



AC/DC

Arnold Clark / Digital Careers

Feb 2026 SFIA Foundation Webinar

Davie Gow

Who, me?



- **Arnold Clark : Chief Technology Officer: May 2024+**
- **Leidos Innovations UK : Civil Chief Architect, UK Deputy CTO, UK Solution Architecture Capability Lead: 2018 - 2024**
 - **Scottish Government : DDAT : Chief Technologist First Minister Digital Fellow : 2018**
- **Freelance : Support, Design, Technical Architecture & Solutions Architecture: 1998 - 2018**
- **Unipart : K.i.S Consultant: 1993 – 1998**
- **Devro : IBM System 38 Operator, IBM AS/400 System Operator: 1988 – 1993**
- **Microcom : YTS Trainee: 1986-1988**



Former Microcom trainees Heather Gough and David Gow returned last week to cut the ribbon and open the agency's new premises in



Self-Assessment: Based on the Skills Framework for the Information Age - SFIA Version 5
www.sfia-online.org

SFIA recognises 7 levels of responsibility
 7 Set strategy, inspire, mobilise 6 Initiate, influence 5 Ensure, advise 4 Enable 3 Apply 2 Assist 1 Follow


Skill name	Skill code	responsibility self-assessment
Strategy and Architecture		
Information Strategy		
IT Governance	GOWN 5	
Information management	IRMG 5	
Information systems co-ordination	ISCO 5	
Information security	SCTY 5	
Information assurance	INAS 5	
Information analysis	INAN 5	
Information content publishing	ICPM 5	
Advice and guidance		
Consultancy	CNSL 6	
Technical specialism	TECH 6	
Business strategy and planning		
Research	RSCH 5	
Innovation	INOV 5	
Business process improvement	BPRI 5	
Enterprise and business architecture	STPL 5	
Business risk management	BURM 5	
Sustainability strategy	SUST 5	
Technical strategy and planning		
Emerging technology monitoring	EMRG 6	
Continuity management	COPL 5	
Software development process	SPM 4	
Sustainability management for IT	SUMI 5	
Network planning	NTP4 4	
Solution architecture	ARCH 6	
Data management	DATM 5	
Methods & tools	METL 5	
Service management		
Service strategy		
IT management	ITMG 5	
Financial management for IT	FMIT 4	
Service design		
Capacity management	CPMG 5	
Availability management	AVMT 5	
Service level management	SLMO 4	
Service transition		
Change management	CHMG 3	
Release and deployment	RELM 3	
Service operation		
Security administration	SCAD 3	
Applications support	ASUP 5	
IT Operations	ITOP 5	
Problem management	PBMG 4	
Service desk and incident management	USUP 5	
IT estate management	DCMA 5	
Business change		
Business change management		
Business analysis	BUAN 4	
Requirements definition and management	REDM 4	
Business change implementation		
Project management	PRMG 4	
Portfolio, programme and project support	PROF 4	
Relationship management		
Stakeholder relationship management	RLMT 5	
Solution development and implementation		
Systems development		
Systems development management	DIMG 4	
Data analysis	DTAN 4	
Systems design	DSIN 4	
Database design	DBDS 3	
Information content authoring	INCA 4	
Testing	TEST 4	
Human factors		
User experience analysis	UNAN 3	
User experience evaluation	USEV 3	
Human factors Integration	HFIN 4	
Installation and integration		
Systems integration	SINT 5	
Systems installation/decommissioning	HSIN 5	
Procurement and management support		
Supply management		
Supplier relationship management	SURE 4	
Contract management	ITCM 4	
Quality and conformance		
Technology audit	TAUD 4	
Client interface		
Sales and marketing		
Selling	SALE 3	
Client support		
Sales support	SSUP 4	
Client services management	CSMG 5	

Arnold Clark

- UK Family-owned automotive retailer
 - Founded 1954, 70+ Years Trading
 - 11,500+ employees
 - 180 Sites
 - Over 260,000 cars sold in 2025



