

Validated Individual Skills Profile

For

Graham Kennedy

Graham Kennedy has been validated with the following SFIA responsibility levels and professional skills:

Autonomy

7

Influence

6

Complexity

6

Business Skills

6

Category	Sub Category	Skill	Code	Level	Level	Level	Level	Level	Level	Level
				1	2	3	4	5	6	7
Development and implementation	Systems development	Information content authoring	INCA							
Delivery and operation	Service transition	Change management	CHMG							
Delivery and operation	Service transition	Release and deployment	RELM							
Delivery and operation	Service operation	Problem management	PBMG							
Delivery and operation	Service operation	Incident management	USUP							
Skills and quality	Skills management	Learning design and development	TMCR							
Skills and quality	Skills management	Learning delivery	ETDL							
Skills and quality	Skills management	Teaching and subject formation	TEAC							
Relationship and engagement	Stakeholder management	Relationship management	RLMT							
Relationship and engagement	Stakeholder management	Customer service support	CSMG							
Relationship and engagement	Sales and marketing	Digital marketing	MKTG							
Relationship and engagement	Sales and marketing	Sales support	SSUP							
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

Graham Kennedy

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)	COO	

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 Graham Kennedy , 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	Influences policy and strategy formation. Initiates influential relationships with internal and external customers, suppliers and partners at senior management level, including industry leaders. Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.	Initiate, influence	6
Complexity	Has a broad business understanding and deep understanding of own specialism(s). Performs highly complex work activities covering technical, financial and quality aspects. Contributes to the implementation of policy and strategy. Creatively applies a wide range of technical and/or management principles.	Initiate, influence	6
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

Information content authoring (INCA) Level 4

Overall description - The management and application of the principles and practices of designing, creation and presentation of textual information, supported where necessary by graphical content for interactive and digital uses. The adoption of workflow principles and definition of user roles and engagement and training of content providers. This material may be delivered electronically (for example, as collections of web pages) or otherwise. This skill includes managing the quality assurance and authoring processes for the material being produced.

Level description - Engages with senior content owners, using objective evidence to determine the content needs of users. Controls, monitors and evaluates web content to ensure quality, consistency and accessibility of messages. Designs the content and appearance of complex information deliverables (e.g. web pages) in collaboration with clients/ users. Moderates content and ensures it can be reused. Creates and tests complex, well-engineered deliverables to support simple, clear, fast services. Interprets analytics data to optimise content so that it meets user needs and is optimised for search engines. Reviews work of other content designers for consistency and accuracy, and takes responsibility for its publication. Understand the implications of publishing content and manages the risks of doing so.

Change management (CHMG) Level 6

Overall description - The management of change to the service infrastructure including service assets, configuration items and associated documentation. Change management uses requests for change (RFC) for standard or emergency changes, and changes due to incidents or problems to provide effective control and reduction of risk to the availability, performance, security and compliance of the business services impacted by the change.

Level description - Sets the organisation's policy for the management of change in live services and test environments. Ensures effective control and treatment of risk to the availability, performance, security and compliance of the business services impacted.

Release and deployment (RELM) Level 6

Overall description - The management of the processes, systems and functions to package, build, test and deploy changes and updates (which are bounded as "releases") into a live environment, establishing or continuing the specified Service, to enable controlled and effective handover to Operations and the user community.

Level description - Sets the release policy for the organisation in the context of both development and production/operations. Ensures that management processes, tools, techniques and personnel are in place to ensure that the transition of services, service components and packages are planned and compliant and that test and validation and configuration management are partnered in all release and deployment activities. Provides authorisation for critical release activity and point of escalation.

Problem management (PBMG) Level 5

Overall description - The resolution (both reactive and proactive) of problems throughout the information system lifecycle, including classification, prioritisation and initiation of action, documentation of root causes and implementation of remedies to prevent future incidents.

Level description - 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.

