

Validated Individual Skills Profile

For

Paul Collins

Paul Collins has been validated with the following SFIA responsibility levels and professional skills:

Autonomy 7
Influence 7
Complexity 7
Business Skills 7

Category	Sub Category	Skill	Code	Level	Level	Level	Level	Level	Level	Level
				1	2	3	4	5	6	7
Strategy and architecture	Information strategy	IT governance	GOVN							
Strategy and architecture	Information strategy	IT strategy and planning	ITSP							
Strategy and architecture	Information strategy	Information management	IRMG							
Strategy and architecture	Information strategy	Analytics	INAN							
Strategy and architecture	Business strategy and planning	Innovation	INOV							
Skills and quality	People management	Performance management	PEMT							
Skills and quality	People management	Resourcing	RESC							
Relationship and engagement	Stakeholder management	Relationship management	RLMT							

Skills validated by:

SFIA Accredited Consultant

Report date **Sep 01, 2016**

LEGEND

= skill level currently possessed

= some skills possessed at this level but not all

Validated Individual Skills Profile

For

Paul Collins

Personal Profile

Attribute	Description	Comments
Seniority	Senior or Executive Manager	
Employment Contract	2-5 year contract	
Time in current role	1 to 3 Years	
Time in org	2 to 5 Years	
Recent or Current Role (provided by assessee)	CEO	

SFIA has been used in this assessment in 2 ways:

- To identify the level of responsibility and accountability in the current or most recent job/role held
- To assess the evidence provided and validate the current prime skills and skill levels

SFIA attainment scoring for both the level of responsibility AND professional skills is defined from level 1 through 7 as shown in the table to the right.

Matthew Burrows , a , recently validated the SFIA levels of responsibility and, skills and skill levels of Paul Collins, based on available evidence.

7	set strategy, inspire, mobilise
6	initiate/influence
5	ensure/advise
4	enable
3	apply
2	assist
1	follow

Validated Generic Levels of Responsibility

Attribute	Level Description	Level Achieved	No.
Autonomy	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.	Set strategy, inspire, mobilise	7
Influence	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.	Set strategy, inspire, mobilise	7
Complexity	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.	Set strategy, inspire, mobilise	7
Business Skills	Has a full range of strategic management and leadership skills. Understands, explains and presents complex ideas to audiences at all levels in a persuasive and convincing manner. Has a broad and deep business knowledge, including the activities and practices of other organisations. 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. Assesses the impact of legislation, and actively promotes compliance. Ensures that the organisation develops and mobilises the full range of required digital skills and capabilities.	Set strategy, inspire, mobilise	7

Validated Professional Skills

The descriptions shown below are those related to the highest level of 'green' core skill validated for the participant for each identified skill. All level definitions are available on the SFIA website – www.sfia-online.org

IT governance (GOVN) Level 7

Overall description - *The establishment and oversight of an organisation's approach to the use of information, digital services and associated technology. Includes responsibility for provision of digital services; levels of service and service quality which meet current and future business requirements; policies and practices for conformance with mandatory legislation and regulations; strategic plans for technology to enable the organisation's business strategy; transparent decision making, leading to justification for investment, with appropriate balance between stakeholder benefits, opportunities, costs, and risks.*

Level description - Leads development and communication of the organisation's policies for corporate governance of information. Contributes to strategic plans, which satisfy the current and ongoing needs of the organisation's business strategy, and the current and future capabilities. Promotes clear decision making, leading to valid reasons for technology related acquisitions. Monitors provision of services, levels of service and service quality. Assures that the organisation's business processes are compliant with relevant legislation, and that the organisation operates according to the principles embedded in relevant standards. Promotes policies, practices and decisions which recognise the current and evolving needs of all the stakeholders.

