) about the appropriate data models and data requirements for sources and targets.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Data Analysis	DTAN							
	Database/Repository Design	DBDS							
	Data Management	DATM							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Advise and Support on Data Migration or Conversion Advise and support clients (internal or external) about data migration, the issues involved, and the tools, procedures, and products required to migrate or convert data stores as appropriate.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Data Management	DATM							
	Change Implementation Planning and Management	CIPM							
Advise and Support on Data Management Product Features Advise and support clients (internal or external) on new versions of data management products, including advice on the value of new features and functions, upgrade processes, and product pre-requisites.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Database Administration	DBAD							
	Emerging Technology Monitoring	EMRG							
	System Software	SYSP							
Advise and Support on Product Configuration Advise and support clients on product configuration based on the client environment.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Configuration Management	CFMG							
	Database Administration	DBAD							
	System Software	SYSP							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Advise and Support on Data Mining Techniques Given a client requirement, advise and support the client (internal or external) on the current data mining techniques and tools that would meet the requirement.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Information Analysis	INAN							
	Data Analysis	DTAN							
Advise and Support on Data Management Solutions Available Advise clients (internal or external) on the requirements for data management solutions and support the client in the matching of requirements with product capabilities using approved methodologies.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Data Management	DATM							
	Emerging Technology Monitoring	EMRG							
Advise and Support on Recoverability Advise and support clients (internal or external) in determining the need for logging, recovery, and back-up and how best to implement the appropriate tools and techniques to meet these requirements.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Availability Management	AVMT							
	Storage Management	STMG							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Advise and Support on Deployment Techniques and Best Practices Advise and support clients (internal or external) on appropriate deployment techniques and best practices to meet client needs.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Release and Deployment	RELM							
	Change Implementation Planning and Management	CIPM							
	Database Administration	DBAD							
Configure Product to Optimize Performance and Capacity Advise and support clients (internal or external) on optimal solution configurations to meet client needs for performance and capacity (e.g., use clustering, mobile and web access, replication, and multi-lingual).	Consultancy	CNSL							
	Technical Specialism	TECH							
	Configuration Management	CFMG							
	Capacity Management	CPMG							
	Database Administration	DBAD							
	IT Operations	ITOP							
Advise and Support on Failover and Redundancy Capability Advise and support clients (internal or external) on high availability solutions covering failover capability and redundancy techniques.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Capacity Management	CPMG							
	Availability Management	AVMT							
	Storage Management	STMG							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
			IT Operations	ITOP					
	Continuity Management	COPL							
Software – Content Management									
Use Content Management Tools, Technologies, and Methodologies Use content management tools, technologies, and methodologies to ensure optimal operations that meet the client needs.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Information Content Publishing	ICPM							
	Methods and Tools	METL							
Advise and Support on Data Compatibility Issues Across Disparate Systems Advise and support clients (internal or external) in identifying and resolving incompatibility issues in heterogeneous data environments.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Information Content Publishing	ICPM							
	Data Analysis	DTAN							
	Data Management	DATM							
Advise and Support on Records Management Concepts Based on understanding the pain points across the client's organization, provide advice and support on records management concepts.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Data Management	DATM							
	Database/Repository Design	DBDS							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Advise and Support on Search Techniques and Applications Advise and support clients (internal or external) on search techniques and applications for content management.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Information Content Publishing	ICPM							
