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
	• Project Plan • Validated Solution	• Solution Documentation	• Quality Plan • Integrated Solution • Change Management Plan
Main task/s	• 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		

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:
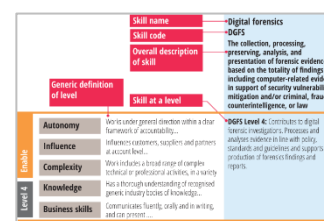
- *The Level of responsibility.*

    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 Project Manager role (15) *(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 Project Manager role (15) *(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: Project management @ Level 5
• 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 plan-driven/predictive approaches or more adaptive (iterative and 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

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: 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: Benefits management @ Level 5
• 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