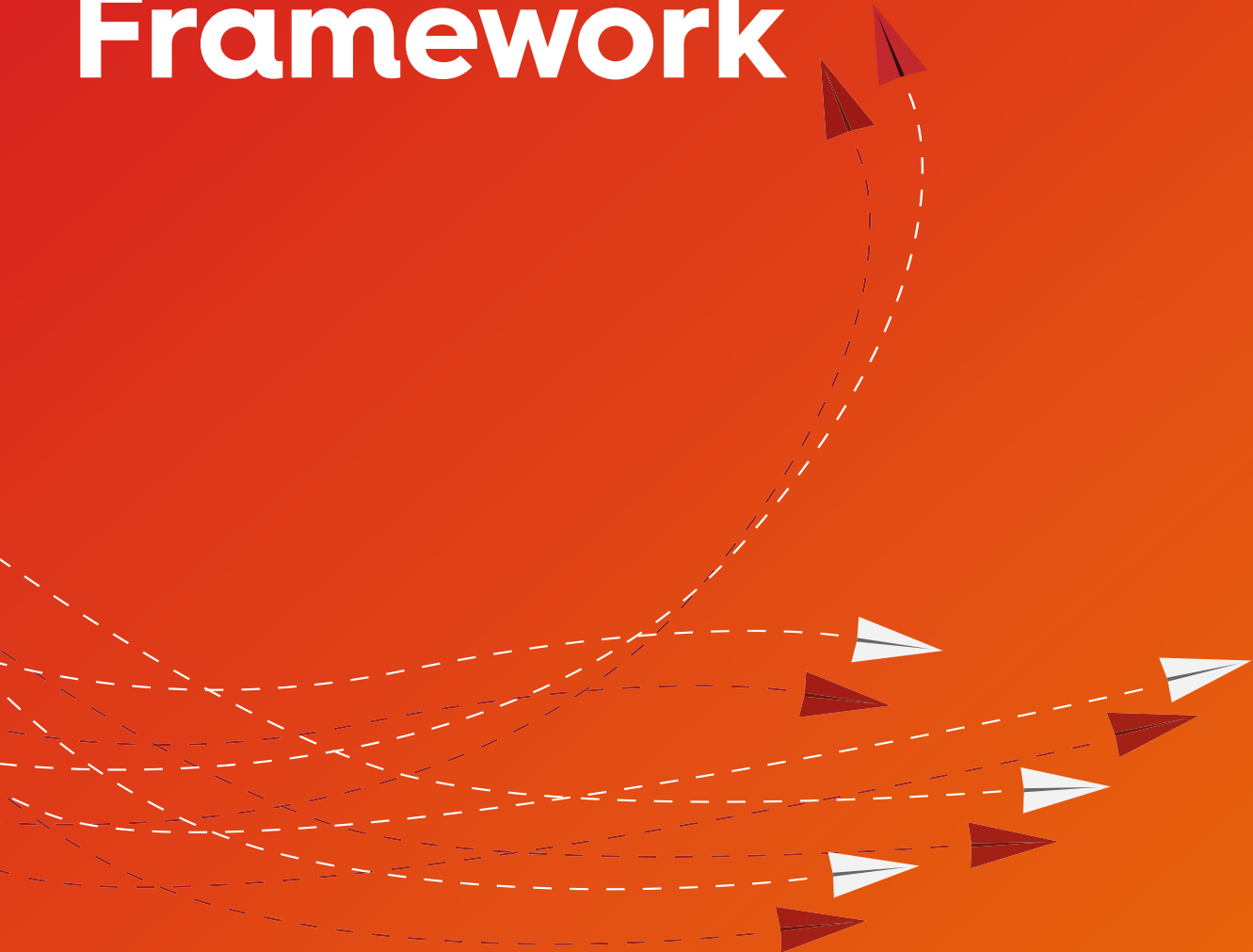


UK Design Team Career Framework



The world is how we shape it

sopra  steria

Introduction

The design team covers four core disciplines:

Service Design
User Experience Design
User Research
User Interface Development

Each discipline has roles that span Midweight (Level 7), Senior (Level 6), Specialist (Level 5) and Lead (Level 5).

Given the nature of the skills required for these roles, there is a significant and important degree of overlap across both disciplines and seniority levels.

This career framework articulates the skills that are deemed by the design team to be; core at each level, shared across disciplines at the same levels of seniority as well as unique to discipline/level.

These skills are rooted in the SFIA skills framework and the underpinning mapping can be seen in the appendix. Also included in the Appendix is a review of how these roles map to their closest equivalent in the UK Civil Service. However this framework also includes a range of skills that are not included within the SFIA framework but that are critical to enable a high functioning design team.



Core competencies

All roles within the design team are required to have the following core competencies:

Consultancy Skills

- Problem identification – Works with clients to establish opportunities for design team intervention. Takes responsibility for understanding client requirements, collecting data, delivering analysis and problem resolution. Identifies, evaluates and recommends options, implementing if required.
- Collaborative – Ensures input from users, team members and stakeholders, facilitating groups/workshops as required.
- Presentation – Is confident advocating for the team and clients externally
- Methodology – Conforms to agreed best practice for the team

Research Skills

- Advocates for UR – Engages effectively with the wider User Research team, users and customer representatives to generate high quality research. Documents and shares the outcomes of research.
- User Tests – Is able to design, run and evaluate usability tests.

Design and Technical Skills

- Design systems – able to interpret and follows guidelines to create consistent and impactful user experience.

User Experience

User Experience – Level 7 – Midweight

Consultancy Skills

- Delivery – Is able to identify, evaluate, recommend and implement options and describe the reasoning behind these.
- Business Value – Supports business objectives through delivery of high quality UX deliverables.
- Agile methodology – Understands the concepts of agile methodology.
- Risk management – Is able to identify and escalate project or programme risks.
- User advocate – Understands the importance of identifying and advocating user needs on projects and programmes.

Research Skills

- Research standards – Is confident in applying agreed team research methods in support of user research initiatives.
- Data analysis – Collects and analyses data related to people's behaviours, needs, and opinions.
- Generates insights – Supports synthesis of findings and the creation of insights, reports and presentations to inform decision making.
- Prioritise requirements – Supports with prioritising of requirements through providing relevant user need data.
- Tools – Has good understanding of User Research approaches and tools.
- Communicate findings – Is confident to communicate learning across the design team.
- Usability tests – Can deliver usability tests.
- Research Ethics – Is able to follow and research ethics plan, understands the application of GDPR to the storage and use of participant information, and data privacy.

- User recruitment – Can recruit participants according to pre-written recruitment plan.
- User Data Security – Stores participant information securely, using an established system.
- Build empathy – Helps client and colleagues empathise with the user, through tools such as mental models / empathy maps / personas.
- Research Practice – Is confident working with a range of users, in different contexts, e.g... one-to-one interviews, workshops, focus groups, ethnographic research.

