

Validated Individual Skills Profile

For

Elaine Burrows

Elaine Burrows has been validated with the following SFIA responsibility levels and professional skills:

Autonomy 7
Influence 7
Complexity 7
Business Skills 6

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 assurance	INAS							
Strategy and architecture	Advice and guidance	Technical specialism	TECH							
Strategy and architecture	Business strategy and planning	IT management	ITMG							
Strategy and architecture	Business strategy and planning	Financial management	FMIT							
Strategy and architecture	Business strategy and planning	Business process improvement	BPRE							
Development and implementation	Systems development	Testing	TEST							
Skills and quality	Skills management	Learning assessment and evaluation	LEDA							
Skills and quality	People management	Performance management	PEMT							
Skills and quality	People management	Resourcing	RESC							
Skills and quality	Quality and conformance	Quality standards	QUST							
Skills and quality	Quality and conformance	Conformance review	CORE							
Relationship and engagement	Sales and marketing	Product management	PROD							

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

Elaine Burrows

Personal Profile

Attribute	Description	Comments
Seniority	Senior or Executive Manager	
Employment Contract	2-5 year contract	
Time in current role	Less than 1 Year	
Time in org	Less than 2 Years	
Recent or Current Role (provided by assessee)	Product Director	

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.

Paul Collins, a , recently validated the SFIA levels of responsibility and, skills and skill levels of Elaine Burrows , 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	Absorbs complex information and communicates effectively at all levels to both technical and non-technical audiences. Manages and mitigates risk. Understands the implications of new technologies. Demonstrates clear leadership. Understands and communicates industry developments, and the role and impact of technology in the employing organisation. Promotes compliance with relevant legislation. Takes the initiative to keep both own and colleagues' skills up to date.	Initiate, influence	6

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 assurance (INAS) Level 5

Overall description - The protection of integrity, availability, authenticity, non-repudiation and confidentiality of information and data in storage and in transit. The management of risk in a pragmatic and cost effective manner to ensure stakeholder confidence.

Level description - Interprets information assurance and security policies and applies these in order to manage risks. Provides advice and guidance to ensure adoption of and adherence to information assurance architectures, strategies, policies, standards and guidelines.
 Uses testing to support information assurance. Contributes to the development of policies, standards and guidelines.

Technical specialism (TECH) Level 4

Overall description - The development and exploitation of expertise in any specific area of information or communications technology, technique, method, product or application area.

Level description - Maintains knowledge of specific specialisms, provides detailed advice regarding their application and executes specialised tasks. The specialism can be any area of information or communication technology, technique, method, product or application area.

IT management (ITMG) Level 7

Overall description - The management of the IT infrastructure and resources required to plan for, develop, deliver and support IT services and products to meet the needs of a business. The preparation for new or changed services, management of the change process and the maintenance of regulatory, legal and professional standards. The management of performance of systems and services in terms of their contribution to business performance and their financial costs and sustainability. The management of bought in services. The development of continual service improvement plans to ensure the IT infrastructure adequately supports business needs.

Level description - 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.

Financial management (FMIT) Level 5

Overall description - The overall financial management, control and stewardship of the IT assets and resources used in the provision of IT services, including the identification of materials and energy costs, ensuring compliance with all governance, legal and regulatory requirements.

Level description - 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.

Business process improvement (BPRE) Level 7

Overall description - The identification of new and alternative approaches to performing business activities. The analysis of business processes, including recognition of the potential for automation of the processes, assessment of the costs and potential benefits of the new approaches

considered and, where appropriate, management of change, and assistance with implementation. May include the implementation of a process management capability/discipline at the enterprise level.

Level description - Brings about significant improvements and measurable business benefits by identifying, proposing, initiating and leading significant programmes of improvement. Enhances existing approaches to process improvement and/or develops new approaches.

Testing (TEST) Level 2

Overall description - The planning, design, management, execution and reporting of tests, using appropriate testing tools and techniques and conforming to agreed process standards and industry specific regulations. The purpose of testing is to ensure that new and amended systems, configurations, packages, or services, together with any interfaces, perform as specified (including security requirements), and that the risks associated with deployment are adequately understood and documented. Testing includes the process of engineering, using and maintaining testware (test cases, test scripts, test reports, test plans, etc.) to measure and improve the quality of the software being tested.

Level description - Defines test conditions for given requirements. Designs test cases and creates test scripts and supporting data, working to the specifications provided. Interprets, executes and records test cases in accordance with project test plans. Analyses and reports test activities and results. Identifies and reports issues and risks.

Learning assessment and evaluation (LEDA) Level 4

Overall description - The assessment of knowledge, skills and behaviour by any means whether formal or informal against capability and qualification frameworks such as SFIA. The evaluation of learning or education programmes against defined outcomes.

Level description - Performs routine and non-routine assessments of knowledge, skills and behaviour using specified methods and according to specified standards. Gathers inputs for the analysis and evaluation of learning programmes.

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 5

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 plans to ensure that the organisation has appropriately skilled resources to meet organisational objectives and commitments. Manages the effective implementation of resource planning, recruitment, selection, assessment, on-boarding and transitioning of resources. Advises on standards, methods and tools for resource management. Ensures compliance with relevant statutory or external regulations and codes of good practice. Contributes to the development of resource management policies, standards and guidelines and to audits and assessment of resource management processes.

Quality standards (QUST) Level 4

Overall description - The development, maintenance, control and distribution of quality standards.

Level description - Controls, updates and distributes new and revised quality standards, including technical changes.

Conformance review (CORE) Level 6

Overall description - The independent assessment of the conformity of any activity, process, deliverable, product or service to the criteria of specified standards, best practice, or other documented requirements. May relate to, for example, asset management, network security tools, firewalls and internet security, sustainability, real-time systems, application design and specific certifications.

Level description - Specifies organisational procedures for the internal or third-party assessment of an activity, process, product or service, against recognised criteria. Develops plans for review of management systems, including the review of implementation and use of standards and the effectiveness of operational and process controls. May manage the review, conduct the review or manage third party reviewers. Identifies areas of risk and specifies interrogation programs. Recommends improvements in processes and control procedures. Authorises the issue of formal reports to management on the extent of compliance of systems with standards, regulations and/or legislation.

Product management (PROD) Level 6

Overall description - The active management of a product or service throughout its lifecycle (inception through to retirement) in order to address a market opportunity/customer need and generate the greatest possible value for the business.

Level description - Initiates creation of new products. Oversees one or more products or services, monitoring and modifying elements of the marketing mix (the product and its features, the communications strategy, distribution channels and prices). Accountable for product profitability and customer satisfaction over time. Identifies how new products may create new markets. Identifies how to adapt existing products to new markets.