Some Digital Stats 2025



Arnold Clark ♥ 👤 ☰

We guarantee the best used car deals in the UK

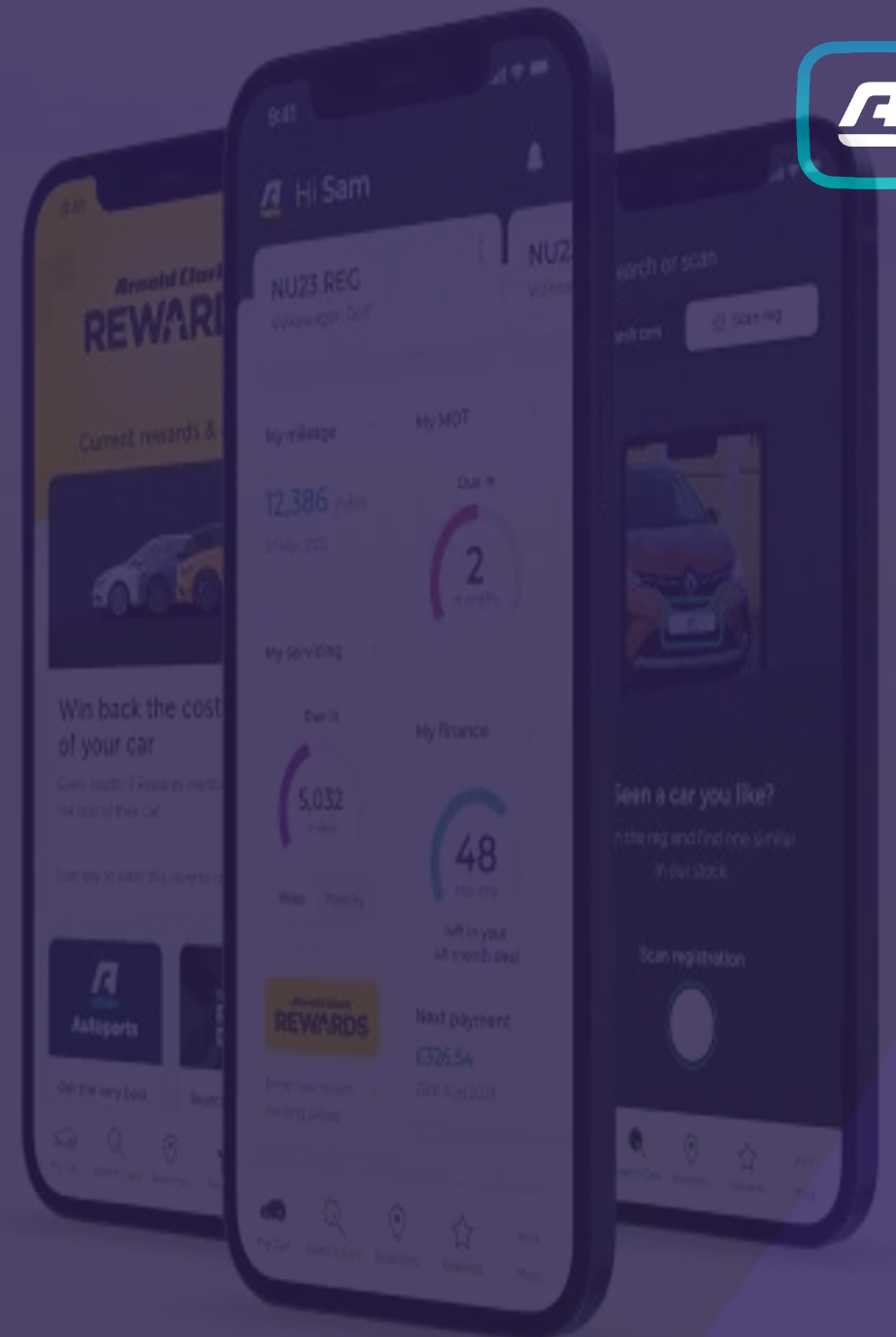
Browse 21,799 cars in seconds

🔍 Your favourite make... 🌟

Or

Search using filters

The image shows a mobile app interface for Arnold Clark. At the top, the brand name 'Arnold Clark' is displayed next to icons for a heart, a user profile, and a menu. Below this is a large banner with the text 'We guarantee the best used car deals in the UK' and a photo of three people looking at a silver MG car. Underneath the banner, it says 'Browse 21,799 cars in seconds'. A search bar contains the placeholder text 'Your favourite make...' and a filter icon. Below the search bar is the word 'Or' and a prominent green button labeled 'Search using filters'.



