| Profile title | BUSINESS INFORMATION MANAGER ROLE | | (3) |
|---|---|---|---|
| Summary statement | Proposes, plans and manages functional development of the Information System (IS) focusing upon the needs of users. | | |
| Mission | Aligns the Information System to the business strategy within their area/domain. Ensures continuous enhancement whilst accounting for user requirements, service quality and budgetary constraints. | | |
| Deliverables | Accountable | Responsible | Contributor |
| | ● Project Portfolio | ● Solution Specification | ● Business Plan |
| Main task/s | ● Manage the information and communication technology development focused on user needs<br>● Prepare for changes to the Information System influenced by technology updates or user needs<br>● Formalise, consolidate and drive the development of the IS configuration<br>● Evaluate the relevance of the Information Systems to users<br>● Liaise between the user community and the IS infrastructure<br>● Translate user requirements into functional specifications | | |

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

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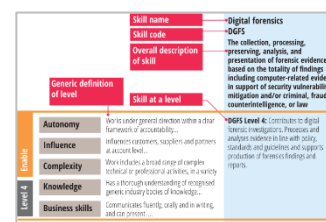
- *The Level of responsibility.*

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

- *The Professional skills.*

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

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

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

## EU ICT Business Information Manager role (3) *(NB this could be a multi-level role)*

### SFIA Generic Responsibility Levels for the Role

**Autonomy – Level 5**
• Works under broad direction
• Work is often self-initiated
• Is fully responsible for meeting allocated technical and/or project/supervisory objectives
• Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities

**Influence – Level 5**
• Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism
• Builds appropriate and effective business relationships
• Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget
• Has significant influence over the allocation and management of resources appropriate to given assignments
• Leads on user/customer collaboration throughout all stages of work
• Ensures users' needs are met consistently through each work stage

**Complexity – Level 5**
• Performs an extensive range and variety of complex technical and/or professional work activities
• Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts
• Understands the relationship between own specialism and wider customer/organisational requirements

**Knowledge – Level 5**
• Is fully familiar with recognised industry bodies of knowledge both generic and specific
• Actively seeks out new knowledge for own personal development and the mentoring or coaching of others
• Develops a wider breadth of knowledge across the industry or business
• Applies knowledge to help to define the standards which others will apply

**Businesss Skills – Level 5**
• Demonstrates leadership
• Communicates effectively, both formally and informally
• Facilitates collaboration between stakeholders who have diverse objectives
• Analyses, designs, plans, executes and evaluates work to time, cost and quality targets
• Analyses requirements and advises on scope and options for continuous operational improvement
• Takes all requirements into account when making proposals
• Demonstrates creativity, innovation and ethical thinking in applying solutions for the benefit of the customer/stakeholder
• Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives
• Maintains an awareness of developments in the industry
• Takes initiative to keep skills up to date
• Mentors colleagues
• Assesses and evaluates risk
• Proactively ensures security is appropriately addressed within their area by self and others
• Engages or works with security specialists as necessary
• Contributes to the security culture of the organisation

## EU ICT Business Information Manager role (3) *(NB this could be a multi-level role)*

### SFIA Professional Skills for the Role
Core - all people performing this job will need this skill. Optional - some people performing this job will need the skill.

**Core: Strategic planning @ Level 5**
• Ensures that all stakeholders adhere to the strategic management approach and timetables
• Collates information and creates reports and insights to support strategy management processes
• Develops and communicates plans to drive forward the strategy
• Contributes to the development of policies, standards and guidelines for strategy development and planning

**Core: Consultancy @ Level 5**
• Takes responsibility for understanding client requirements, collecting data, delivering analysis and problem resolution
• Identifies, evaluates and recommends options, implementing if required
• Collaborates with, and facilitates stakeholder groups, as part of formal or informal consultancy agreements
• Seeks to fully address client needs, enhancing the capabilities and effectiveness of client personnel, by ensuring that proposed solutions are properly understood and appropriately exploited

**Core: Demand management @ Level 5**
• Implements demand management analysis and  planning activities
• Provides advice to help stakeholders adopt and adhere to the agreed demand management approach
• Performs what-if analysis and scenario planning, develops  insights and proposals to improve business value
• Manages the process of integrating demand management  with complementary strategic, operational and change planning processes
• Reviews new business proposals; provides advice on demand issues and routing requests to the right place
• Works with business representatives to agree and implement short and medium term modifications to demand
• Maintains register of business requests and status of each, reporting as required

**Core: Business analysis @ Level 5**
• Takes responsibility for investigative work to determine business requirements and specify effective business processes, through improvements in information systems, information management, practices, procedures, and organisation change
• Selects, adopts and adapts appropriate business analysis methods, tools and techniques; selecting appropriately from plan-driven/predictive approaches or more adaptive (iterative and agile) approaches
• Collaborates with stakeholders at all levels, in the conduct of investigations for strategy studies, business requirements specifications and feasibility studies
• Prepares business cases which define potential benefits, options for achieving these benefits through development of new or changed processes, and associated business risks
•

**Core: Requirements definition and management @ Level 5**
• Plans and drives scoping, requirements definition and prioritisation activities for large / complex  initiatives
• Selects, adopts and adapts appropriate requirements definition and management method, tools and techniques selecting appropriately from plan-driven/predictive approaches or more adaptive (iterative and agile) approaches
• Obtains input from and formal agreement to requirements from a diverse range of stakeholders
• Negotiates competing priorities and conflicts
• Establishes the requirements baseline
• Ensures changes to requirements are investigated and managed
• Contributes to the development of organisational methods and standards

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**Core: Change implementation planning and management @ Level 5**

• Creates the business readiness plan, taking into consideration IT deployment, data migration, capability deployment (training and engagement activities) and any business activities required to integrate new digital processes or jobs into the "business as usual" environment
• Determines the readiness levels of business users with regard to upcoming changes; uncovers readiness gaps and creates and implements action plans to close the gaps prior to going live
• Assists the user community in the provision of transition support and change planning, and liaises with the project team
• Monitors and reports progress on business readiness targets, business engagement activity, training design and deployment activities, key operational metrics and return to productivity measures
• Defines the series and sequence of activities to bring stakeholders to the required level of commitment, prior to going live

**Core: Relationship management @ Level 5**

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

**Core: Emerging technology monitoring @ Level 5**

• Monitors the market to gather intelligence on emerging technologies
• Assesses and documents impacts, threats and opportunities to the organisation
• Creates technology roadmaps
• Shares knowledge and insights with others