

Profile title		CHIEF INFORMATION OFFICER (CIO) ROLE (4)	
Summary statement		Develops and maintains Information Systems to generate value for the business and meet the organisation's needs.	
Mission		Ensures the alignment of the Information Systems strategy with the business strategy. Provides leadership for the implementation and development of the organisations architecture and applications.	
Deliverables	Accountable	Responsible	Contributor
	<ul style="list-style-type: none"> ICT Strategy and Implementation ICT Governance Policy ICT Department & Budget 	<ul style="list-style-type: none"> Digital Transformation Strategy Project Portfolio Information Security Strategy 	
Main task/s		<ul style="list-style-type: none"> Enable the company's digital strategy Define and implement ICT strategy and ICT governance Ensure the reliability, confidentiality, security and integrity of Information Systems Ensure the quality and management of ICT customer-supplier relationships in particular contracts Define and ensure compliance with Service Level Agreements Ensure that ICT change management processes are implemented 	

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:

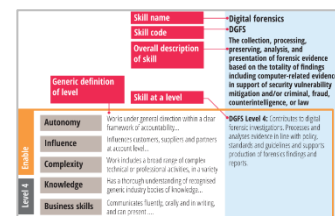
• **The Level of responsibility.**

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.

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

• **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.

EU ICT Chief Information Officer role (4)

SFIA Generic Responsibility Levels for the Role

Autonomy - Level 7

- At the highest organisational level, has authority over all aspects of a significant area of work, including policy formation and application
- Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned

Influence - Level 7

- Makes decisions critical to organisational success
- Inspires the organisation, and influences developments within the industry at the highest levels
- Advances the knowledge and/or exploitation of technology within one or more organisations
- Develops long-term strategic relationships with customers, partners, industry leaders and government

Complexity - Level 7

- Leads on the formulation and implementation of strategy
- Applies the highest level of leadership skills
- Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment

Knowledge - Level 7

- Has established a broad and deep business knowledge including the activities and practices of own organisation and a broad knowledge of those of suppliers, partners, competitors and clients
- Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within own area of influence

Business Skills - Level 7

- Has a full range of strategic management and leadership skills
- Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies
- Understands, explains and presents complex ideas to audiences at all levels in a persuasive and convincing manner
- Assesses the impact of legislation and actively promotes compliance and inclusivity
- Ensures that the organisation develops and mobilises the full range of required skills and capabilities
- Champions security within own area of work and throughout the organisation

EU ICT Chief Information Officer role (4)

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 7

- Leads the definition, implementation, communication of the organisation's strategic management framework and directs the creation and review of a strategy and plans to support the strategic requirements of the business

Core: Enterprise IT governance @ Level 7

- Leads the establishment and maintenance of a governance function that provides a consistent and integrated approach to IT governance in line with the organisation's corporate governance requirements
- At the highest levels in the organisation's governance activities provides assurance to principal stakeholders that IT services meet the organisation's obligations (including legislation, regulatory, contractual and agreed standards/policies) and ensures that a framework of policies, standards, process and practices are in place to guide provision of enterprise IT services, and that suitable monitoring of the governance framework is in place to report on adherence to these obligations as needed
- Establishes the appropriate guidance to enable transparent decision making to be demonstrated, working with senior leaders to ensure the needs of principal stakeholders are understood, the value proposition offered by enterprise IT is accepted by these stakeholders and the evolving needs of the stakeholders and their appetite for balancing benefits, opportunities, costs and risks is embedded into strategic and operational plans

Core: Service level management @ Level 7

- Sets strategies for service delivery that support the strategic needs of the client organisation
- Authorises allocation of resources for monitoring service delivery arrangements
- Provides leadership within the industry on the identification of future trends (eg technical, market, industrial, socioeconomic, legislative)
- Develops relationships with customers at the highest level to identify potential areas of mutual commercial interest for future development, maintains an overview of the contribution of service delivery arrangements to organisational success

Core: IT management @ Level 7

- Sets strategy for management of technology resources, including corporate telecommunications functions, and promotes the opportunities that technology presents to the employing organisation, including the feasibility of change and its likely impact upon the business
- Authorises allocation of resources for the planning, development and delivery of all information systems services and products
- Responsible for IT governance
- Authorises organisational policies governing the conduct of management of change initiatives and standards of professional conduct
- Maintains an overview of the contribution of programmes to organisational success
- Inspires creativity and flexibility in the management and application of IT
- Sets strategy for monitoring and managing the performance of IT-related systems and services, in respect of their contribution to business performance and benefits to the business

Core: Portfolio management @ Level 7

- Leads the definition, implementation and review of the organisation's portfolio management framework
- Authorises the structure of portfolios and is responsible for alignment with business strategy & objectives and with emerging IT and digital opportunities
- Sets parameters for the prioritisation of resources and the changes to be implemented
- Recommends and implements corrective action by engaging and influencing senior management
- Leads the on-going monitoring and review of portfolios for impact on current business activities and the strategic benefits to be realised
- Is responsible for implementing effective portfolio governance arrangements supported by effective reporting

Core: Systems development management @ Level 7

- Leads the definition, implementation and review of the organisation's systems development management framework
- Authorises the structure of systems development functions and platforms and is responsible for alignment with business strategy & objectives and with emerging IT and digital opportunities
- Sets strategy for resource management within systems development, authorises the allocation of resources for systems development programmes, and maintains an overview of the contribution of such programmes to organisational success
- Manages the quality and appropriateness of the work performed and delivers measurable business benefits

Core: Relationship management @ Level 7

- Determines the strategic approach to understanding stakeholder objectives and requirements
- Works with all interested parties to establish effective relationships between stakeholders, including responsibility for the relationship between technology functions and end users
- Establishes and promotes the overall vision for how stakeholder objectives are met and determines organisational roles and alignment
- Actively manages relationships with the most senior stakeholders, and is the ultimate escalation point for issue resolution
- Defines, and gains agreement on, the principles for establishing effective relationships between stakeholders, including responsibility for the relationship between IT functions and end users

Core: Sourcing @ Level 7

- Takes overall responsibility for conformance to legislation; supply chain management; commercial governance; policy and procedures for selection of suppliers, tendering and procurement (including "build or buy" criteria, and benchmarking performance)
- Determines overall strategies for managing supplier relationships, embracing effective operational relationships at all levels
- Is responsible for deployment and review of acquisition processes and for negotiating major contracts

Core: Supplier management @ Level 7

- Determines overall supplier management strategy, embracing effective management and operational relationships at all levels
- Leads collaborative supplier partnerships that reduce costs and risks, and create opportunities for innovation and value creation
- Aligns supplier performance objectives and relationship management activities with business and commercial objectives and the sourcing strategy
- Establishes a framework to monitor the service provided and deliver commercial value over the lifetime of the contract
- Puts in place and has overall responsibility for conformance to legislation; supply chain management; commercial governance; risk management policies for selection of suppliers and bench-marking their performance
- Represents the organisation in commercially significant disputes involving suppliers