	Information Analysis	INAN							
	Data Management	DATM							
Advise and Support on Document-centric Routing and Workflow Advise and support clients (internal or external) on document-centric routing and workflow, including identifying user roles and user access levels.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Information Content Authoring	INCA							
	Data Management	DATM							
Advise and Support on Migration or Conversion Tools Advise or support clients (internal or external) on the migration or conversion tools, procedures, and products required to migrate or convert to or between content management solutions.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Data Management	DATM							
	Change Implementation Planning and Management	CIPM							
Advise and Support on New Product Features and Relationship to the Content Management Solution Advise and support clients (internal or	Consultancy	CNSL							
	Technical Specialism	TECH							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
external) on new versions of content management products, including advice on the value of new features and functions, upgrade processes, and product pre-requisites, including any limitations on the use of the content in downstream applications.	Emerging Technology Monitoring	EMRG							
	Information Content Publishing	ICPM							
Advise and Support on Product Configuration Advise and support clients (internal or external) on content management product configuration to run in the client environment.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Configuration Management	CFMG							
	Information Content Publishing	ICPM							
	System Software	SYSP							
Advise and Support on Recoverability Capabilities Advise and support clients (internal or external) on content management product logging, recovery, and back-up capabilities.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Availability Management	AVMT							
	Storage Management	STMG							
Advise and Support on Deployment Techniques and Best Practices of Solutions or Products Advise and support clients (internal or external) on content management product deployment techniques and best practices.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Release and Deployment	RELM							
	Change Implementation Planning and Management	CIPM							
	Information Content Publishing	ICPM							
Configure Product to Meet the Client's Requirements for Performance and Capacity Configure content management product to meet the client's requirements for performance and capacity (e.g., use clustering, mobile and web access, replication and mail routing, multi-lingual, etc.).	Technical Specialism	TECH							
	Configuration Management	CFMG							
	Capacity Management	CPMG							
	Information Content Publishing	ICPM							
	IT Operations	ITOP							
Advise and Support on Failover Capability and Redundancy Advise and support clients (internal or external) on content management failover capability and redundancy.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Capacity Management	CPMG							
	Availability Management	AVMT							
	Storage Management	STMG							
	Continuity Management	COPL							
	IT Operations	ITOP							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Software – Portal and Collaboration									
Use Workplace-related Tools, Technologies, and Methodologies Given a set of client priorities and constraints, use portal and collaboration-related tools, technologies, and methods to meet client needs.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Information Content Publishing	ICPM							
	Methods and Tools	METL							
Advise and Support on Migration or Conversion Tools Advise and support clients (internal or external) on migrating or converting to a new portal and collaboration solution.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Methods and Tools	METL							
	Data Management	DATM							
	Change Implementation Planning and Management	CIPM							
Advise and Support on New Portal and Collaboration Product Versions Advise and support clients (internal or external) on new versions of portal and collaboration products, including advice on the value of new features and functions, upgrade processes, and product pre-requisites.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Information Content Publishing	ICPM							
	Emerging Technology Monitoring	EMRG							
Advise and Support on Product Configuration Advise and support clients (internal or external) on portal and collaboration product configuration to run in the client environment.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Configuration Management	CFMG							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Methods and Tools	METL				■	■		
	Information Content Publishing	ICPM				■	■	■	
	System Software	SYSP				■	■		
