

Skills Framework for the Information Age version 6

| | | 1 Follow | 2 Assist | 3 Apply | 4 Enable | 5 Ensure, advise | 6 Initiate, influence | 7 Set strategy, inspire, mobilise | |
|--------------------------------|---|-------------------------------------|---------------------------------------|---------------------------------|---|---|--|--------------------------------------|--|
| Strategy and architecture | Information strategy | | | | | IT governance GOVN | | | |
| | | | | | | IT strategy and planning ITSP | | | |
| | | | | | | Information management IRMG | | | |
| | | | | | | | Information systems coordination ISCO | | |
| | | | | | | Information security SCTY | | | |
| | | | | | | Analytics INAN | Information assurance INAS | | |
| | | Information content publishing ICPM | | | | | | | |
| | Advice and guidance | | | | | | Consultancy CNSL | | |
| | | | | | | Technical specialism TECH | | | |
| | Business strategy and planning | | | Research RSCH | | | | | |
| | | | | | | | IT management ITMG | | |
| | | | | | | Financial management FMIT | | | |
| | | | | | | | Innovation INOV | | |
| | | | | | | | Business process improvement BPPE | | |
| | | | | | | | Enterprise and business architecture STPL | | |
| | Technical strategy and planning | | | | | Business risk management BURM | | | |
| | | | | | | Sustainability strategy SUST | | | |
| | | | | | | Emerging technology monitoring EMRG | | | |
| | | | | | Continuity management COPL | | | | |
| | | | | | | Sustainability management SUMI | | | |
| | | | | | | Network planning NTPL | | | |
| | | | | | Solution architecture ARCH | | | | |
| | | | | Data management DATM | | | | | |
| | | | | | Methods and tools METL | | | | |
| Change and transformation | Business change implementation | | | | | Portfolio management POMG | | | |
| | | | | | | | Programme management PGMG | | |
| | | | | | | Project management PRMG | | | |
| | Business change management | | | | | Portfolio, programme and project support PROF | | | |
| | | | | | Business analysis BUAN | | | | |
| | | | | | Requirements definition and management REQM | | | | |
| | | | | | | Business process testing BPTS | | | |
| | | | | | | | Change implementation planning and management CIPM | | |
| | | | | | | | Organisation design and implementation ORDI | | |
| | | | | | | | Benefits management BENM | | |
| | Business modelling BSMO | | | | | | | | |
| | | | | | Sustainability assessment SUAS | | | | |
| Development and implementation | Systems development | | | | | Systems development management DLMG | | | |
| | | | | | | | | | |
| | | | Data analysis DTAN | | | | | | |
| | | | Systems design DESN | | | | | | |
| | | | | | | | Network design NTDS | | |
| | | | Database design DBDS | | | | | | |
| | | | Programming/software development PROG | | | | | | |
| | | | | | | Animation development ADEV | | | |
| | | | | | Safety engineering SFEN | | | | |
| | | | | | | Sustainability engineering SUEN | | | |
| | | Information content authoring INCA | | | | | | | |
| | | Testing TEST | | | | | | | |
| | User experience | | | | User experience analysis UNAN | | | | |
| | | | | | User experience design HCEV | | | | |
| | | | | User experience evaluation USEV | | | | | |
| Installation and integration | | | | Systems integration SINT | | | | | |
| | | | | | Porting/software configuration PORT | | | | |
| | | | | | | Hardware design HWDE | | | |
| | Systems installation/decommissioning HSIN | | | | | | | | |
| Delivery and operation | Service design | | | | | Availability management AVMT | | | |
| | | | | | | | | | |
| | Service transition | | | | | Service level management SLMO | | | |
| | | | | | | Configuration management CFMG | Service acceptance SEAC | | |
| | | | | | | Change management CHMG | Asset management ASMG | | |
| | Service operation | | | | | Release and deployment RELM | | | |
| | | | | | | System software SYSP | | | |
| | | | | | | | Capacity management CPMG | | |
| | | | | | | Security administration SCAD | | | |
| | | | | | | | Penetration testing PENT | | |
| | | | | | | Radio frequency engineering RFEN | | | |
| | | | | | | Application support ASUP | | | |
| | | | | | | IT infrastructure ITOP | | | |
| | | | | | | Database administration DBAD | | | |
| | | | | | | | Storage management STMG | | |
| | | | | | Network support NTAS | | | | |
| | | | | | | Problem management PBMG | | | |
| | | | | | Incident management USUP | | | | |
| | | | | | Facilities management DCMA | | | | |
| Skills and quality | Skill management | | | | | Learning and development management ETMG | | | |
| | | | | | | Learning assessment and evaluation LEDA | | | |
| | | | | | | | Learning design and development TMCR | | |
| | | | | | | Learning delivery ETDL | | | |
| | People management | | | | | | Teaching and subject formation TEAC | | |
| | | | | | | Performance management PENT | | | |
| | | | | | | Resourcing RESC | | | |
| | Quality and conformance | | | | | Professional development PDSV | | | |
| | | | | | | Quality management QUMG | | | |
| | | | | | | Quality assurance QUAS | | | |
| | | | | | Quality standards QUST | | | | |
| | | | | | Conformance review CORE | | | | |
| | | | | | | Safety assessment SFAS | | | |
| | | | | | Digital forensics DGFS | | | | |
| Relationships and engagement | Stakeholder management | | | Sourcing SORC | | | | | |
| | | | | | | Contract management ITCM | | | |
| | | | | | Relationship management RLMT | | | | |
| | | Customer service support CSMG | | | | | | | |
| | Sales and marketing | | | | Digital marketing MKTG | | | | |
| | | | | | Selling SALE | | | | |
| | | Sales support SSUP | | | | | | | |
| | | | | Product management PROD | | | | | |