Design and Technical Skills

- Design for user needs – Is able to identify, describe and design for user needs, including awareness of accessibility needs.
- Prototype design – Is able to design and build both low and high fidelity prototypes including wireframing.
- Prototype analysis – Is able to evaluate prototypes or designs of systems, products or services against the agreed usability and accessibility specifications.
- Design systems – Is able to interpret and follow design systems to create consistent and impactful user experience.
- Component design – Can design components following agreed architectures, design standards, patterns and methodology.
- Design user experience – Can absorb large amounts of information and translates concepts into outputs and prototypes and captures user feedback to improve designs. Specifies appropriate tools, methods and design patterns.
- Design Standards – Is able to work within pre-defined standards such as legal frameworks, accessibility criteria or client design systems.
- Accessibility – Awareness of accessibility best practice and legislation.

- Innovation – Understands and is able to apply ideation tools and techniques including facilitating groups.

Learning and Development

- Team support – Understands the importance of team dynamics, working collaboratively and providing feedback
- Assets – Contributes to the maintenance and updates of the team asset library.
- Events – Attends learning events.
- Individual expertise – Identify an area or areas that you would like to develop in terms of personal expertise.

Leadership and Team Skills

- Communication and facilitation – Is able to clearly present to peers, project leads and design team. Is able to effectively communicate across project and design teams, including clearly communicating rationale for decisions taken. Understands when to enlist support.
- Effective collaboration – Is able to operate effectively within a collaborative environment.
- Design advocacy – Help clients / colleagues understand the design process, the value it can bring.
- Personal Networks – Establish and grow a network of professional peers.
- Training – Contributes to the maintenance and updates of the team asset library. Contribute to internal team learning events such as show and tells.

User Experience – Level 6 – Senior

Consultancy Skills

- Delivery - Is able to identify, evaluate and recommend options and describe the reasoning behind these. Is confident to operate on projects as self-starter with minimal direction
- Business Value - Provides specialist UX advice to support others within the design team, consultancy teams and across the company.
- Agile methodology - Understands concepts of agile methodology and has experience of applying it on projects.
- Pre-sales support - Contributes to research goals, funding or pre-sales proposals.
- Risk management - Is comfortable making recommendations to senior stakeholders and identifying associated risks.
- User advocate - Understands the importance of properly understanding user needs and is competent to engage stakeholders in advocating on behalf of the user.

Research Skills

- Standards - Is confident in applying agreed team research methods in support of user research initiatives as well as identifying opportunities for continuous improvement.
- Data analysis - Collects and analyses data related to people's behaviours, needs, and opinions.
- Generates insights - Supports synthesis of findings and the creation of insights, reports and presentations to inform decision making and drive actions at a project level.
- Prioritise requirements - Provides constructive challenge and enables effective prioritisation of requirements from user needs based on evidence from research.

- Tools - Contributes to selection of the user research approaches for projects and initiatives and can plan and execute own user research activities as required.
- Communicate findings - Can synthesise and articulate research findings clearly and effectively. Identifies appropriate opportunities for publication and dissemination of research findings. Develops and shares practical demonstrations of research findings. Presents papers at conferences, contribute material of publication quality, and presents reports to clients.
- Usability tests - Can design and deliver usability tests.
- Research Ethics - Is able to follow and research ethics plan, understands the application of GDPR to the storage and use of participant information, and data privacy.
- User recruitment - Can recruit participants according to pre-written recruitment plan.
- User Data Security - Stores participant information securely, using an established system.
- Build empathy - Helps client and colleagues empathise with the user, through tools such as mental models / empathy maps / personas.
- Research Practice - Is confident working with a range of users, in different contexts, e.g. one-to-one interviews, workshops, focus groups, ethnographic research.

Design and Technical Skills

- Design for user needs - Is able to identify, describe and design for user needs, including a comprehensive awareness of accessibility needs and ensuring that user stories are well defined.
- Prototype design - Can determine approaches to design and prototype digital and off-line tasks, interactions and interfaces. Specifies appropriate tools, methods and design patterns.

- Prototype analysis – Is confident evaluating prototypes or designs of systems, products or services against the agreed usability and accessibility specifications. Can interpret and present results of evaluations and prioritises issues.
- Design systems – Is able contribute to and support the development of design systems to create consistent and impactful user experience.
- Component design – Can designs components following agreed architectures, design standards, patterns and methodology. Is able to identify and evaluates alternative design options and trade-offs.
- Design user experience – Can absorb large amounts of information and translates concepts into outputs and prototypes and captures user feedback to improve designs. Specifies appropriate tools, methods and design patterns across multiple channels/ecosystems e.g. digital/physical/policy.
- Impact analysis – Plan and undertake analysis, to help design decisions and understand their trade-off's.
- Design Standards – Is confident working within pre-defined standards (e.g. legal, regulatory or design system criteria). Can contribute to the development of policies and standards related to design decisions and technology choices.
- Accessibility – Confident in applying accessibility criteria into designs and providing rationale and advice and guidance onto project and programmes.
- Innovation – Is able to lead on innovation focussed tools and techniques across project and programmes.

Learning and Development

- Team support – Providing peer review support for UX team.
- Team Assets – Ensures capture of relevant tools, techniques and templates into asset library. Supports with authoring of new material.

- Events – Books and organises learning events for team and/or organisation.
- Individual expertise – Develop an area of personal expertise.

Leadership and Team Skills

- Planning and project delivery – Is confident to play role of UX lead on projects, setting activities, priorities and deliverables.
- Communication and facilitation – Is confident talking with and presenting to senior stakeholders. Can communicate complex ideas/systems using simple and clear language. Seeks to fully address client needs by ensuring that proposed solutions are properly understood. Can facilitate discussions to help groups reach an outcome/decision.
- Effective collaboration – Is confident and capable to run collaborative design activities, influence others and build consensus - especially in relation to understanding complexity and risk.
- Design advocacy – Help clients / colleagues understand the design process, the value it can bring, and when to bring in designers.
- Personal Networks – Identify an area or areas of specialist interest and extend and grow your personal network to support this.
- Publishing and Promoting work – Promote your work via your network and seek to publish or present where possible.
- Training – Arranges learning events for the wider team . Contribute to the maintenance and updates of the team asset library.
- Project vision – Help to shape a vision / strategy for the project end state, to align the design team, client and stakeholders.