Hi Sam

NU23 REG Volkswagen Golf

My mileage 12,386 miles (21 Nov 2023)

My MOT 2 months

My servicing 5,032 miles

My finance 48 months

Next payment £326.54 (20th Aug 2023)

REWARDS

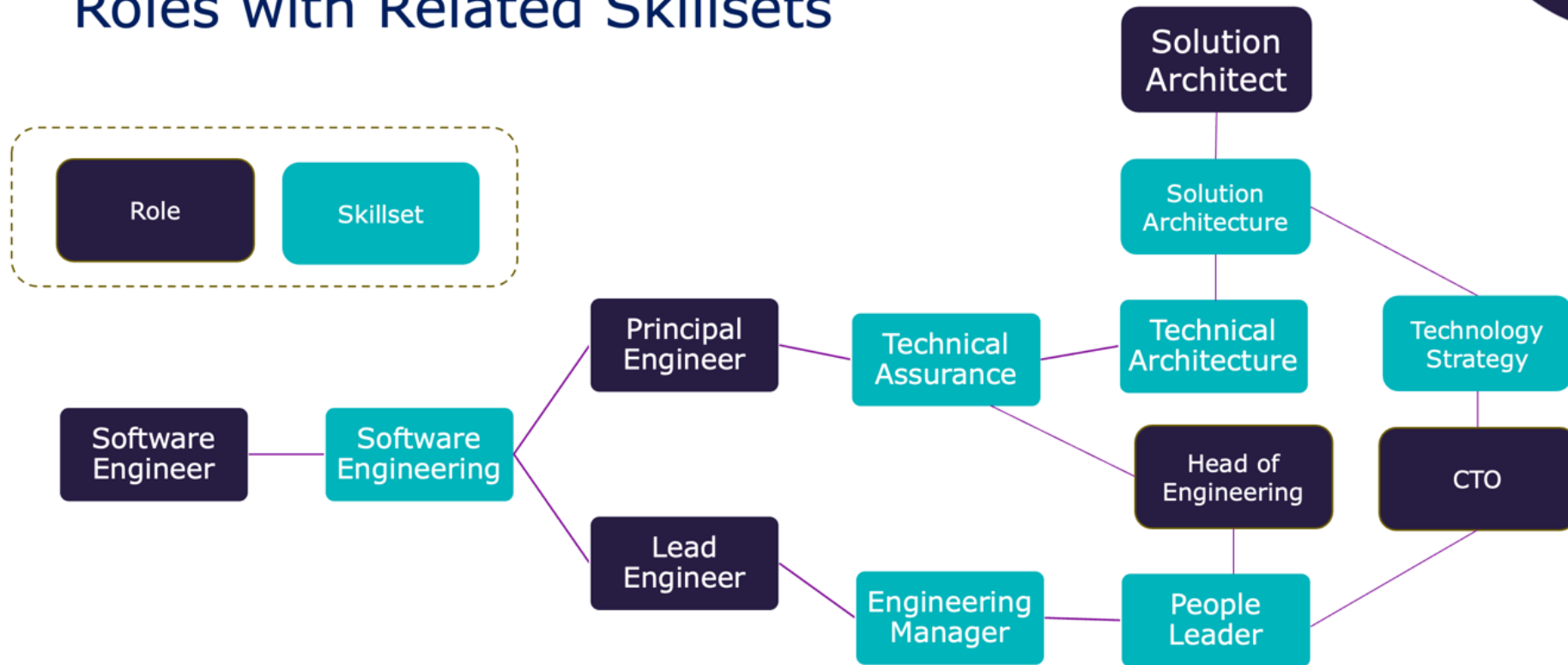
Auto parts

Scan registration

The image displays a mobile app dashboard for a user named Sam. The top section shows the user's name and a car's registration number 'NU23 REG' for a Volkswagen Golf. Below this are several key metrics: 'My mileage' at 12,386 miles (dated 21 Nov 2023), 'My MOT' at 2 months, 'My servicing' at 5,032 miles, and 'My finance' at 48 months. A 'Next payment' of £326.54 is scheduled for 20th Aug 2023. There are also sections for 'REWARDS' and 'Auto parts'. At the bottom, there is a 'Scan registration' feature and a navigation bar with icons for 'My Car', 'Search Cars', 'Business', 'Account', and 'More'.