Advise and Support on Available Solution Options or Products Advise and support clients (internal or external) on portal and collaboration solutions.	Consultancy	CNSL					■	■	
	Technical Specialism	TECH				■	■	■	
	Methods and Tools	METL				■	■		
	Emerging Technology Monitoring	EMRG				■	■	■	
Advise and Support on Product Recoverability Features Advise and support clients (internal or external) on portal and collaboration logging, recovery, and back-up capabilities.	Consultancy	CNSL					■	■	
	Technical Specialism	TECH				■	■	■	
	Methods and Tools	METL				■	■		
	Availability Management	AVMT					■	■	
	Storage Management	STMG				■	■		
Advise and Support on Deployment Techniques and Best Practices Advise and support clients (internal or external) on deployment techniques and best practices of portal and collaboration solutions or products.	Consultancy	CNSL					■	■	
	Technical Specialism	TECH				■	■	■	
	Methods and Tools	METL				■	■		
	Release and Deployment	RELM					■	■	
	Change Implementation Planning and Management	CIPM					■	■	

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Information Content Publishing	ICPM							
Advise and Support on Product Performance and Capacity Advise and support on portal and collaboration product configuration to meet the client's requirements for performance and capacity.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Configuration Management	CFMG							
	Capacity Management	CPMG							
	Information Content Publishing	ICPM							
	IT Operations	ITOP							
Advise and Support on Product Failover and Redundancy Capability Advise and support clients (internal or external) on portal and collaboration failover capability and redundancy.	Consultancy	CNSL							
	Technical Specialism	TECH							
	Capacity Management	CPMG							
	Availability Management	AVMT							
	Storage Management	STMG							
	IT Operations	ITOP							
	Continuity Management	COPL							
Security									
Assess Potential Risks and Classify Information Understand the customer's business requirements and ecosystem (including the	Business Analysis	BUAN							
	Information Security	SCTY							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
regulatory/compliance context) and identify and classify security risks.	Security Administration	SCAD							
	Business Risk Management	BURM							
Define Control Objectives and Formulate Policy Identify and articulate control objectives for reducing inherent risks to acceptable residual risks. Capture these control objectives in a policy.	Information Security	SCTY							
	IT Governance	GOVN							
	Information Management	IRMG							
	Business Risk Management	BURM							
Design Architecture Translate the control objectives to architecture principles and perform a fit/gap analysis.	Solution Architecture	ARCH							
	Information Assurance	INAS							
	Information Security	SCTY							
Detailed Design of Processes and/or Technical Solutions Identify (existing/needed) security (aspects of) technology and processes and describe them in detail.	Information Security	SCTY							
	Technology Audit	TAUD							
Build Secure Solutions Apply architectural security principles to build technical, procedural, and/or organizational security controls.	Data Management	DATM							
	Systems Design	DESN							
	Network Design	NTDS							
	Information Security	SCTY							
Test Security Solutions Define test objectives and test plans for security. Perform security tests.	Information Security	SCTY							
	Testing	TEST							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Technology Audit	TAUD							
Deploy Secure Solutions Define a deployment plan and implement that plan to deploy secure solutions.	Release and Deployment	RELM							
Monitor Performance and Evaluate Effectiveness Monitor and assess security and compliance, and validate effectiveness of controls.	Security Administration	SCAD							
	Conformance Review	CORE							
Manage Security Manage security, having fulfilled, for example, one of the following functions: <ul style="list-style-type: none"> Security Incident Response: Perform root-cause analysis and make recommendations for avoidance of similar incidents. Security Compliancy: Implement compliancy technologies or processes and follow up on deviations. Security Officer: Manage security policies, advise on security. 	Information Security	SCTY							
	Security Administration	SCAD							
IT Service Management – Service Management Delivery									
Respond to Business Changes Grow and/or improve service management in response to changes in the client (internal or external) business.	Business Analysis	BUAN							
	IT Management	ITMG							
	Benefits Management	BENM							
	Business Process Improvement	BPRE							
Manage Cost Manage the cost of the service including forecasting, monitoring, reporting, and improvement.	IT Management	ITMG							
	Financial Management for IT	FMIT							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Business Process Improvement	BPRE							