User Experience – Level 5 – Specialist

Consultancy Skills

- Delivery – Interprets vision to lead on decisions. Confident to act as UX design lead on projects.
- Business Value – Provides definitive and expert advice on UX practices, overseeing the provision of specialist advice by others. Understands and can communicate the connection between design activities and building business value. Can prioritise work accordingly.
- Agile methodology – understand and able to apply and communicate an agile mindset to all aspects of their work. Has the ability to work in a fast-paced, evolving environment and utilises an iterative method and flexible approach to enable rapid delivery.
- Pre-sales support – Can break down complex problems into workable design briefs, project proposals or bid answers.
- Risk management – Effectively manages and tracks the mitigation of risks on projects. Confident articulating risks and mitigations to senior stakeholders.
- User advocate – Is confident advocating for the user to all stakeholders, and ensuring that appropriate processes are put in place to test designs and build in user feedback.

Research Skills

- Research Standards – Is confident in applying agreed team research methods in support of user research initiatives as well as identifying opportunities for continuous improvement.
- Data analysis – Collects and is able to analyse complex data related to people's behaviours, needs and opinions across large projects or programmes.
- Generates insights – Supports synthesis of findings and the creation of insights, reports and presentations to inform decision making and drive actions at a senior project or programme level.

- Prioritise requirements – Provides constructive challenge and enables effective prioritisation of requirements from user needs based on evidence from research.
- Tools – Contributes to selection of the user research approaches for projects and initiatives and can plans and execute own user research activities as required.
- Communicate findings – Can synthesise and articulate research findings clearly and effectively. Identifies appropriate opportunities for publication and dissemination of research findings. Develops and shares practical demonstrations of research findings. Presents papers at conferences, contribute material of publication quality, and presents reports to clients.
- Usability tests – Can design and deliver usability tests and advise on best practice and alternative approaches.
- Research Ethics – Is able to follow and research ethics plan, understands the application of GDPR to the storage and use of participant information, and data privacy.
- User recruitment – Can recruit participants according to pre-written recruitment plan.
- User Data Security – Stores participant information securely, using an established system.
- Build empathy – Helps client and colleagues empathise with the user, through tools such as mental models / empathy maps / personas.
- Research Practice – Is confident working with a range of users, in different contexts, e.g. one-to-one interviews, workshops, focus groups, ethnographic research.

Design and Technical Skills

- Design for user needs – Is able to identify, describe and design for user needs, including a comprehensive awareness of accessibility needs and ensuring that user stories are well defined.

- Prototype design – Can determine approaches to design and prototype digital and off-line tasks, interactions and interfaces. Specifies appropriate tools, methods and design patterns. Can lead teams in prototyping activities.
- Prototype analysis – Is confident evaluating prototypes or designs of systems, products or services against the agreed usability and accessibility specifications. Is confident and capable of interpreting and presenting results of evaluations and prioritising issues for senior stakeholders.
- Design systems – Is able to lead and provide consultancy on the development of design systems to create consistent and impactful user experience.
- Component design – Can design components following agreed architectures, design standards, patterns and methodology. Is able to identify and evaluates alternative design options and trade-offs and provide advice and guidance to senior stakeholders.
- Design user experience – Can absorb large amounts of information and translates concepts into outputs and prototypes and captures user feedback to improve designs. Specifies appropriate tools, methods and design patterns within large or complex systems, across multiple channels / ecosystems, e.g. digital / physical / policy. Understands and able to design for the back end processes as well as the front end.
- Impact analysis – Plan and undertake analysis, to help design decisions and understand their trade-off's. Can lead on this in relation to User Experience work for projects.
- Design Standards – Is able to apply consistent style guidelines. Adopts and adapts appropriate systems design methods, tools and techniques. Can provide consultancy to projects and teams on evidence based best practice.

- Accessibility – Expert in ensuring designs are highly accessible and influencing projects and programmes in relation to importance of accessibility standards and practice.
- Innovation – Can provide consultancy support in relation to best practice for generating, capturing and developing innovation across projects and programmes. Is able to inspire and generate new approaches.

Learning and Development

- Team support – Teaching new starters and providing peer support of work across design team.
- Team Assets – Ensures capture of relevant tools, techniques and templates into asset library. Supports with authoring of new material.
- Events – Books and organises learning events for team and/or organisation.
- Individual expertise – Develop and deepen an area of personal expertise and seek opportunities to promote it.

Leadership and Team Skills

- Planning and project delivery – Recommend the best system design methodology (plan driven or agile) to project managers or senior consultants, alongside the relevant design processes. Can break down complex design problems into delivery stages and plan resourcing appropriately. Recommends design software, tools and approaches based on project requirements.
- Communication and facilitation – Is confident talking with and presenting to senior stakeholders. Can communicate complex ideas/systems using simple and clear language. Seeks to fully address client needs by ensuring that proposed solutions are properly understood. Can facilitate discussions to help groups reach an outcome/decision.

- Effective collaboration – Highly collaborative in approach to team development, identifying solutions and understanding complexity and risks. Expert at running collaborative design activities, influencing and building consensus. Takes a lead on activities that help create a supportive and collaborative working environment and that nurtures team members and helps them grow.
- Design advocacy – Help clients / colleagues understand the design process, the value it can bring, and when to bring in designers. Confident to support clients and stakeholders in understanding the wider benefits of design approaches to solving problems.
- Personal Networks – Within own area(s) of specialism, take a leading part in professional activities outside own employing organisation.
- Publishing and Promoting work – Publish / present work at significant conferences, writes articles for publication in high quality specialist journals, and presents reports to key stakeholders.
- Training – Arranges learning events for the wider team . Contribute to the maintenance and updates of the team asset library.
- Project vision – Help to shape a vision / strategy for the project end state, to align the design team, client and stakeholders.

User Research



User Research – Level 7 – Midweight

Consultancy Skills

- Delivery – Is able to identify, evaluate, recommend and implement options and describe the reasoning behind these.
- Business Value – Supports business objectives through delivery of high quality UR deliverables
- Agile methodology – Understands the concepts of agile methodology
- Risk management – Is able to identify and escalate project or programme risks
- User advocate – Understands the importance of identifying and advocating user needs on projects and programmes

Research Skills

- Research Standards – Is confident in applying agreed team research methods in support of user research initiatives.
- Data analysis – Collects and analyses data related to people's behaviours, needs, and opinions.
- Generates insights – Supports synthesis of findings and the creation of insights, reports and presentations to inform decision making
- Prioritise requirements – Supports with prioritising of requirements through providing relevant user need data
- Tools – Has solid understanding of User Research approaches and tools and rationale for what approaches to use when.
- Communicate findings – Is confident to communicate learning across the design team
- Usability tests – Can deliver usability tests
- Research Ethics – Is able to follow and research ethics plan, understands the application of GDPR to the storage and use of participant information, and data privacy

- User recruitment – Can recruit participants according to pre-written recruitment plan.
- User Data Security – Stores participant information securely, using an established system.
- Build empathy – Helps client and colleagues empathise with the user, through tools such as mental models / empathy maps / personas.
- Research Practice – Is confident working with a range of users, in different contexts, e.g. one-to-one interviews, workshops, focus groups, ethnographic research.