Career Progression Example: Roles with Related Skillsets



Goals : Arnold Clark / Digital Careers



 Transform to a Skills & Competency Based Organisation

 Empower Employees to Choose Future Career Path

 Ex-Employees Become Advocates & Customers

 **SFIA**[®]



 Evidence-Based Evaluations

 Uncover Hidden Talent & Experience



Leverage SFIA Version 9 Business Skills Updates

Technologies, Experience Domains & Skills

 Retain & Attract Digital Talent

 Raise Brand Awareness in Digital Space

 Foster Knowledge Sharing & Collaboration

 Consistent Leadership & Clear Objectives





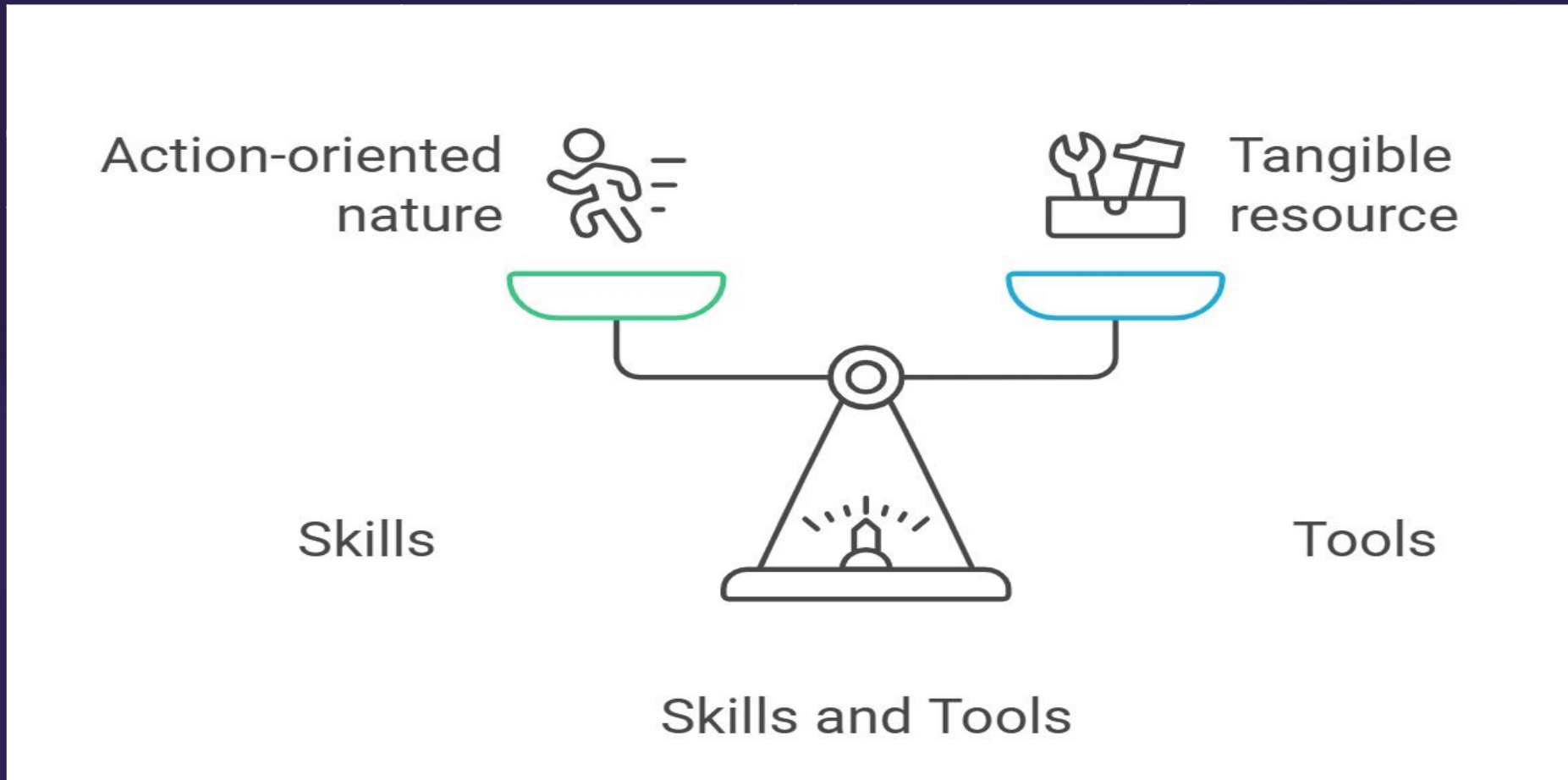
Implementation



Arnold Clark / Digital Careers



- **Sample Roles & Templates (Type Roles – SFIA Community content)**
 - Reuse with pride
 - <https://sfia-online.org/en/tools-and-resources/standard-industry-skills-profiles>



