

European ICT Roles Structure and SFIA

Initial work on a SFIA Competency Profile to match the EU ICT Role Profile

Background

At a meeting in Brussels between the e-CF project and the SFIA Foundation it was suggested that there should be some review of comparison.

There is already an report considering SFIA V6 and e-CF V3 and that this was probably still valid apart from SFIA is now published as V7 and e-CF will soon be published as V4. It was discussed that a simple skill vs competency comparison is of little value because of the differences in approach, underlying foundation and richness of the frameworks.

André Richier suggested that perhaps a more useful approach for business would be to see the same role as equivalent in both frameworks. It was agreed that this was a more practical solution for what industry and business would want with regards to using e-CF and SFIA.

To that end, a first draft of one such EU ICT role is presented and the SFIA Foundation will look to further develop this within its community to help with communication throughout both communities. This note is both a sample and a discussion on taking this forward.

SFIA Competency Profile – Project Manager

The source for the EU ICT Role Profile has been CWA 16458-1:2018 European ICT Professional Role Profiles – Part 1: 30 ICT Profiles. This lists 30 ICT role profiles – the EU ICT Role Profile chosen for this initial sample is that of Project Manager as shown below reproduced from the EU Document referenced above.

Profile title	PROJECT MANAGER ROLE (15)		
Summary statement	Manages projects to achieve optimal performance and results.		
Mission	Defines, implements and manages projects from conception to final delivery. Responsible for achieving optimal results, conforming to standards for quality, safety and sustainability and complying with defined scope, performance, costs, and schedule. Deploys agile practices where applicable.		
Deliverables	Accountable	Responsible	Contributor
	<ul style="list-style-type: none"> Project Plan Validated Solution 	<ul style="list-style-type: none"> Solution Documentation 	<ul style="list-style-type: none"> Quality Plan Integrated Solution Change Management Plan
Main task/s	<ul style="list-style-type: none"> Organize, coordinate and lead the project team Maintain stakeholder engagement and communication Supervise project progress Coordinate, record and ensure quality compliance Circulate and distribute information from the project owner Ensure the project helps to support the organisation's wider goals Comply with budgets and delivery times Update the project according to changing circumstances 		
e-Competences	A.4. Product/Service Planning		Level 4
(from e-CF)	E.2. Project and Portfolio Management		Level 4
	E.3. Risk Management		Level 3
	E.4. Relationship Management		Level 3
	E.7. Business Change Management		Level 3
KPI area	Project scope achievement		

Figure 1. EU ICT Role Profile for Project Manager

One of the key design principles of SFIA is that it describes competencies not jobs. As a result the SFIA Foundation has resisted publishing ‘standard profiles’ for nearly 20 years. This has been a considered view based on the need for an organisation’s roles to match the specific context and organisation design of the employer. E.g.

- a role is specific to an organisation even though it might share a title and some commonality with other organisations.
- as an example, a Project Manager in company A may require a different skillset to a Project Manager in company B.

Practical experience from the SFIA user community, and specifically the use of SFIA within industry and business, is that industry finds it useful to work like this:

- Some roles are singular – Chief Information Security Officer (CISO) for instance
- Most roles are best considered as part of a Role Family and have instances at different levels of responsibility (a key element of the SFIA Framework)
- Role profiles are not there for their own sake, but to support other HR practices (e.g. workforce planning, recruitment, assessment, deployment, development)

Experienced SFIA users understand and have accepted this position on ‘standard profiles’. However, the pragmatic view is:

1. The SFIA Foundation is being asked to take a position on standard profiles and also to provide a set of standard profiles to help less experienced organisations adopt SFIA, and,
2. many profiles are being published and shared informally by the user community.

So the SFIA Foundation is responding to this need and supporting the collaboration on the European ICT profiles is part of this. The Foundation want to ensure that industry and employers have access to guidance and awareness of generally accepted good practice from the global SFIA community.

The caveats described above should be considered alongside the simple mapping provided below. We would like to explore and discuss this in future work on the mapping to the European ICT profiles.

For now, an initial mapping for the EU ICT Project Manager role is sufficient for this exercise.

With this experience from Industry and business in mind, illustrations of SFIA Competency Profiles are presented below for the EU ICT Project Manager Role which the SFIA Community would see as probably a number of roles:

EXAMPLE PROJECT DELIVERY ROLE FAMILY

Feedback from employers of ICT Professionals is that they find it helpful to position standardised ICT profiles for in the context of typical ICT Role families.

This allows for effective **resource planning, recruitment, deployment and professional development**.

A typical Project Delivery role family (including the Project Manager role) is illustrated below.

Project Delivery Job Family Roles <i>(Illustrative Role Titles)</i>	SFIA PROFESSIONAL SKILLS & SKILL LEVELS								
	Portfolio management	Information systems coordination	Programme management	Project management	Portfolio, Programme and Project Support	Change implementation planning & management	Benefits management	Relationship management	Resourcing
Head of Portfolio Planning	7		7	7				7	
Portfolio Manager	6	6			6				
Head of Programme Delivery			7	7				7	
Programme Manager			6			6	6	6	
Lead Project Manager				6		5	5	5	
Senior Project Manager				5		5	5	5	
Project Manager				4				4	
Project Office Manager	5				5			5	5
Project Office Consultant					4			4	4
Project Office Analyst					3				

Based on the European ICT Project Manager Role profile the SFIA mapping is presented below. The description of generic responsibility levels and the professional skill should always be used in combination to describe the required competencies and competencies levels.

European ICT Project Manager

SFIA Generic Responsibilities: Level 5 – Ensure, advise

Autonomy

- 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

- 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

- 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

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

Business skills

- 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.

European ICT Project Manager - SFIA Professional Skills**Project Management @ Level 5****Ensure, advise**

- Takes full responsibility for the definition, approach, facilitation and satisfactory completion of medium-scale projects (typically with direct business impact and firm deadlines).
- Identifies, assesses and manages risks to the success of the project.
- Ensures that realistic project plans are maintained and ensures regular and accurate communication to stakeholders.
- Adopts appropriate project management methods and tools whether predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.
- Ensures quality reviews occur on schedule and according to procedure.
- Manages the change control procedure, and ensures that project deliverables are completed within agreed cost, timescale and resource budgets, and are signed off.
- Provides effective leadership to the project team, and takes appropriate action where team performance deviates from agreed tolerances.

Relationship Management @ Level 5**Ensure, advise**

- 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.

Change implementation planning and management @ Level 5**Ensure, advise**

- 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.

Benefits management @ Level 5**Ensure, advise**

- Identifies specific measures and mechanisms by which benefits can be measured and plans to activate these mechanisms at the required time.
- Monitors benefits against what was predicted in the business case and ensures that all participants are informed and involved throughout the change programme and fully prepared to exploit the new operational business environment once it is in place.
- Supports operational managers to ensure that all plans, work packages and deliverables are aligned to the expected benefits and leads activities required in the realisation of the benefits of each part of the change programme.