Design and Technical Skills

- Design for user needs – Is able to identify, describe and design for user needs, including a good awareness of accessibility needs.
- Prototype analysis – Is able to evaluate prototypes or designs of systems, products or services against the agreed usability and accessibility specifications.
- UX support – Has a solid understanding of core UX tools and techniques.
- Design systems – Is able to interpret and understand design systems.
- Design user experience – Understands and applies UX design learning.
- Design Standards – Is able to work within pre-defined standards such as ethics frameworks or legal criteria.
- Accessibility – Awareness of accessibility best practice and legislation.
- Innovation – Is able to identify, capture and communicate innovation opportunities.

Learning and Development

- Team support – Understands the importance of team dynamics, working collaboratively and providing feedback.
- Team Assets – Contributes to the maintenance and updates of the team asset library.
- Events – Attends learning events.
- Individual expertise – Identify an area or areas that you would like to develop in terms of personal expertise.

Leadership and Team Skills

- Communication and facilitation – Is able to clearly present to peers, project leads and design team. Is able to effectively communicate across project and design teams, including clearly communicating rationale for decisions taken. Understands when to enlist support.
- Effective collaboration – Is able to operate effectively within a collaborative environment.
- Design advocacy – Help clients / colleagues understand the design process, the value it can bring.
- Personal Networks – Establish and grow a network of professional peers.
- Training – Contributes to the maintenance and updates of the team asset library. Contribute to internal team learning events such as show and tells.

User Research – Level 6 – Senior

Consultancy Skills

- Delivery – Is able to identify, evaluate and recommend options and describe the reasoning behind these. Is confident to operate on projects as self-starter with minimal direction.
- Business Value – Provides specialist UR advice to support others within the design team, consultancy teams and across the company.
- Agile methodology – Understands concepts of agile methodology and has experience of applying it on projects
- Pre-sales support – Contributes to research goals, funding or pre-sales proposals.
- Risk management – Is comfortable making recommendations to senior stakeholders and identifying associated risks
- User advocate – Understands the importance of properly understanding user needs and is competent to engage stakeholders in advocating on behalf of the user.

Research Skills

- Research Standards – Contributes to the development of organisational methods and standards for user research.
- Data analysis – Is confident collecting and analysing both qualitative and quantitative user research data. Is able to analyse strengths and weaknesses of legacy research approach, making recommendations for change. Understands diversity of user groups and effect of poorly designed research in social and research terms.
- Generates insights – Supports synthesis of findings and the creation of insights, reports and presentations to inform decision making and drive actions at a project level.

- Prioritise requirements – Provides constructive challenge and enables effective prioritisation of requirements from user needs based on evidence from research
- Tools – Is able to select and provide rationale for user research approaches and lead research activities at a project level
- Communicate findings – Can synthesise and articulate research findings clearly and effectively. Identifies appropriate opportunities for publication and dissemination of research findings. Develops and shares practical demonstrations of research findings. Presents papers at conferences, contribute material of publication quality, and presents reports to clients.
- Usability tests – Can design and deliver usability tests
- Research Ethics – Is able to follow and research ethics plan, understands the application of GDPR to the storage and use of participant information, and data privacy
- User recruitment – Can write recruitment plans for various projects, taking into account issues of representation and accessibility.
- User Data Security – Stores participant information securely, using an established system. Can advise project team on data security and ethical approach to participant and participant data.
- Build empathy – Helps client and colleagues empathise with the user, through tools such as mental models / empathy maps / personas.
- Research Practice – Is able to design, run and evaluate user research projects at all stages of lifecycle. Is confident working with a range of users, in different contexts, e.g. one-to-one interviews, workshops, focus groups, ethnographic research.

Design and Technical Skills

- Design for user needs – Is able to identify, describe and design for user needs, including a comprehensive awareness of accessibility needs and ensuring that user stories are well defined.
- Prototype analysis – Is confident evaluating prototypes or designs of systems, products or services against the agreed usability and accessibility specifications. Can interpret and present results of evaluations and prioritises issues.
- UX support – Has a solid understanding of core UX tools and techniques
- Design systems – Is able to interpret and understand design systems
- Design user experience – Understands and applies UX design learning
- Impact analysis – Plan and undertake analysis, to help design decisions and understand their trade-offs.
- Design Standards – Is confident working within pre-defined standards (e.g. legal, regulatory or design system criteria). Can contribute to the development of policies and standards related to design decisions and technology choices.
- Accessibility – Confident in applying accessibility criteria into designs and providing rationale and advice and guidance onto project and programmes.
- Innovation – Is able to identify, capture and communicate innovation opportunities within individual and across different projects.

Learning and Development

- Team support – Providing peer review support for UR team.
- Team Assets – Ensures capture of relevant tools, techniques and templates into asset library. Supports with authoring of new material.

- Events – Books and organises learning events for team and/or organisation.

- Individual expertise – Develop an area of personal expertise.

Leadership and Team Skills

- Planning and project delivery – Is confident to play role of UR lead on projects, setting activities, priorities and deliverables.
- Communication and facilitation – Is confident talking with and presenting to senior stakeholders. Can communicate complex ideas/systems using simple and clear language. Seeks to fully address client needs by ensuring that proposed solutions are properly understood. Can facilitate discussions to help groups reach an outcome/decision.
- Effective collaboration – Is confident and capable to run collaborative design activities, influence others and build consensus - especially in relation to understanding complexity and risk.
- Design advocacy – Help clients / colleagues understand the design process, the value it can bring, and when to bring in designers.
- Personal Networks – Identify an area or areas of specialist interest and extend and grow your personal network to support this.
- Publishing and Promoting work – Promote your work via your network and seek to publish or present where possible.
- Training – Arranges learning events for the wider team . Contribute to the maintenance and updates of the team asset library.
- Project vision – Help to shape a vision / strategy for the project end state, to align the design team, client and stakeholders.

User Research – Level 5 – Specialist

Consultancy Skills

- Delivery – Interprets vision to lead on decisions. Confident to act as UR design lead on projects.
- Business Value – Provides definitive and expert advice on User Research practices, overseeing the provision of specialist advice by others. Understands and can communicate the connection between design activities and building business value. Can prioritise work accordingly.
- Agile methodology – understand and able to apply and communicate an agile mindset to all aspects of their work. Has the ability to work in a fast-paced, evolving environment and utilises an iterative method and flexible approach to enable rapid delivery.
- Pre-sales support – Can break down complex problems into workable design briefs, project proposals or bid answers.
- Risk management – Effectively manages and tracks the mitigation of risks on projects. Confident articulating risks and mitigations to senior stakeholders.
- User advocate – Is confident advocating for the user to all stakeholders, and ensuring that appropriate processes are put in place to test designs and build in user feedback.
- Generates insights – Supports synthesis of findings and the creation of insights, reports and presentations to inform decision making and drive actions at a senior project or programme level.
- Prioritise requirements – Provides constructive challenge and enables effective prioritisation of requirements from user needs based on evidence from research.
- Tools – Is able to select and provide rationale for user research approaches and lead research activities across projects or programmes. Responsible for supporting development of organisational best practice.
- Communicate findings – Can synthesise and articulate research findings clearly and effectively. Identifies appropriate opportunities for publication and dissemination of research findings. Develops and shares practical demonstrations of research findings. Presents papers at conferences, contribute material of publication quality, and presents reports to clients.
- Usability tests – Can design and deliver usability tests and advise on best practice and alternative approaches.
- Research Ethics – Oversees ethics process and data security policies for user research data across projects and supports organisational best practice.