Incident management (USUP) Level 5

Overall description - The processing and coordination of appropriate and timely responses to incident reports, including channelling requests for help to appropriate functions for resolution, monitoring resolution activity, and keeping clients apprised of progress towards service restoration.

Level description - 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.

Learning design and development (TMCR) Level 6

Overall description - The specification, design, creation, packaging and maintenance of materials and resources for use in learning and development in the workplace or in compulsory, further or higher education. Typically involves the assimilation of information from existing sources, selection and re-presentation in a form suitable to the intended purpose and audience. Includes instructional design, content development, configuration and testing of learning environments, and use of appropriate current technologies such as audio, video, simulation and assessment. May include third party accreditation.

Level description - The specification of solutions for use in learning and development programs in the workplace or in compulsory, further or higher education. Commissions the development of learning materials, allocates resources to learning teams, defines learning outcomes. Leads learning programs, recommends and specifies learning interventions for design, development and deployment according to learning outcomes.

Learning delivery (ETDL) Level 5

Overall description - The transfer of business and/or technical skills and knowledge and the promotion of professional attitudes in order to facilitate learning and development. Uses a range of techniques, resources and media (which might include eLearning, on-line virtual environments, self-assessment, peer-assisted learning, simulation, and other current methods).

Level description - Plans and schedules the delivery of learning activities, based on learning objectives. Manages the delivery of programmes of learning. Customises formal and informal learning activities, incorporating relevant business scenarios and case studies. Designs appropriate environments, and delivers learning activities to specialist audiences. Advises/coaches others in learning delivery techniques and options.

Teaching and subject formation (TEAC) Level 5

Overall description - *The specification, design, development, delivery and assessment of curricula for computing and for information technology (including electronic communication), at any level of the education system from primary through to tertiary (all age ranges) and in the workplace. The topics addressed are those of the fundamental and more advanced areas of computing and the common skills needed to make productive use of computers and IT systems for both computing and IT professionals and competent users of IT based systems including the ideas of computational thinking and the application of computational concepts to everyday and professional life. Special attention is paid to the methods, techniques and pedagogy (the study of being a teacher, tutor or lecturer, and the process of teaching) of computing & IT education.*

Level description - Delivers computing and IT curricula either in a formal educational context from primary through to tertiary level or in the workplace. Specialises in delivering Computing and IT education at the relevant educational level. Is aware of the techniques and methods used to evaluate and critique research in computing and IT education and applies good practice in learning content design, development and delivery.

Relationship management (RLMT) Level 4

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 - Implements stakeholder engagement/ communications plans, including, for example; handling of complaints; problems and issues; managing resolutions; corrective actions and lessons learned; collection and dissemination of relevant information. Uses feedback from customers and stakeholders to help measure effectiveness of stakeholder management. Helps develop and enhance customer and stakeholder relationships.

Customer service support (CSMG) Level 6

Overall description - *The management and operation of one or more customer service or service desk functions. Acting as a point of contact to support service users and customers reporting issues, requesting information, access, or other services.*

Level description - Influences the strategic direction and takes responsibility for the full range of customer service functions, including organisational frameworks for complaints, service standards and operational agreements. Defines service levels, standards and the monitoring process for customer service or service desk staff. Gives technical leadership to operational staff, and takes responsibility for business continuity and legal compliance.

Sales support (SSUP) Level 5

Overall description - *The provision of technical advice and assistance to the sales force, sales agents, reseller/distributor staff and existing or prospective customers, either in support of customer development or sales activity or in fulfilment of sales obligations.*

Level description - Works closely with the sales team to ensure that customers are assisted and advised properly. Ensures that reliable cost, effort and risk estimates and project plans are produced. Manages all sales support activities, taking full responsibility for the technical content of bids and sales proposals. Establishes metrics to provide data on performance and help with the continuous improvement of sales support activities.

Product management (PROD) Level 3

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 - Carries out research and performance monitoring activities for specified products. Develops marketing collateral content and evaluates results and feedback from marketing campaigns.