Profile title	BUSINESS ANALYST		(2)
Summary statement	Analyses Information System for improving business performance.		
Mission	Identifies areas where information system changes are needed to support business plans and monitors the impact in terms of change management. Contributes to the general functional requirements of the business organization in the area of ICT solutions. Analyses business needs and translates them into ICT solutions.		
Deliverables	Accountable	Responsible	Contributor
	• Business requirements	• Business case • Business relationship	• Business plan • ICT Strategy & implementation
Main task/s	• Contribute to the preparation of the business plan of the organization • Identify areas for improvement in business processes providing possible ICT solutions compliant with the ICT strategy • Build requirements, specifications, business processes and the business case related to the proposed solutions • Analyze required information and documents		
e-competences (from e-CF)	A.1. IS and Business Strategy alignment		Level 4
	A.3. Business Plan Development		Level 4
	E.5. Process Improvement		Level 4
KPI area	Adequacy of the business requirements in response to the business plan		

Profile title	**BUSINESS INFORMATION MANAGER**		(3)
Summary statement	Proposes plans and manages functional and technical evolutions of the Information System within the relevant business domain.		
Mission	Manages and implements updates to existing applications and maintenance activities guided by the needs, costs and plans agreed with internal users. Ensures quality of service and internal user satisfaction.		
Deliverables	Accountable	Responsible	Contributor
	• Project portfolio	• Solution specification	• Business plan
Main task/s	• Responsible for managing the information technology development within the business domain • Anticipate changes to the Information System and the business impact and vice versa • Formalize, consolidate and drive the development of the configuration of the information system • Evaluate the relevance of the Information systems to the business domain • Build a knowledge base through understanding the organization's information system		
e-competences *(from e-CF)*	A.1. IS and Business Strategy Alignment		Level 4
	A.3. Business Plan Development		Level 4
	E.2. Project and Portfolio Management		Level 4
	E.7. Business Change Management		Level 4
	D.10. Information and Knowledge Management		Level 5
KPI area	Business User requirement satisfaction		

Profile title	CHIEF INFORMATION OFFICER (CIO)		(4)
Summary statement	Develops and maintains Information Systems compliant to business and organisation's needs.		
Mission	Defines and implements governance and ICT strategy. Determines necessary resources for ICT strategy implementation. Anticipates ICT market evolutions and company business needs. Contributes to the development of the organisation's strategic plan. Leads or participates in larger change projects.		
Deliverables	Accountable	Responsible	Contributor
	• ICT Strategy & implementation • ICT Department & budget	• Project Portfolio • Service Level Agreement • Information Security Strategy	• Risk management policy
Main task/s	• Define the company's strategy for IT • Manage all IS department activity • Responsible for the quality and management of customer-supplier relationships • Define and ensure compliance with Service Level Agreements • Negotiate and implement complex contracts • Make recommendations to senior general management • Ensure that change management processes are implemented • Ensure the reliability, confidentiality, security and integrity of Information Systems		
e-competences (from e-CF)	A1. IS and Business Strategy Alignment		Level 5
	A3. Business Plan Development		Level 5
	E2. Project and Portfolio Management		Level 5
	E4. Relationship Management		Level 4
	E9. IT Governance		Level 5
KPI area	Overall added value, efficiency and effectiveness of the information system		

Profile title	ENTERPRISE ARCHITECT		(8)
Summary statement	Designs and maintains the Enterprise Architecture		
Mission	Balances technological opportunities with business (process) requirements. Maintains a holistic view of the organisation's strategy, processes, information and ICT assets. Links the business mission, strategy and processes to the IT strategy.		
Deliverables	Accountable	Responsible	Contributor
	• Enterprise Architecture		• Business Plan • New Technology integration proposal • Knowledge or Information Base • Business Process Definition
Main task/s	• Devise business improvement opportunities and create proposals • Align IT strategy and planning with the organisation's business goals • Streamline business processes, functions, procedures and workflows and apply a consistent implementation approach • Manage stakeholder engagement in the development of new processes and systems and verifies feasibility • Conduct post-implementation reviews to evaluate benefits accrued from new processes and systems		
e-competences (from e-CF)	A.1. IS and Business Strategy Alignment	Level 4-5	
	A.3. Business Plan Development	Level 3-4	
	A.5. Architecture Design	Level 4	
	A.7. Technology Watching	Level 5	
	E.7. Business Change Management	Level 4-5	
KPI area	Quality and consistency of enterprise architecture aligned with business objectives		

Profile title	ICT SECURITY MANAGER		(11)
Summary statement	Manages the Information System security policy.		
Mission	Defines the Information System security policy. Manages security deployment across all Information Systems. Ensures the provision of information availability. Recognized as the ICT security policy expert by internal and external stakeholders.		
Deliverables	Accountable	Responsible	Contributor
	• Information security policy	• Knowledge or Information base • Information security strategy	• Risk Management policy • New technology integration proposal • ICT Strategy & implementation
Main task/s	• Define and implement procedures linked to IS security • Contribute to the development of the organization's security policy • Establish the prevention plan • Inform and raise awareness among general management • Ensure the promotion of the IT security charter among users • Inspect and ensure that principles and rules for IS security are applied		
e-competences (from e-CF)	A.7. Technology Watching		Level 4
	D.1. Information Security Strategy Development		Level 5
	E.3. Risk Management		Level 3
	E.9. IT Governance		Level 4
	E.8. Information Security Management		Level 4
KPI area	Security Policy effectiveness		

Profile title	SYSTEMS ANALYST		(20)
Summary statement	Analyses requirements and specifies software and systems.		
Mission	Ensures the technical design and contributes to implementation of new software and/or enhancements.		
Deliverables	**Accountable**	**Responsible**	**Contributor**
	• Software Needs Assessment	• Integrated Solution • Technical Proposal	• ICT Process definition • ICT Model • Solution Specification
Main task/s	• Recommend resolutions and improvements • Provide integrated solutions • Provide consolidate findings on components or processes		
e-competences *(from e-CF)*	A.5. Architecture Design		Level 3
	E.5. Process Improvement		Level 3-4
	B.1. Design and Development		Level 3-4
KPI area	Fully functional ICT applications		

Profile title	SYSTEMS ARCHITECT		(21)
Summary statement	Plans and is accountable for the implementation and integration of software and/ or ICT systems.		
Mission	Designs, integrates and implements complex ICT solutions from a technical perspective. Ensures, that technical solutions, procedures and models for development are up-to-date and comply with standards. Watches technology development and integrates into new solutions. Acts as a team leader for developers and technical experts.		
Deliverables	Accountable	Responsible	Contributor
	• Solution Specification • Integrated Solution	• New technology integration proposal	• Development process
Main task/s	• Analyse technology, business and technical requirements • Specify and implement complex ICT solutions • Lead development and integration of components • Lead and/ or conduct system integration		
e-competences (from e-CF)	A.5. Architecture Design		Level 4
	A.7. Technology Watching		Level 4-5
	B.1. Design and development		Level 4-5
	B.2. System integration		Level 4
KPI area	Effectiveness and efficiency of solution implementation		