Research Skills

- Research Standards – Advises on development of organisational methods and standards for user research.
- Data analysis – Is confident collecting and analysing both qualitative and quantitative user research data. Is able to analyse strengths and weaknesses of legacy research approach, making recommendations for change. Understands diversity of user groups and effect of poorly designed research in social and research terms. Confident to collect and analyse large and complex data sets related to people's behaviours, needs, and opinions and is confident in communicating findings to senior stakeholders.
- User recruitment – Can write recruitment plans for various projects, taking into account issues of representation and accessibility.
- User Data Security – Stores participant information securely, using an established system.. Can establish organisational systems to ensure data security on project and advise project team on data security and ethical approach to participant and participant data.
- Build empathy – Helps client and colleagues empathise with the user, through tools such as mental models / empathy maps / personas.

- Research Practice – Is able to design, run and evaluate user research projects at all stages of lifecycle. Is confident working with a range of users, in different contexts, e.g. one-to-one interviews, workshops, focus groups, ethnographic research. Is confident to communicate approaches, rationale and benefits to senior stakeholders.

Design and Technical Skills

- Design for user needs – Is able to identify, describe and design for user needs, including a comprehensive awareness of accessibility needs and ensuring that user stories are well defined.
- Prototype analysis – Is confident evaluating prototypes or designs of systems, products or services against the agreed usability and accessibility specifications. Is confident and capable of interpreting and presenting results of evaluations and prioritising issues for senior stakeholders.
- UX support – Has a solid understanding of core UX tools and techniques.
- Design systems – Is able to interpret and understand design systems.
- Design user experience – Understands and applies UX design learning.
- Impact analysis – Plan and undertake analysis, to help design decisions and understand their trade-off's. Can lead on this in relation to User Research work for projects.
- Design Standards – Is able to apply consistent style guidelines. Adopts and adapts appropriate systems design methods, tools and techniques. Can provide consultancy to projects and teams on evidence based best practice.
- Accessibility – Expert in ensuring designs are highly accessible and influencing projects and programmes in relation to importance of accessibility standards and practice.

- Innovation – Can lead on identifying, capturing and communicating innovation learnings at scale across the team and organisation as well for individual projects or clients.

Learning and Development

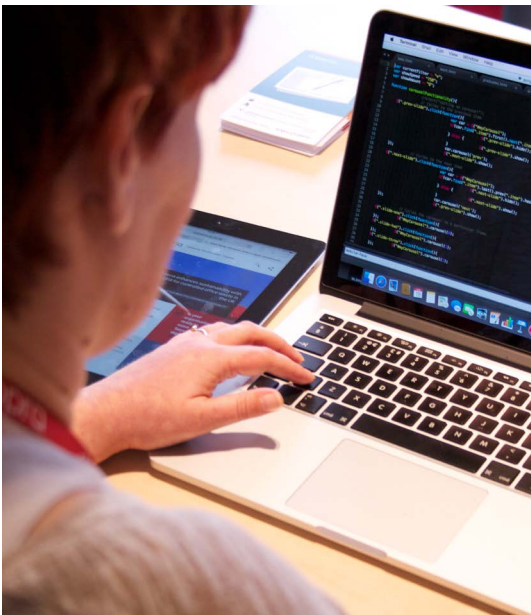
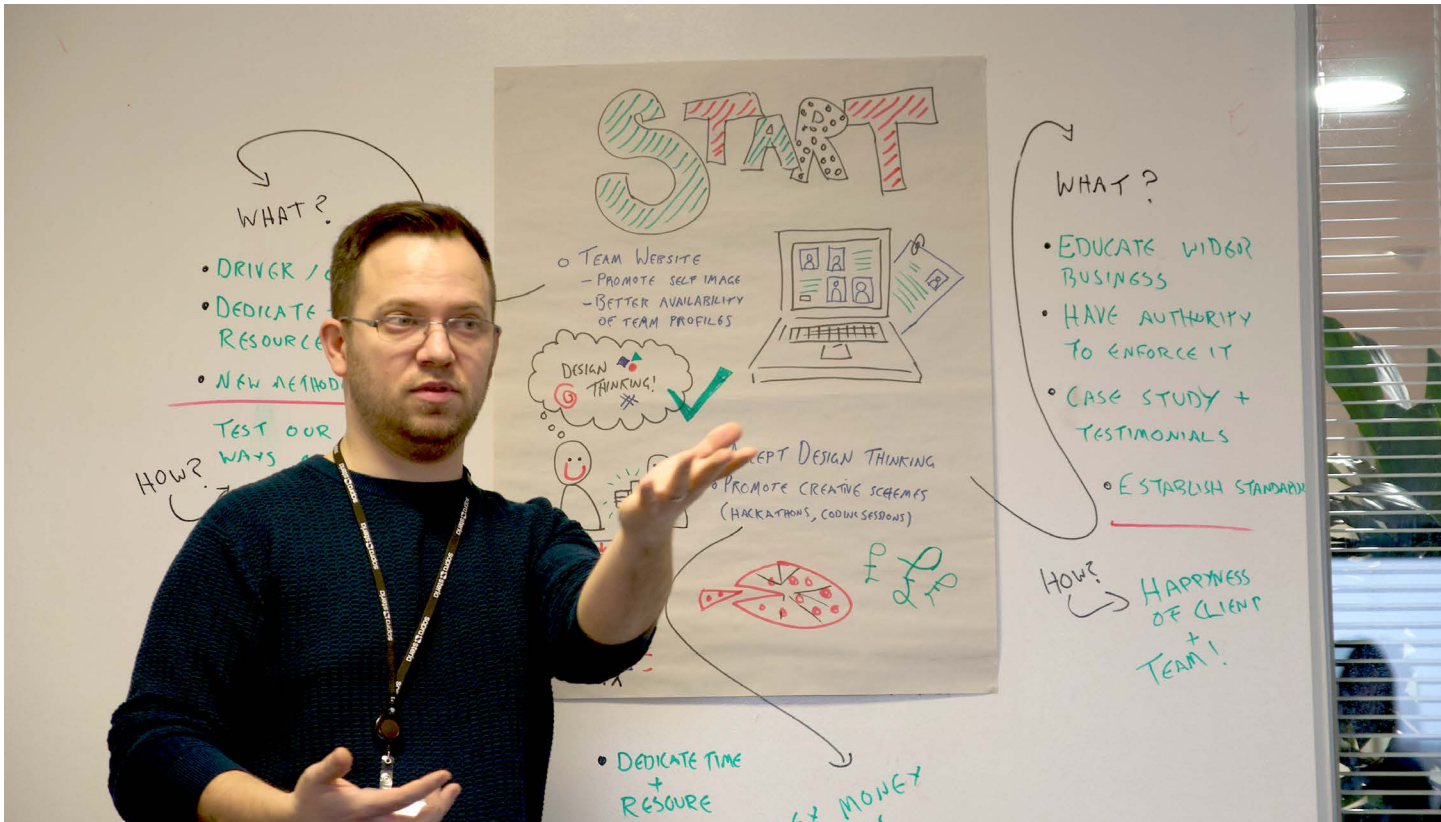
- Team support – Teaching new starters and providing peer support of work across design team.
- Team Assets – Ensures capture of relevant tools, techniques and templates into asset library. Supports with authoring of new material.
- Events – Books and organises learning events for team and/or organisation.
- Individual expertise – Develop and deepen an area of personal expertise and seek opportunities to promote it.