Arnold Clark / Digital Careers

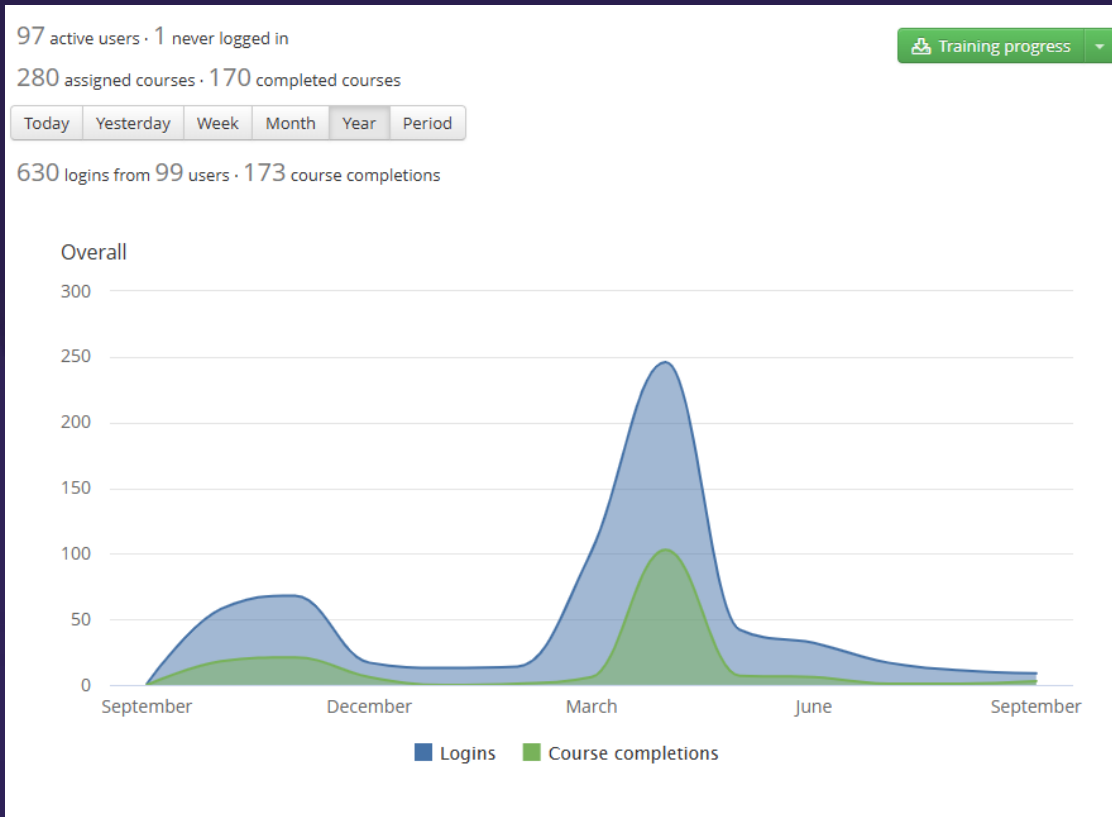


- **Sample Roles & Templates (Type Roles – SFIA Community content)**
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Technologies / Tools	Experience	Domain Knowledge	Skills Verbs
"attributes"			Verbs
Python, Java, Terraform	Startup Build Transition Run / BAU / Support Retire, Replace, fix!	Banking (Retail, investment) Automotive (Sales, Aftersales, Parts, Service, Search) Public Sector (legislative, health, education)	Professional Generic Attributes Business Skills



Speedbumps..



INSIGHTS

94.1% participation	75.0% engagement	76.7% progress	71.1% completion rate
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USERS

97 users	84 learners	0 instructors	13 administrators
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COURSE COMPLETION RATE

280 assignments	170 completions	Completed 60.7%	0 not passed	65 in progress
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Managing & Leading People

Course Development



DIGITAL

Leading and managing people
Candidate handbook

PROGRESSION

Arnold

3. An introduction to difficult conversations

What might be the subject of a difficult conversation?



