Sally Brown - Individual Profile

Current Job/Role Title: **Report Date: Aug 25, 2015**

Sally Brown recently performed a SFIA-based self-assessment to identify her professional skills using the Assessment Portal.

Attribute	Description	Comments
Seniority	Team Leader	
Employment Contract	Permanent Full-time	
Time in current role	3 to 7 Years	
Time in org	5 to 10 Years	
Recent or Current Role (provided by assessee)	Development Project 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
- For the individual to identify skills they feel they offer and to assess their level of capability in those skills

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.

Sally Brown answered a set of questions to ascertain the level of responsibility and accountability that her current or most recent job/role requires. SFIA defines 7 levels (as above), each looking at 4 key role attributes - Autonomy, Influence, Complexity and Business Skills.

7	set strategy, inspire, mobilise
6	initiate/influence
5	ensure/advise
4	enable
3	apply
2	assist
1	follow

Based on the answers provided Sally Brown has been assessed as:

Attribute	Level Description	Level Achieved	No.
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.	Ensure, advise	5
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.	Ensure, advise	5
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	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. Assesses and evaluates risk. 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.	Ensure, advise	5

Sally Brown - Professional Skills

Sally Brown was asked to select the top 6 to 10 core skills, ones that are relatively current and relevant, ignoring those which were used years ago. From the 97 Professional Skills which SFIA V6 describes, Sally Brown selected **11** skills. These are shown below, along with an indication of the skill level for each selected SFIA skill.

LEGEND

- ▮ = skill level currently possessed
- ▮ = some skills possessed at this level but not all
- ▮ = skill not matched (below 50% match) at this level
- ▮ = skill level possessed earlier in career

Professional Skills Profile

Category	Sub Category	Skill	Code	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Change and transformation	Business change implementation	Portfolio management	POMG					red	red	red
Change and transformation	Business change implementation	Programme management	PGMG						orange	red
Change and transformation	Business change implementation	Project management	PRMG				green	green	orange	red
Change and transformation	Business change implementation	Portfolio, programme and project support	PROF		grey	grey	green	red	red	
Change and transformation	Business change management	Requirements definition and management	REQM		green	green	green	orange	red	
Change and transformation	Business change management	Change implementation planning and management	CIPM					orange	orange	
Change and transformation	Business change management	Benefits management	BENM					green	orange	
Development and implementation	Systems development	Systems development management	DLMG					green	orange	red
Delivery and operation	Service transition	Change management	CHMG		grey	red	red	red	red	
Skills and quality	People management	Performance management	PEMT				green	orange	red	
Relationship and engagement	Stakeholder management	Relationship management	RLMT					orange	red	red

The level descriptions shown below are those related to the highest level of 'green' core skill attained by the participant for each identified skill. All level definitions are available on the SFIA website – www.sfia-online.org

Project management (PRMG) Level 5

Takes full responsibility for the definition, approach, facilitation and satisfactory completion of medium-scale projects (typically with direct business impact and firm deadlines). Identifies, assesses and manages risks to the success of the project. Ensures that realistic project plans are maintained and ensures regular and accurate communication to stakeholders, consistent with the methods in use (agile, waterfall, etc.). Ensures

Quality reviews occur on schedule and according to procedure. Manages the change control procedure, and ensures that project deliverables are completed within agreed cost, timescale and resource budgets, and are signed off. Provides effective leadership to the project team, and takes appropriate action where team performance deviates from agreed tolerances.

Portfolio, programme and project support (PROF) Level 4

Takes responsibility for the provision of support services to projects. Uses and recommends project control solutions for planning, scheduling and tracking projects. Sets up and provides detailed guidance on project management software, procedures, processes, tools and techniques. Supports programme or project control boards, project assurance teams and quality review meetings. Provides basic guidance on individual project proposals. May be involved in aspects of supporting a programme by providing a cross programme view on risk, change, quality, finance or configuration management.

Requirements definition and management (REQM) Level 4

Facilitates scoping and business priority-setting for change initiatives of medium size and complexity. Contributes to selection of the most appropriate means of representing business requirements in the context of a specific change initiative, ensuring traceability back to source. Discovers and analyses requirements for fitness for purpose as well as adherence to business objectives and consistency, challenging positively as appropriate. Obtains formal agreement by stakeholders and recipients to scope and requirements and establishes a base-line on which delivery of a solution can commence. Manages requests for and the application of changes to baselined requirements. Identifies the impact on business requirements of interim (e.g. migration) scenarios as well as the required end position.

Benefits management (BENM) Level 5

Identifies specific measures and mechanisms by which benefits can be measured, and plans to activate these mechanisms at the required time. Monitors benefits against what was predicted in the business case and ensures that all participants are informed and involved throughout the change programme and fully prepared to exploit the new operational business environment once it is in place. Supports senior management to ensure that all plans, work packages and deliverables are aligned to the expected benefits and leads activities required in the realisation of the benefits of each part of the change programme.

Systems development management (DLMG) Level 5

Defines solution development projects which support the organisation's objectives and plans. Ensures that senior management is both aware of and able to provide the required resources. Contributes effectively to improving solution development processes within the organisation justified by measurable business benefits. Facilitates availability and optimum utilisation of resources, especially in Agile projects. Monitors and reports on the progress of development projects, ensuring that projects are carried out in accordance with agreed standards, methods and procedures (including secure software development). Applies secure development improvement practices.

Performance management (PEMT) Level 4

Supervises individuals and teams. Allocates routine tasks and/or project work. Provides direction, support and guidance as necessary, in line with individuals' skills and abilities. Monitors progress against agreed quality and performance criteria. Acts to facilitate effective working relationships between team members.

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