Manage Service Management Functions Manage the planning, implementation, and customization of complex service management functions for clients (internal or external). Indications of complex service management functions are multiple SLAs, global, and/or distributed delivery, multiple clients, multiple services.	Service-level Management	SLMO							
	Client Services Management	CSMG							
	Portfolio, Program, and Project Support	PROF							
	Change Implementation Planning and Management	CIPM							
	Resourcing	RESC							
	Program Management	PGMG							
	IT Management	ITMG							
Create or Significantly Enhance Strategy Create or significantly enhance a strategy that allows the service management functions to be open and flexible to future needs and changes in either business or technological directions.	IT Management	ITMG							
	Business Process Improvement	BPRE							
	Enterprise and Business Architecture Development	STPL							
	Emerging Technology Monitoring	EMRG							
Use Industry Standard Methods Use an industry standard method such as ITIL, ITPM, BSP, or any other system of best practices or mixture thereof, to establish or significantly enhance service management capabilities.	Methods and Tools	METL							
Define Recovery Plans Define and document detailed plans for the recovery of services/components to meet SLAs.	Availability Management	AVMT							
	Storage Management	STMG							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Service-level Management	SLMO					5	6	
Define, Configure, or Establish Service Management Processes Define, configure, or establish service management processes: <ul style="list-style-type: none"> • Configuration Management • Change Management • Release Management • Incident Management • Problem Management • Availability Management • Asset Management • Service Continuity • Capacity Management • Service-level Management • Security Management 	Configuration Management	CFMG				4	5	6	
	Change Management	CHMG				4	5	6	
	Release and Deployment	RELM				4	5	6	
	Service Desk and Incident Management	USUP				4	5		
	Problem Management	PBMG				4	5		
	Availability Management	AVMT				4	5	6	
	Asset Management	ASMG				4	5	6	
	Continuity Management	COPL				4	5		
	Capacity Management	CPMG				4	5	6	
	Service-level Management	SLMO				4	5	6	7
	Security Administration	SCAD				4	5	6	
	IT Management	ITMG					5	6	7
	Respond to Changes in Technology Grow and/or improve service management in response to changes in technology.	Emerging Technology Monitoring	EMRG					5	6
IT Management		ITMG					5	6	
Benefits Management		BENM					5	6	

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Define and Manage the Application of a Quality Framework or CSI Define and manage the application of a quality framework or Continuous Service Improvement (CSI) to meet SLAs.	Service-level Management	SLMO							
	Quality Management	QUMG							
	Quality Assurance	QUAS							
	Quality Standards	QUST							
Manage Implementation and Use of Management Tools Manage the implementation and use of management tools to support service management processes, in the context of operational control, growth, planning, resiliency, and recoverability.	Methods and Tools	METL							
	IT Management	ITMG							
	Service-level Management	SLMO							
IT Service Management – Service Management Consulting									
Respond to Business Changes Advise on growth and/or improvement in service management in response to changes in the client (internal or external) business.	Consultancy	CNSL							
	Business Analysis	BUAN							
	IT Management	ITMG							
	Benefits Management	BENM							
	Business Process Improvement	BPRE							
Advise or Perform Service Management Functions Advise or perform planning, implementation, and customization of service management functions for clients (internal or external).	Consultancy	CNSL							
	Service-level Management	SLMO							
	IT Management	ITMG							
	Program Management	PGMG							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Resourcing	RESC							
	Portfolio, Program, and Project Support	PROF							
Advise on the Creation or Significant Enhancement of a Strategy Advise on the creation or significant enhancement of a strategy that allows the service management functions to be open and flexible to future needs and changes in either business or technological directions.	Consultancy	CNSL							
	IT Management	ITMG							
	Business Process Improvement	BPRE							
	Enterprise and Business Architecture Development	STPL							
	Emerging Technology Monitoring	EMRG							
Use Industry Standard Methods Advise on and select an industry standard method such as ITIL, ITPM, BSP, or any other system of best practices or mixture thereof, to establish or significantly enhance service management capabilities.	Consultancy	CNSL							
	Methods and Tools	METL							
	IT Management	ITMG							
Advise on Recovery Plans Advise on the definition and documentation of detailed plans for the recovery of services/components to meet SLAs.	Consultancy	CNSL							
	Availability Management	AVMT							
	Storage Management	STMG							
	Service-level Management	SLMO							