The potential results of not acting now

- Misleading the employee by giving the impression that there is no problem.
 - Denying the employee the chance to improve or put things right.
 - Lowering the morale among team members.
 - Damaging the reputation and efficiency of your business.
- 70% of employees avoid difficult conversations in the workplace (Bravely Career Coaching).

Having a difficult conversation

"The bitterest truth is better than the sweetest lie."

1. What do you want the conversation to achieve?
2. Change your mindset (for example, think development rather than poor performance).
3. Don't let assumptions guide you.
4. Do your homework - be clear about the issue.
5. Ask yourself what part you've played in the problem.
6. Pick the right time/place (a neutral venue).
7. Deliver the news clearly, concisely and confidently, and remember to stick to the facts.
8. Allow them time to respond - this is a conversation not a lecture!
9. Eliminate the need to be right.
10. Be open to their perspective.
11. Ensure the conversation reaches a conclusion and be clear about the next steps.
12. Always schedule a follow-up conversation.

Managing & Leading People



Workplace
Culture

Motivation

Introduction to
Difficult
Conversations

Leadership
Styles

Workplace
Communication

Team
Development

Goal Setting

Delegating &
Giving Clear
Instructions

Providing
Constructive
Feedback

Positively
Managing
Performance

Managing & Leading people

Department Roll Out



Cohort	Day 1	Day 2
Cohort 1	Wed 12th Nov	Tue 2nd Dec
Cohort 2	Wed 7th Jan	Tue 27th Jan
Cohort 3	Tue 20th Jan	Wed 11th Feb
Cohort 4	Tue 3rd Feb	Wed 25th Feb
Cohort 5	Wed 4th March	Tue 24th March
Cohort 6	Tue 10th March	Tue 31st March
Cohort 7	Wed 1st April	Tue 21st April
Cohort 8	Tue 7th April	Wed 29th April
Cohort 9	Tue 28th April	Tue 19th May



Making it real for employees

Digital Careers



Machine learning: MLNG

“Developing systems that learn from data and experience, improving performance, accuracy and adaptability in dynamic environments.”

- Machine learning: Level 3**
- Applies established machine learning techniques and algorithms to solve business problems.
 - Selects and prepares data for model training and evaluation.
 - Trains, optimises and validates machine learning models using standard tools and frameworks.
 - Deploys models into production and monitors their performance. Communicates results and limitations to stakeholders.



ACE Learning



Learning Path.Title	Learning Path Metrics.# People Assigned	Learning Path Metrics.# People Completed
SFIA Generic Attributes: Adaptability - AC/DC	5	0
SFIA Generic Attributes: Autonomy - AC/DC	55	23
SFIA Generic Attributes: Collaboration - AC/DC	22	5
SFIA Generic Attributes: Communication - AC/DC	10	10
SFIA Generic Attributes: Complexity - AC/DC	21	7
SFIA Generic Attributes: Creativity - AC/DC	7	6
SFIA Generic Attributes: Decision Making - AC/DC		
SFIA Generic Attributes: Digital Mindset - AC/DC	9	6
SFIA Generic Attributes: Improvement Mindset AC/DC		
SFIA Generic Attributes: Influence - AC/DC	21	7

