

Validated Individual Skills Profile

For

Mike Davies

Mike Davies has been validated with the following SFIA responsibility levels and professional skills:

Autonomy 6 **Influence** 6 **Complexity** 6 **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	Advice and guidance	Consultancy	CNSL							
Strategy and architecture	Business strategy and planning	Financial management	FMIT							
Change and transformation	Business change management	Organisation design and implementation	ORDI							
Change and transformation	Business change management	Benefits management	BENM							
Delivery and operation	Service design	Service level management	SLMO							
Skills and quality	Skills management	Learning delivery	ETDL							
Skills and quality	People management	Professional development	PDSV							
Relationship and engagement	Stakeholder management	Contract management	ITCM							
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	Selling	SALE							
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

Mike Davies

Personal Profile

Attribute	Description	Comments
Seniority	Senior or Executive Manager	
Employment Contract	Consultant/Contractor	
Time in current role	3 to 7 Years	
Time in org	5 to 10 Years	
Recent or Current Role (provided by assessee)	Sales Manager	Sales Manager

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.

Amy Smith, a , recently validated the SFIA levels of responsibility and, skills and skill levels of Mike Davies, 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	Has defined authority and accountability for actions and decisions within a significant area of work, including technical, financial and quality aspects. Establishes organisational objectives and assigns responsibilities.	Initiate, influence	6
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	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

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.

Financial management (FMIT) Level 6

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 - Develops financial planning processes and standards to support execution of business strategy and promotes adoption and adherence. Sets strategy and develops plans, policies and processes for the accounting, budgeting and, where applicable, charging of IT resources and services, including the definition of cost models and charging models. Sets, negotiates, agrees and manages all financial budgets and targets, ensuring that there is adequate funding for all IT targets and plans, especially to meet development and capacity needs. Analyses actual expenditure, explains variances, and determines options in use of available budget to meet real needs. Assesses financial performance and instigates required improvements.

Organisation design and implementation (ORDI) Level 6

Overall description - The design and implementation of an integrated organisation structure, role profiles, culture, performance measurements, competencies and skills, to facilitate strategies for change and for training to enable the change. The identification of key attributes of the culture and the key principles and factors for addressing location strategy.

Level description - Anticipates major changes affecting the organisation, and mobilises resources to implement changes. Advises business managers about the implications of planned IT-enabled change on the business, on processes, on staff and on customers. Initiates the definition of new organisation boundaries, and creates future organisation design, including location strategy and the number of locations required. Outlines performance measurement objectives and the high level implementation approach.

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.

Service level management (SLMO) Level 6

Overall description - The planning, implementation, control, review and audit of service provision, to meet customer business requirements. This includes negotiation, implementation and monitoring of service level agreements, and the ongoing management of operational facilities to provide the agreed levels of service, seeking continually and proactively to improve service delivery and sustainability targets.

Level description - Ensures that a catalogue of available services is created and maintained and that service level agreements are complete and cost effective. Ensures that service delivery is monitored effectively and that identified actions to maintain or improve levels of service are implemented. Ensures that operational methods, procedures, facilities and tools are established, reviewed and maintained. Negotiates with relevant parties in respect of disruptions and major amendments to the provision of services. Reviews service delivery to ensure that agreed targets are met and prepares proposals to meet forecast changes in the level or type of service.

Learning delivery (ETDL) Level 3

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 - Delivers learning activities to a variety of audiences.

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.

Contract management (ITCM) Level 5

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

Level description - Oversees and measures the fulfilment of contractual obligations. Uses key performance indicators (KPIs) to monitor and challenge performance and identify opportunities for continuous improvement. Develops strategies to address underperformance and compliance failures, including application of contract terms. Identifies where changes are required, evaluates the impact, and advises stakeholders about the implications and consequences for the business and/or the procurement element of programmes/projects. Negotiates variations and seeks appropriate authorisation. Actively supports and engages with experts and stakeholders to ensure continuous improvements are identified through review and benchmarking processes. Develops and implements change management protocols.

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.

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.

Digital marketing (MKTG) Level 6

Overall description - Integration of digital marketing with traditional print/broadcast methods, to support the research, analysis and stimulation of potential or existing markets for products and services, both to provide a sound basis for business development and to generate a satisfactory flow of sales enquiries. The management and development of strategies, campaigns and day-to-day marketing activity delivered through web and other appropriate digital channels and technologies.

Level description - Determines and oversees the marketing and marketing planning strategy for the organisation. Makes strategic decisions regarding marketing plans and the planning process, placing online, web and digital marketing and communications at the hub of customer-centric communications in an increasingly multi-channel environment. Evaluates and responds to key factors relating to the implementation, measurement and review of successful campaigns. Makes a significant contribution to the development and communication of the organisation's strategy for the use of web, digital and social media to engage and involve stakeholders. Uses digital channels for getting the organisation's messages across and delivered to the highest professional standard.

Selling (SALE) Level 6

Overall description - The identification of sales prospects and their qualification, the development of customer interest and the preparation (including managing the bid process), execution and monitoring of the sale of any product or service into an external or internal market.

Level description - Oversees the organisation's sales activities to ensure they are aligned with corporate business objectives (organisation may be a division of a larger enterprise). Approves sales proposals and targets. Negotiates with customer representatives at the most senior level on both technical and contractual issues. Agrees and signs contracts. Develops and implements organisational sales policy and strategy, and contributes significantly to the development of marketing strategy. Initiates, with Marketing, evolution of services, products systems, and standard contracts to support alignment with future customer needs.

Sales support (SSUP) Level 4

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 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.