Leadership and Team Skills

- Planning and project delivery – Recommend the best system design methodology (plan driven or agile) to project managers or senior consultants, alongside the relevant design processes. Can break down complex design problems into delivery stages and plan resourcing appropriately. Recommends design software, tools and approaches based on project requirements.
- Communication and facilitation – Is confident talking with and presenting to senior stakeholders. Can communicate complex ideas/systems using simple and clear language. Seeks to fully address client needs by ensuring that proposed solutions are properly understood. Can facilitate discussions to help groups reach an outcome/decision.

- Effective collaboration – Highly collaborative in approach to team development, identifying solutions and understanding complexity and risks. Expert at running collaborative design activities, influencing and building consensus. Takes a lead on activities that help create a supportive and collaborative working environment and that nurtures team members and helps them grow.
- Design advocacy – Help clients / colleagues understand the design process, the value it can bring, and when to bring in designers. Confident to support clients and stakeholders in understanding the wider benefits of design approaches to solving problems.
- Personal Networks – Within own area(s) of specialism, take a leading part in professional activities outside own employing organisation.
- Publishing and Promoting work – Publish / present work at significant conferences, writes articles for publication in high quality specialist journals, and presents reports to key stakeholders.
- Training – Arranges learning events for the wider team . Contribute to the maintenance and updates of the team asset library.
- Project vision – Help to shape a vision / strategy for the project end state, to align the design team, client and stakeholders.

User Interface



User Interface – Level 7 – Midweight

Consultancy Skills

- Delivery – Is able to identify, evaluate, recommend and implement options and describe the reasoning behind these.
- Business Value – Supports business objectives through delivery of high quality UI deliverables.
- Agile methodology – Understands the concepts of agile methodology.
- Risk management – Is able to identify and escalate project or programme risks.
- User advocate – Understands the importance of identifying and advocating user needs on projects and programmes.

Research Skills

- Tools – Has good understanding of User Research approaches and tools.
- Communicate findings – Is confident to communicate learning across the design team.
- User Data Security – Stores participant information securely, using an established system.
- Build empathy – Helps client and colleagues empathise with the user, through tools such as mental models / empathy maps / personas.

Design and Technical Skills

- Design for user needs – Is able to identify, describe and design for user needs, including a good awareness of accessibility needs.
- Prototype design – Is able to build high fidelity digital prototypes as required.
- Prototype analysis – Is able to evaluate prototypes or designs of systems, products or services against the agreed usability and accessibility specifications.

- UX support – Has a solid understanding of core UX tools and techniques.
- Design systems – Is able to interpret and follow design systems to create consistent and impactful user experience.
- Component design – Can design components following agreed architectures, design standards, patterns and methodology.
- Design user experience – Understands and applies UX design learning.
- Design Standards – Understands and applies UX design learning.
- UI Methods – Adopts appropriate systems design methods, tools and techniques. Champion a 'Mobile First' development approach and best practice in accessibility.
- Software development – Develop clean, efficient, maintainable and extendible HTML, CSS and JavaScript. Familiar with CSS and JavaScript browser compatibility issues and solutions. Command line experience. Experience with JavaScript frameworks. Proficient with Sass or similar CSS pre-processor. Able to run automated tasks. Ability to fetch data through the use of AJAX. Experience of integrating front-end solutions with server technologies by collaborating with back-end developers.
- Software design and UI review – Confident to undertake complete design of moderately complex software applications or components applying agreed standards, patterns and tools. Is able to assist as part of a team in the design of components of larger software systems. Hands on experience of Responsive web design and grid frameworks. Collaborates in reviews of work with others as appropriate.
- Data management – Is able to apply data structure and its associated components (entity descriptions, relationship descriptions, attribute definitions).
- Accessibility – Awareness of accessibility best practice and legislation.

- Innovation – Is confident to identify and express opportunities for innovation. Is flexible in approach to responding to innovation on projects.

Learning and Development

- Team support – Understands the importance of team dynamics, working collaboratively and providing feedback.
- Team Assets – Contributes to the maintenance and updates of the team asset library.
- Events – Attends learning events.
- Individual expertise – Identify an area or areas that you would like to develop in terms of personal expertise.

Leadership and Team Skills

- Communication and facilitation – Is able to clearly present to peers, project leads and design team. Is able to effectively communicate across project and design teams, including clearly communicating rationale for decisions taken. Understands when to enlist support.
- Effective collaboration – Is able to operate effectively within a collaborative environment.
- Design advocacy – Help clients / colleagues understand the design process, the value it can bring.
- Personal Networks – Establish and grow a network of professional peers.
- Training – Contributes to the maintenance and updates of the team asset library. Contribute to internal team learning events such as show and tells.

User Interface – Level 6 – Senior

Consultancy Skills

- Delivery – Is able to identify, evaluate and recommend options and describe the reasoning behind these. Is confident to operate on projects as self-starter with minimal direction.
- Business Value – Provides specialist UI advice to support others within the design team, consultancy teams and across the company.
- Agile methodology – Understands concepts of agile methodology and has experience of applying it on projects.
- Pre-sales support – Contributes to research goals, funding or pre-sales proposals.
- Risk management – Is comfortable making recommendations to senior stakeholders and identifying associated risks.
- User advocate – Understands the importance of properly understanding user needs and is competent to engage stakeholders in advocating on behalf of the user.