ACE : Arnold Clark Employee

Goals & Objectives



**Being a great car
salesperson..**

Setting Appropriate Goals



Levels of Responsibility

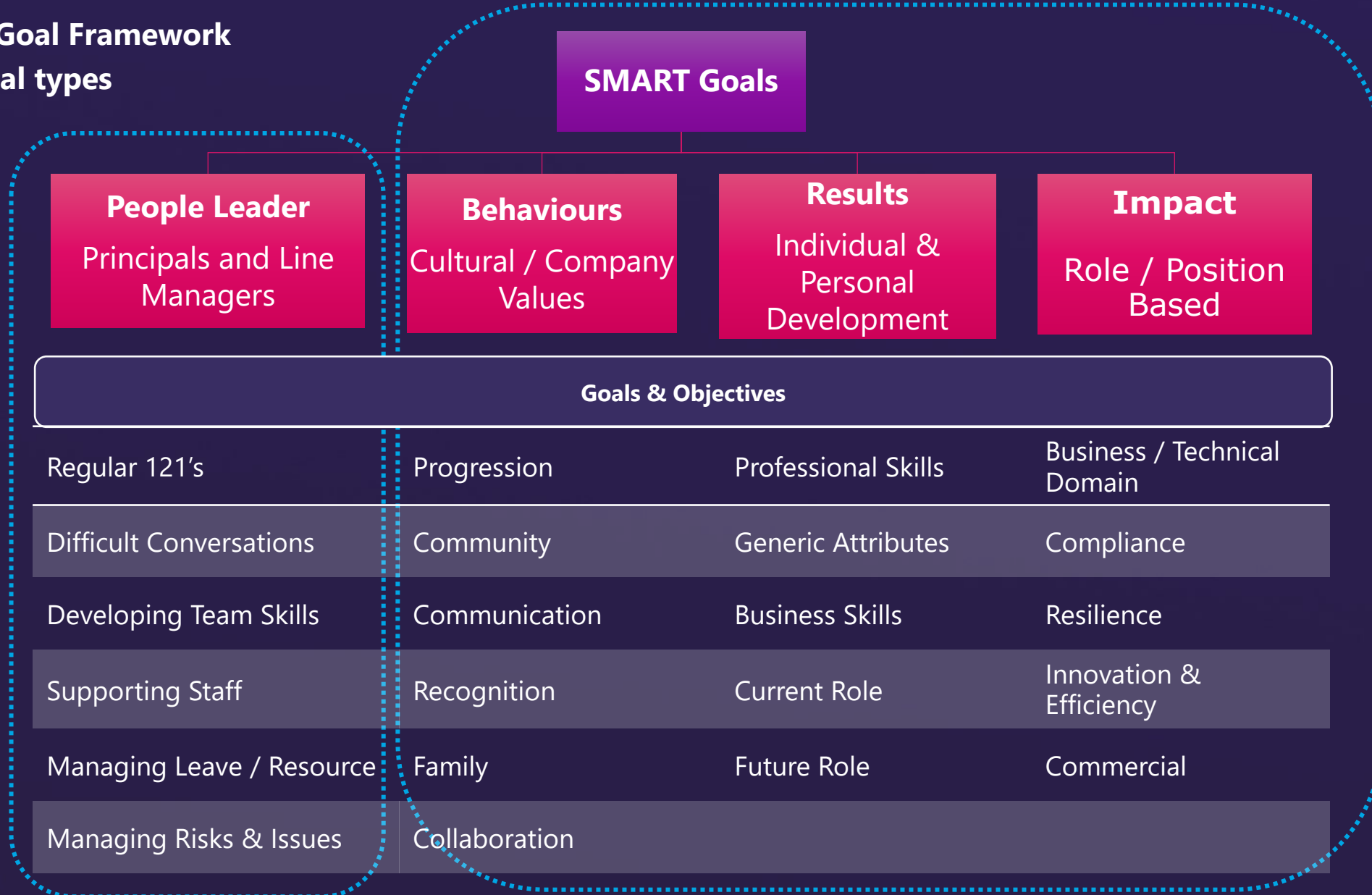
- Goals Should be set at an appropriate level of responsibility as to the staff member is working at or towards.
- <https://sfia-online.org/en/about-sfia/how-sfia-works#seven-levels-of-responsibility>

Increasing responsibility, Accountability, Results and Impact →						
Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Follow	Assist	Apply	Enable	Ensure, Advise	Initiate, Influence	Set Strategy, Inspire & Mobilise

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Essence of the level	Performs routine tasks under close supervision, follows instructions, and requires guidance to complete their work. Learns and applies basic skills and knowledge.	Provides assistance to others, works under routine supervision, and uses their discretion to address routine problems. Actively learns through training and on-the-job experiences	Performs varied tasks, sometimes complex and non-routine, using standard methods and procedures. Works under general direction, exercises discretion, and manages own work within deadlines. Proactively enhances skills and impact in the workplace.	Performs diverse complex activities, supports and guides others, delegates tasks when appropriate, works autonomously under general direction, and contributes expertise to deliver team objectives.	Provides authoritative guidance in their field and works under broad direction. Accountable for delivering significant work outcomes, from analysis through execution to evaluation.	Has significant organisational influence, makes high-level decisions, shapes policies, demonstrates leadership, promotes organisational collaboration, and accepts accountability in key areas.	Operates at the highest organisational level, determines overall organisational vision and strategy, and assumes accountability for overall success.