IT strategy and planning (ITSP) Level 7

Overall description - *The creation, iteration and maintenance of a strategy in order to align IT plans with business objectives and the development of plans to drive forward and execute that strategy. Working with stakeholders to communicate and embed strategic management via objectives, accountabilities and monitoring of progress.*

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

Information management (IRMG) Level 6

Overall description - *The overall governance of how all types of information, structured and unstructured, whether produced internally or externally, are used to support decision-making, business processes and digital services. Encompasses development and promotion of the strategy and policies covering the design of information structures and taxonomies, the setting of policies for the sourcing and maintenance of the data content, and the development of policies, procedures, working practices and training to promote compliance with legislation regulating all aspects of holding, use and disclosure of data.*

Level description - Maintains and communicates the organisation's strategy for managing information, ensuring that uniformly recognised and accepted data definitions are developed and applied throughout the organisation. Ensures that the business processes and information required to support the organisation are defined and devises appropriate standards, processes and data architectures. Identifies the impact of any relevant statutory, internal or external regulations on the organisation's use of information and develops strategies for compliance. Coordinates information resources to support digital services and analytics, whilst maintaining the principles of professional standards, accountability, openness, equality and diversity and clarity of purpose. Implements systems and controls to measure performance, and manage risk.

Analytics (INAN) Level 7

Overall description - *The validation and analysis of significant volumes of data, including the ability to discover and quantify patterns and trends in numbers, symbols, text, sound and image. Relevant techniques may include statistical and data mining algorithms and machine learning methods such as rule induction, artificial neural networks, genetic algorithms and automated indexing systems.*

Level description - Provides leadership and guidance for analysis of both internal and external data. Is responsible for the organisation's commitment to efficient and effective analysis of textual/numerical/visual/audio information. Identifies and establishes the veracity of external sources of information of relevance to the operational needs of the enterprise.

Innovation (INOV) Level 6

Overall description - *The capability to recognise and exploit business opportunities provided by information and communication technology, best practices, methods and standards, to ensure more efficient and effective performance of organisations, to explore possibilities for new ways of conducting business and organisational processes, and to establish new services or businesses.*

Level description - Recognises potential strategic application of information technology capabilities. Initiates and manages investigation and development of innovative methods, practices and technology, to the benefit of organisations and the community. Plays an active and dynamic role in improving the interface between all interested parties, facilitating knowledge flow to enable sharing and development of creative ideas.

Performance management (PEMT) Level 6

Overall description - *The optimisation of performance of people, including determination of capabilities, integration into teams, allocation of tasks, direction, support, guidance, motivation, and management of performance.*

Level description - Manages individuals within change and/or service delivery environments. Allocates management and supervisory responsibilities. Provides coaching and support and delegates responsibilities where possible, in order to achieve corporate objectives. Mentors and influences senior individuals in consideration of their career opportunities and contribution to the organisation. Sets performance objectives, and monitors progress against agreed quality and performance criteria. Initiates, develops and monitors effective performance management processes. Leads on formal processes such as compensation negotiations and disciplinary procedures.

Resourcing (RESC) Level 6

Overall description - The overall resource management of the workforce to enable effective operation of the organisation. Provision of advice on any aspect of acquiring resources, including employees, consultants and contractors.

Level description - Develops and communicates resource management policy, standards and guidelines in line with the organisation's strategic human resource plans. Takes overall responsibility for resource planning, recruitment, selection, assessment, on-boarding and transitioning of resources. Leads the development of plans to ensure that the organisation has appropriately skilled resources to meet organisational objectives and commitments. Ensures that expert support is provided as required. Audits and assesses the ongoing success and effectiveness of resource management processes such as retention analysis, media and supplier assessment, customer satisfaction and validation of selection methods.

Relationship management (RLMT) Level 7

Overall description - The identification, analysis, management and monitoring of relationships with and between stakeholders. (Stakeholders are individuals, groups, or organisations who may affect, be affected by, or perceive themselves to be affected by decisions, activities and outcomes related to products, services or changes to products and services). The clarification of mutual needs and commitments through consultation and consideration of impacts. For example, the coordination of all promotional activities to one or more clients to achieve satisfaction for the client and an acceptable return for the supplier; assistance to the client to ensure that maximum benefit is gained from products and services supplied.

Level description - 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.