Research Skills

- Tools – Has good understanding of User Research approaches and tools.
- Communicate findings – Can synthesise and articulate research findings clearly and effectively. Identifies appropriate opportunities for publication and dissemination of research findings. Develops and shares practical demonstrations of research findings. Presents papers at conferences, contribute material of publication quality, and presents reports to clients.
- User Data Security – Stores participant information securely, using an established system.
- Build empathy – Helps client and colleagues empathise with the user, through tools such as mental models / empathy maps / personas.

Design and Technical Skills

- Design for user needs – Is able to identify, describe and design for user needs, including awareness of accessibility needs.
- Prototype design – Can determine approaches to design and prototype digital and off-line tasks, interactions and interfaces. Specifies appropriate tools, methods and design patterns.
- Prototype analysis – Is confident evaluating prototypes or designs of systems, products or services against the agreed usability and accessibility specifications. Can interpret and present results of evaluations and prioritises issues.
- UX support – Has a solid understanding of core UX tools and techniques.
- Design systems – Is able contribute to and support the development of design systems to create consistent and impactful user experience.
- Component design – Can designs components following agreed architectures, design standards, patterns and methodology. Is able to identify and evaluates alternative design options and trade-offs.
- Design user experience – Can absorb large amounts of information and translates concepts into outputs and prototypes and captures user feedback to improve designs. Specifies appropriate tools, methods and design patterns.
- Impact analysis – Plan and undertake analysis, to help design decisions and understand their trade-offs.
- Design Standards – Is confident working within pre-defined standards (e.g. legal, regulatory or design system criteria). Can contribute to the development of policies and standards related to design decisions and technology choices.
- UI Methods – Experienced at delivering high quality UI outputs across a range of digital projects. Champion a 'Mobile First' development approach and best practice in accessibility.

- Software development – Develop clean, efficient, maintainable and extendible HTML, CSS and JavaScript. Familiar with CSS and JavaScript browser compatibility issues and solutions. Command line experience. Experience with JavaScript frameworks. Confident with Sass or similar CSS pre-processor. Able to run automated tasks. Ability to fetch data through the use of AJAX. Experience of integrating front-end solutions with server technologies by collaborating with back-end developers. Ability to build a low level API service and consume.
- Software design and UI review – Ensures that the system design balances functional and non-functional requirements. Able to undertake design of complex software applications or components applying agreed standards, patterns and tools where appropriate and within scope. Is able to recommend requirements for environment, data, resources and tools. Is confident to design software components within parameters of agreed methodology, target environment, performance security requirements and existing systems. Hands on experience of Responsive web design and grid frameworks. Collaborates in reviews of work with others as appropriate. Is competent to lead on review of the work of Junior UI developers.
- Data management – Is able to apply data analysis, design, and modelling techniques to establish, modify or maintain a data structure and its associated components (entity descriptions, relationship descriptions, attribute definitions). Is able to advise database designers and other application development team members on the details of data structures and associated components.
- Accessibility – Confident in applying accessibility criteria into designs and providing rationale and advice and guidance onto project and programmes.
- Code Testing – Supports the creation of test cases as required.
- Innovation – Is confident to identify and express opportunities for innovation. Acts as an enabler for innovation on projects.

Learning and Development

- Team support – Providing peer review support for UR team
- Team Assets – Ensures capture of relevant tools, techniques and templates into asset library. Supports with authoring of new material
- Events – Books and organises learning events for team and/or organisation
- Individual expertise – Develop an area of personal expertise

Leadership and Team Skills

- Planning and project delivery – Is confident to play role of UI lead on projects, setting activities, priorities and deliverables.
- Communication and facilitation – Is confident talking with and presenting to senior stakeholders. Can communicate complex ideas/systems using simple and clear language. Seeks to fully address client needs by ensuring that proposed solutions are properly understood. Can facilitate discussions to help groups reach an outcome/decision.
- Effective collaboration – Is confident and capable to run collaborative design activities, influence others and build consensus – especially in relation to understanding complexity and risk.
- Design advocacy – Help clients / colleagues understand the design process, the value it can bring, and when to bring in designers.
- Personal Networks – Identify an area or areas of specialist interest and extend and grow your personal network to support this.
- Publishing and Promoting work – Promote your work via your network and seek to publish or present where possible.

- Training – Arranges learning events for the wider team . Contribute to the maintenance and updates of the team asset library.
- Project vision – Help to shape a vision / strategy for the project end state, to align the design team, client and stakeholders

User Interface – Level 5 – Specialist

Consultancy Skills

- Delivery – Interprets vision to lead on decisions. Confident to act as service design lead on projects
- Business Value – Provides definitive and expert advice on UI practices, overseeing the provision of specialist advice by others. Understands and can communicate the connection between design activities and building business value. Can prioritise work accordingly.
- Agile methodology – Understand and able to apply and communicate an agile mindset to all aspects of their work. Has the ability to work in a fast-paced, evolving environment and utilises an iterative method and flexible approach to enable rapid delivery
- Pre-sales support – Can break down complex problems into workable design briefs, project proposals or bid answers
- Risk management – Effectively manages and tracks the mitigation of risks for major design components and UI Project work. Manages various dependencies across teams. Confident articulating risks and mitigations to senior stakeholders
- User advocate – Is confident advocating for the user to all stakeholders, and ensuring that appropriate processes are put in place to test designs and build in user feedback.

Research Skills

- Tools – Has good understanding of User Research approaches and tools
- Communicate findings – Can synthesise and articulate research findings clearly and effectively. Identifies appropriate opportunities for publication and dissemination of research findings. Develops and shares practical demonstrations of research findings. Presents papers at conferences, contribute material of publication quality, and presents reports to clients.

- User Data Security – Stores participant information securely, using an established system.
- Build empathy – Helps client and colleagues empathise with the user, through tools such as mental models / empathy maps / personas.

Design and Technical Skills

- Design for user needs – Is able to identify, describe and design for user needs, including a good awareness of accessibility needs
- Prototype design – Can determine approaches to design and prototype digital and off-line tasks, interactions and interfaces. Specifies appropriate tools, methods and design patterns. Is confident to advise clients and team on rationale and benefits for choices
- Prototype analysis – Is confident evaluating prototypes or designs of systems, products or services against the agreed usability and accessibility specifications. Is confident and capable of interpreting and presenting results of evaluations and prioritising issues for senior stakeholders
- UX support – Has a solid understanding of core UX tools and techniques
- Design systems – Is able to lead and provide consultancy on the development of design systems to create consistent and impactful user experience.
- Component design – Can design components following agreed architectures, design standards, patterns and methodology. Is able to identify and evaluates alternative design options and trade-offs and provide advice and guidance to senior stakeholders
- Design user experience – Can absorb large amounts of information and translates concepts into outputs and prototypes and captures user feedback to improve designs. Specifies appropriate tools, methods and design patterns.