Levels of responsibility

| Level 7 | Level 6 | Level 5 | Level 4 | Level 3 | Level 2 | Level 1 |
|---|---|--|--|--|---|---|
| <p>Autonomy At the highest organisational level, has authority over all aspects of a significant area of work, including policy/formulation and application. Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned.</p> | <p>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.</p> | <p>Autonomy Works under broad direction. Work is often self-initiated. Is fully responsible for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.</p> | <p>Autonomy Works under general direction within a clear framework of accountability. Exercises substantial personal responsibility and autonomy. Plans own work to meet given objectives and processes.</p> | <p>Autonomy Works under general direction. Uses discretion in identifying and responding to complex issues and assignments. Usually receives specific instructions and has work reviewed at frequent milestones. Determines when issues should be escalated to a higher level.</p> | <p>Autonomy Works under routine direction. Uses limited discretion in resolving issues or enquiries. Works without frequent reference to others.</p> | <p>Autonomy Works under supervision. Uses little discretion. Is expected to seek guidance in unexpected situations.</p> |
| <p>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.</p> | <p>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.</p> | <p>Influence Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Builds appropriate and effective business relationships. Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget. Has significant influence over the allocation and management of resources appropriate to given assignments.</p> | <p>Influence Influences customers, suppliers and partners at account level. May have some responsibility for the work of others and for the allocation of resources. Participates in external activities related to own specialism. Makes decisions which influence the success of projects and team objectives.</p> | <p>Influence Interacts with and influences colleagues. Has working level contact with customers, suppliers and partners. May supervise others or make decisions which impact the work assigned to individuals or phases of projects.</p> | <p>Influence Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers and partners. May have more influence in own domain.</p> | <p>Influence Minimal influence. May work alone, or interact with immediate colleagues.</p> |
| <p>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.</p> | <p>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.</p> | <p>Complexity Performs an extensive range and variety of complex technical and/or professional work activities. Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. Understands the relationship between own specialism and wider customer/organisational requirements.</p> | <p>Complexity Work includes a broad range of complex technical or professional activities, in a variety of contexts. Investigates, defines and resolves complex issues.</p> | <p>Complexity Performs a range of work, sometimes complex and non routine, in a variety of environments. Applies methodical approach to issue definition and resolution.</p> | <p>Complexity Performs a range of work activities in varied environments. May contribute to routine issue resolution.</p> | <p>Complexity Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems.</p> |
| <p>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.</p> | <p>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.</p> | <p>Business skills Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives. Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. Communicates effectively, both formally and informally. Demonstrates leadership. Facilitates collaboration between stakeholders who have diverse objectives. Takes all requirements into account when making proposals. Takes initiative to keep skills up to date. Mentors colleagues. Maintains an awareness of developments in the industry. Analyses requirements and advises on scope and options for continuous operational improvement. Demonstrates creativity, innovation and ethical thinking in applying solutions for the benefit of the customer/stakeholder.</p> | <p>Business skills Selects appropriately from applicable standards, methods, tools and applications. Communicates fluently, orally and in writing, and can present complex information to both technical and non-technical audiences. Facilitates collaboration between stakeholders who share common objectives. Plans, schedules and monitors work to meet time and quality targets. Rapidly absorbs new information and applies it effectively. Maintains an awareness of developing technologies and their application and takes some responsibility for driving own development.</p> | <p>Business skills Demonstrates an analytical and systematic approach to issue resolution. Takes the initiative in identifying and negotiating appropriate personal development opportunities. Demonstrates effective communication skills. Contributes fully to the work of teams. Plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation, standards and procedures. Appreciates the wider business context, and how own role relates to other roles and to the business of the employer or client.</p> | <p>Business skills Understands and uses appropriate methods, tools and applications. Demonstrates a rational and organised approach to work. Identifies and negotiates own development opportunities. Has sufficient communication skills for effective dialogue with customers, suppliers and partners. Is able to work in a team. Is able to plan, schedule and monitor own work within short time horizons. Absorbs new information when it is presented systematically and applies it effectively.</p> | <p>Business skills Uses basic information systems and technology functions, applications, and processes. Demonstrates an organised approach to work. Learns new skills and applies newly acquired knowledge. Follows code of conduct, ethics and organisational standards. Is aware of health and safety issues. Has sufficient communication skills for effective dialogue with others. Contributes to identifying own development opportunities.</p> |