

Validated Individual Skills Profile

For

Matthew Burrows

Matthew Burrows 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						
				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	Advice and guidance	Consultancy	CNSL							
Strategy and architecture	Business strategy and planning	Enterprise and business architecture	STPL							
Strategy and architecture	Technical strategy and planning	Emerging technology monitoring	EMRG							
Change and transformation	Business change management	Benefits management	BENM							
Development and implementation	User experience	User experience evaluation	USEV							
Delivery and operation	Service transition	Service acceptance	SEAC							
Skills and quality	People management	Professional development	PDSV							
Skills and quality	Quality and conformance	Quality standards	QUST							
Skills and quality	Quality and conformance	Conformance review	CORE							
Relationship and engagement	Stakeholder management	Contract management	ITCM							

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

Matthew Burrows

Personal Profile

Attribute	Description	Comments
Seniority	Senior or Executive Manager	
Employment Contract	Permanent Part-time	
Time in current role	1 to 3 Years	
Time in org	Less than 2 Years	
Recent or Current Role (provided by assessee)	Chairman	

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 Matthew 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	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.

Consultancy (CNSL) Level 7

Overall description - *The provision of advice and recommendations, based on expertise and experience, to address client needs. May deal with one specialist subject area, or can be wide ranging and address strategic business issues. May also include support for the implementation of any agreed solutions.*

Level description - Takes responsibility for a significant consultancy practice, including practice development, proposals/sales to internal or external clients, account management and managing the delivery of consultancy services over a wide range of topics.

Enterprise and business architecture (STPL) Level 7

Overall description - *The creation, iteration, and maintenance of structures such as enterprise and business architectures embodying the key principles, methods and models that describe the organisation's future state, and that enable its evolution. This typically involves the interpretation of business goals and drivers; the translation of business strategy and objectives into an "operating model"; the strategic assessment of current capabilities; the identification of required changes in capabilities; and the description of interrelationships between people, organisation, service, process, data, information, technology and the external environment. The architecture development process supports the formation of the constraints, standards and guiding principles necessary to define, assure and govern the required evolution; this facilitates change in the organisation's structure, business processes, systems and infrastructure in order to achieve predictable transition to the intended state.*

Level description - Directs the creation and review of an enterprise capability strategy to support the strategic requirements of the business. Identifies the business benefits of alternative strategies. Directs development of enterprise-wide architecture and processes which ensure that the strategic application of change is embedded in the management of the organisation. Ensures compliance between business strategies, enterprise transformation activities and technology directions, setting strategies, policies, standards and practices.

Emerging technology monitoring (EMRG) Level 4

Overall description - *The identification of new and emerging hardware, software and communication technologies and products, services, methods and techniques and the assessment of their relevance and potential value as business enablers, improvements in cost/ performance or sustainability. The promotion of emerging technology awareness among staff and business management.*

Level description - Maintains awareness of opportunities provided by new technology to address challenges or to enable new ways of working. Within own sphere of influence, works to further organisational goals, by the study and use of emerging technologies and products. Contributes to briefings and presentations about their relevance and potential value to the organisation.

Benefits management (BENM) Level 6

Overall description - *Monitoring for the emergence and effective realisation of anticipated benefits (typically specified as part of the business case for a change programme or project). Action (typically by the programme management team) to optimise the business impact of individual and combined benefits.*

Level description - Promotes the change programme vision to staff at all levels of the business operation, brings order to complex situations, and keeps a focus on business objectives. Works with senior people responsible for the line business operation, to ensure maximum improvements are made in the business operations as groups of projects deliver their products into operational use. Maintains the business case for funding the programme and confirms continuing business viability of the programme at regular intervals.

User experience evaluation (USEV) Level 6

Overall description - *Evaluation of systems, products or services, to assure that the stakeholder and organisational requirements have been met, required practice has been followed, and systems in use continue to meet organisational and user needs. Iterative assessment (from early*

prototypes to final live implementation) of effectiveness, efficiency, user satisfaction, health and safety, and accessibility to measure or improve the usability of new or existing processes, with the intention of achieving optimum levels of product or service usability.

Level description - Is responsible for organisational commitment to high standards in all aspects of the interaction between users and deployed technology - the user experience. Specifies ergonomics standards and methods to meet organisational objectives. Acts to influence the perception of the organisation, in relation to ergonomics, and the user experience of deployed products and systems, and to ensure that this is addressed in future design.

Service acceptance (SEAC) Level 6

Overall description - *The achievement of formal confirmation that service acceptance criteria have been met, and that the service provider is ready to operate the new service when it has been deployed. (Service acceptance criteria are used to ensure that a service meets the defined service requirements, including functionality, operational support, performance and quality requirements).*

Level description - Owns the transition process, develops the organisation's approach and defines the acceptance criteria for service transition. Promotes and monitors project quality outputs to ensure they are fit for purpose and fit for use within operational service. Actively engages with technical design and project managers to promote awareness and compliance with service transition quality plans and processes. Agrees the service acceptance criteria with project/programme managers.

Professional development (PDSV) Level 6

Overall description - *The facilitation of the professional development of individuals, including initiation, monitoring, review and validation of learning and development plans in line with organisational or business requirements. The counselling of participants in all relevant aspects of their continual professional development. The identification of appropriate learning/development resources. Liaison with internal and external training providers. The evaluation of the benefits of continual professional development activities.*

Level description - Determines organisational development needs in line with business needs and strategic direction. Generates development strategies to achieve required change. Develops and leads communities of practice, including defining career pathways. Monitors progress and evaluates business benefits achieved from continual professional development.

Quality standards (QUST) Level 5

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

Level description - Takes responsibility for the control, update and distribution of quality standards, and advice on their use.

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.

Contract management (ITCM) Level 6

Overall description - *The overall management and control of the operation of formal contracts for supply of products and services.*

Level description - Negotiates and resolves contractual issues, including failure to meet contractual obligations. Promotes change control processes and leads variation negotiations when necessary. Champions continuous improvement programmes, jointly developing strategies and incentives to enhance performance. Undertakes comprehensive financial evaluations. Ensures non-discriminatory behaviour and legal compliance. Ensures that lessons learned from reviews are documented and promoted with all stakeholders. Develops broad industry/ category credentials as 'best practice' champion.