Profile title	SERVICE MANAGER ROLE (18)		
Summary statement	Plans, implements and manages solution provision.		
Mission	Manages the definition of Service Level Agreements (SLAs), Operational Level Agreements (OLAs) contracts and Key Performance Indicators (KPIs). Provides people management of staff monitoring, reporting and fulfilling service activities. Takes mitigation action in case of non-fulfilment of agreements.		
Deliverables	Accountable	Responsible	Contributor
	• Solution in Operation	• Service Level Agreement • Solved Incident • Service Catalogue	• Quality Performance Indicators • Technical Proposal
Main task/s	• Define Service requirements • Negotiate SLA / OLA • Manage solution operation • Provide service delivery • Maintain and contribute to the creation of the department budget • Manage staff development		

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 Service Manager role (18) *(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 Service Manager role (18) *(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: Service level management @ Level 5
• Ensures that service delivery meets agreed service levels
• Creates and maintains a catalogue of available services
• In consultation with the customer negotiates service level requirements and agrees service levels
• Diagnoses service delivery problems and initiates actions to maintain or improve levels of service
• Establishes and maintains operational methods, procedures and facilities in assigned area of responsibility and reviews them regularly for effectiveness and efficiency

Core: Contract management @ Level 5
• Oversees and measures the fulfillment of contractual obligations
• Uses key performance indicators (KPIs) to monitor and challenge performance and identify opportunities for continuous improvement
• Develops strategies to address under-performance and compliance failures, including application of contract terms
• Identifies where changes are required, evaluates the impact, and advises stakeholders about the implications and consequences for the business and/or the procurement element of programmes/projects
• Negotiates variations and seeks appropriate authorisation
• Actively supports and engages with experts and stakeholders to ensure continuous improvements are identified through review and benchmarking processes
• Develops and implements change management protocols

Core: IT management @ Level 5
• Takes responsibility for the design, procurement, installation, upgrading, operation, control, maintenance (including storage and communication of data, voice, text, audio and images) and effective use of IT infrastructure components and monitors their performance
• Provides technical management of an IT operation, ensuring that agreed service levels are met and all relevant procedures are adhered to
• Schedules and supervises all maintenance and installation work
• Ensures that operational problems are identified and resolved
• Provides appropriate status and other reports to specialists, users and managers
• Ensures that operational procedures and working practices are fit for purpose and current
• Investigates and manages the adoption of appropriate tools, techniques and processes (including automation

Core: Problem management @ Level 5
• Ensures that appropriate action is taken to anticipate, investigate and resolve problems in systems and services
• Ensures that such problems are fully documented within the relevant reporting system(s)
• Enables development of problem solutions
• Coordinates the implementation of agreed remedies and preventative measures
• Analyses patterns and trends

Core: Financial management @ Level 5
• Advises on financial planning and budgeting
• Develops financial plans and forecasts
• Monitors and manages IT expenditure, ensuring that all IT financial targets are met, and examining any areas where budgets and expenditure exceed their agreed tolerances
• Assists with the definition and operation of effective financial control and decision making, especially in the areas of service, projects and component cost models and the allocation and apportionment of all incurred IT costs
• Analyses actual expenditure, explains variances, and advises on options in use of available budget

Optional: Incident management @ Level 5

• Ensures that incidents are handled according to agreed procedures
• Investigates escalated incidents to responsible service owners and seeks resolution
• Facilitates recovery, following resolution of incidents
• Ensures that resolved incidents are properly documented and closed
• Analyses causes of incidents, and informs service owners in order to minimise probability of recurrence, and contribute to service improvement
• Analyses metrics and reports on performance of incident management process