Employee Goal Framework Sample Goal types





Evaluation

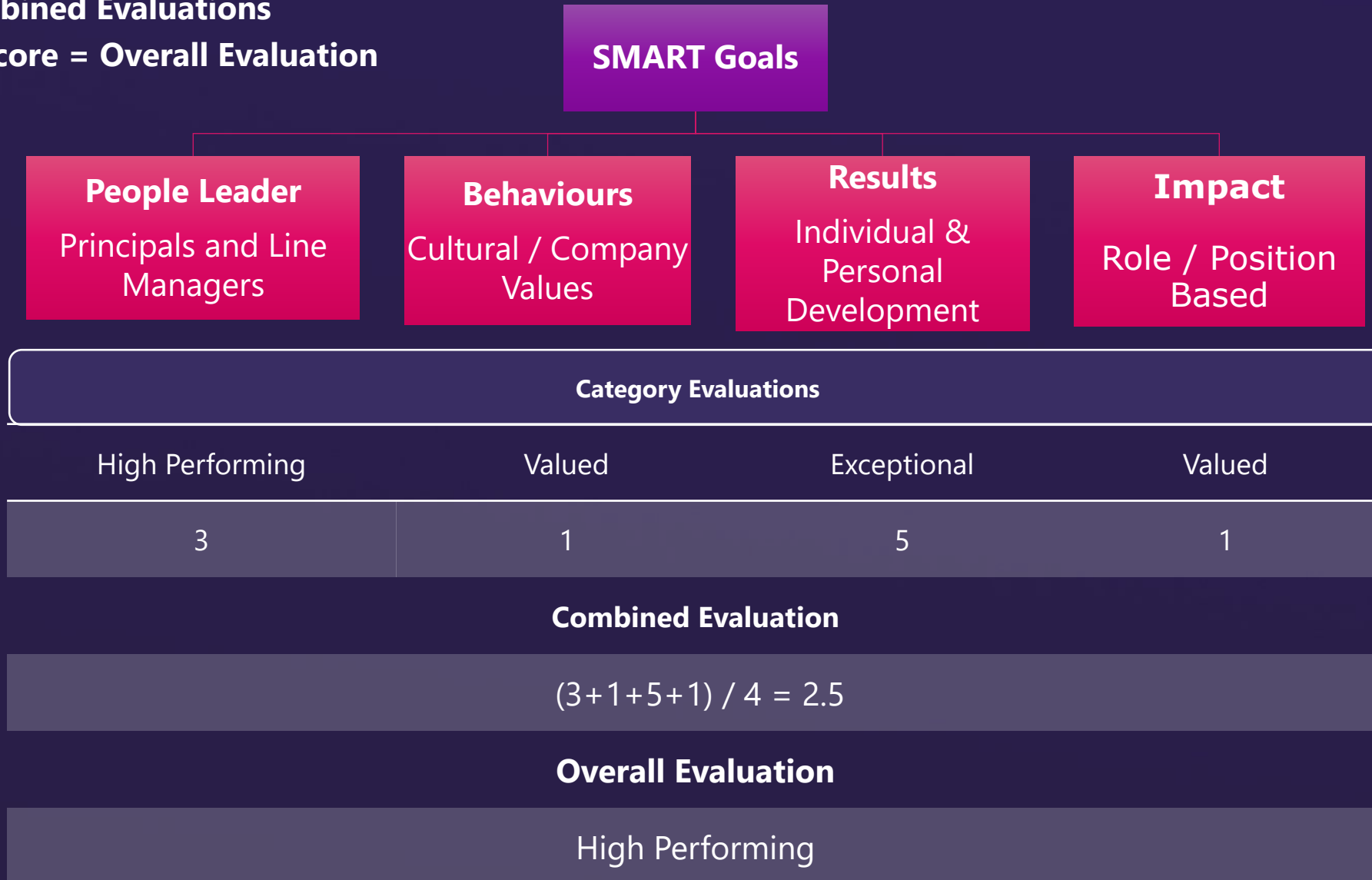
Category

Evaluation	Numerical	Definition
Exceptional Performance	5	Consistently Exceeds all (100%) the goals and objectives in this category at the appropriate level.
High Performing	3	Meets all requirements and exceeds most (>51%) of the goals and objectives in this category at the appropriate level.
Valued	1	Meets all minimum requirements of the goals and objectives in this category at the appropriate level. May exceed some.
Development Opportunity	0	Fails to meet minimum requirements in one or more of the goals and objectives in this category at the appropriate level.



Sample Combined Evaluations

Combined Score = Overall Evaluation



TBC...