Advise on Service Management Processes Advise clients (internal or external) on the definition, configuration, or establishment of service management processes: <ul style="list-style-type: none"> • Configuration Management • Change Management 	Consultancy	CNSL							
	Continuity Management	COPL							
	IT Management	ITMG							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
<ul style="list-style-type: none"> Release Management Incident Management Problem Management Availability Management Asset Management Service Continuity Capacity Management Service-level Management Security Management 	Capacity Management	CPMG							
	Availability Management	AVMT							
	Service-level Management	SLMO							
	Configuration Management	CFMG							
	Asset Management	ASMG							
	Change Management	CHMG							
	Problem Management	PBMG							
	Service Desk and Incident Management	USUP							
	Release and Deployment	RELM							
	Information Security	SCTY							
	Respond to Changes in Technology Advise on growth and/or improvement in service management in response to changes in technology.	Consultancy	CNSL						
IT Management		ITMG							
Emerging Technology Monitoring		EMRG							
Benefits Management		BENM							
Advise on the Application of a Quality Framework or CSI Advise on the application of a quality framework or Continuous Service Improvement (CSI) to meet SLAs.	Consultancy	CNSL							
	Service-level Management	SLMO							
	Quality Management	QUMG							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
	Quality Assurance	QUAS							
	Quality Standards	QUST							
Advise, Select, and Implement Management Tools Advise, select, and implement management tools to support service management processes, in the context of operational control, growth, planning, resiliency, and recoverability.	Consultancy	CNSL							
	Methods and Tools	METL							
	IT Management	ITMG							
	Service-level Management	SLMO							
IT Service Management – Service Management Operations									
Respond to Business Changes Respond to changes in the (internal or external) client’s business by adapting and/or improving service management.	Business Analysis	BUAN							
	IT Management	ITMG							
	Benefits Management	BENM							
	Business Process Improvement	BPRE							
Manage Cost Manage the cost of the service including forecasting, monitoring, reporting, and improvement.	Financial Management for IT	FMIT							
	IT Management	ITMG							
Use Industry Standard Methods Use an industry standard method such as ITIL, ITPM, BSP, or any other system of best practices or mixture thereof, to meet SLAs and/or achieve KPIs.	Methods and Tools	METL NO MAPPING – CHECK							
	IT Management	ITMG							
Respond and Adapt to Changes to Service Management Functions Respond and adapt to changes in planning, implementation, and/or customization of	IT Management	ITMG							
	Service-level Management	SLMO							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
service management functions for clients (internal or external).	Change Implementation Planning and Management	CIPM							
Maintain and Validate Recovery Plans Maintain and regularly validate detailed plans for the recovery of services/components to meet SLAs.	Availability Management	AVMT							
	Service-level Management	SLMO							
	Storage Management	STMG							
Provide Support using Service Management Processes Provide client support using three or more of the following service management processes: <ul style="list-style-type: none"> • Configuration Management • Change Management • Release Management • Incident Management • Problem Management • Availability Management • Asset Management • Service Continuity • Capacity Management • Service-level Management • Security Management 	Continuity Management	COPL							
	IT Management	ITMG							
	Capacity Management	CPMG							
	Availability Management	AVMT							
	Service-level Management	SLMO							
	Configuration Management	CFMG							
	Asset Management	ASMG							
	Change Management	CHMG							
	Problem Management	PBMG							
	Service Desk and Incident Management	USUP							
	Release and Deployment	RELM							
	Information Security	SCTY							

			Suggested SFIA Level(s)						
Technical Focus Areas: Solution Delivery Stream Skills for Levels 1 and 2	SFIA Skill	Code	1	2	3	4	5	6	7
Respond to Changes in Technology Respond to changes in the (internal or external) client's technology by adapting and/or improving service management.	IT Management	ITMG							
	Benefits Management	BENM							
	Emerging Technology Monitoring	EMRG							
Apply Quality Framework or CSI Apply quality framework or Continuous Service Improvement (CSI) to meet SLAs.	Service-level Management	SLMO							
	Quality Management	QUMG							
	Quality Assurance	QUAS							
	Quality Standards	QUST							
Use Management Tools Use management tools to support service management processes, in the context of operational control, growth, planning, resiliency, and recoverability.	Methods and Tools	METL							
	IT Management	ITMG							
	Service-level Management	SLMO							