- Impact analysis – Plan and undertake analysis, to help design decisions and understand their trade-off's. Can lead on this in relation to User Interface work for projects
- Design Standards – Is able to apply consistent style guidelines. Adopts and adapts appropriate systems design methods, tools and techniques. Can provide consultancy to projects and teams on evidence based best practice.
- UI Methods – Confident to provide consultancy, advice and guidance in relation to best practice across all areas of UI development. Champion a 'Mobile First' development approach and best practice in accessibility.
- Software development – Ability to build a low level API service and consume. Takes technical responsibility across all stages and iterations of software development. Expert in responsive web design and grid frameworks. Develop clean, efficient, maintainable and extendible HTML, CSS and JavaScript. Familiar with CSS and JavaScript browser compatibility issues and solutions. Confident with command line. Expert in one or more JavaScript frameworks. Expert in Sass or similar CSS pre-processor. Able to create, maintain and run automated tasks. Ability to fetch data through the use of AJAX. Highly experienced at integrating front-end solutions with server technologies by collaborating with back-end developers
- Software design and UI review – Is confident to undertake complete design of complex software applications or components applying agreed standards, patterns and tools. Is able to recommend requirements for environment, data, resources and tools. Is confident to design software components within parameters of agreed methodology, target environment, performance security requirements and existing systems. Able to create and maintain a library of common UI (User Interface) modules components & tools. Hands on experience of Responsive web design and grid frameworks. Collaborates in reviews of work with others as appropriate. Is competent to lead on review of the work of Junior and Senior UI developers
- Data management – Is able to apply data analysis, design, and modelling techniques to establish, modify or maintain a data structure and its associated components (entity descriptions, relationship descriptions, attribute definitions). Is able to advise database designers and other application development team members on the details of data structures and associated components
- Accessibility – Expert in ensuring designs are highly accessible and influencing projects and programmes in relation to importance of accessibility standards and practice.
- Code Testing – Accepts responsibility for creation of test cases using own in-depth technical analysis of both functional specifications (such as reliability, efficiency, usability, maintainability and portability) and user needs.
- Innovation – Is confident to identify and express opportunities for innovation. Acts as an enabler for innovation on projects.

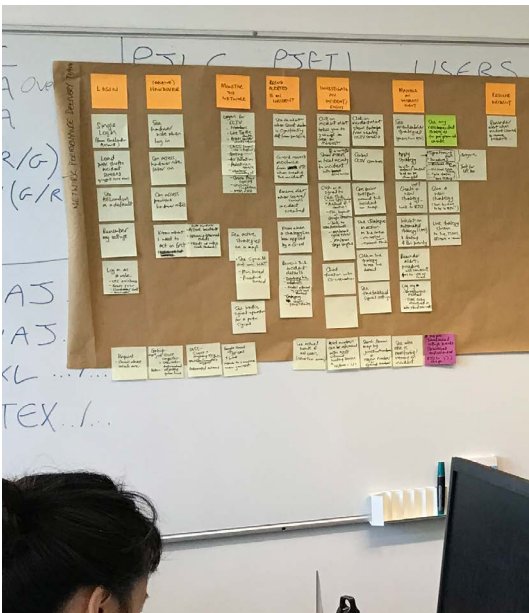
Learning and Development

- Team support – Teaching new starters and providing peer support of work across design team
- Team Assets – Ensures capture of relevant tools, techniques and templates into asset library. Supports with authoring of new material
- Events – Books and organises learning events for team and/or organisation
- Individual expertise – Develop and deepen an area of personal expertise and seek opportunities to promote it.

Leadership and Team Skills

- Planning and project delivery – Recommend the best system design methodology (plan driven or agile) to project managers or senior consultants, alongside the relevant design processes. Can break down complex design problems into delivery stages and plan resourcing appropriately. Recommends design software, tools and approaches based on project requirements.
 - Communication and facilitation – Is confident talking with and presenting to senior stakeholders. Can communicate complex ideas/systems using simple and clear language. Seeks to fully address client needs by ensuring that proposed solutions are properly understood. Can facilitate discussions to help groups reach an outcome/decision
 - Effective collaboration – Highly collaborative in approach to team development, identifying solutions and understanding complexity and risks. Expert at running collaborative design activities, influencing and building consensus. Takes a lead on activities that help create a supportive and collaborative working environment and that nurtures team members and helps them grow.
 - Design advocacy – Help clients / colleagues understand the design process, the value it can bring, and when to bring in designers. Confident to support clients and stakeholders in understanding the wider benefits of design approaches to solving problems.
 - Personal Networks – Within own area(s) of specialism, take a leading part in professional activities outside own employing organisation.
 - Publishing and Promoting work – Publish / present work at significant conferences, writes articles for publication in high quality specialist journals, and presents reports to key stakeholders
 - Training – Arranges learning events for the wider team . Contribute to the maintenance and updates of the team asset library
- Project vision – Help to shape a vision / strategy for the project end state, to align the design team, client and stakeholders

Service Design



Service Design – Level 6 – Senior

Consultancy Skills

- Delivery – Is able to identify, evaluate and recommend options and describe the reasoning behind these. Is confident to operate on projects as self-starter with minimal direction.
- Business Value – Provides specialist Service Design advice to support others within the design team, consultancy teams and across the company.
- Agile methodology – Understands concepts of agile methodology and has experience of applying it on projects.
- Pre-sales support – Contributes to research goals, funding or pre-sales proposals.
- Risk management – Is comfortable making recommendations to senior stakeholders and identifying associated risks.
- User advocate – Understands the importance of properly understanding user needs and is competent to engage stakeholders in advocating on behalf of the user.

Research Skills

- Research Standards – Is confident in applying agreed team research methods in support of user research initiatives.
- Data analysis – Collects and analyses data related to people's behaviours, needs, and opinions.
- Generates insights – Supports synthesis of findings and the creation of insights, reports and presentations to inform decision making and drive actions at a project level.
- Prioritise requirements – Provides constructive challenge and enables effective prioritisation of requirements from user needs based on evidence from research.

- Communicate findings – Can synthesise and articulate research findings clearly and effectively. Identifies appropriate opportunities for publication and dissemination of research findings. Develops and shares practical demonstrations of research findings. Presents papers at conferences, contribute material of publication quality, and presents reports to clients.
- User recruitment – Can recruit participants according to pre-written recruitment plan.
- User Data Security – Stores participant information securely, using an established system.
- Build empathy – Helps client and colleagues empathise with the user, through tools such as mental models / empathy maps / personas.
- Research Practice – Is confident working with a range of users, in different contexts, e.g. one-to-one interviews, workshops, focus groups, ethnographic research.

Design and Technical Skills

- Design for user needs – Is able to identify, describe and design for user needs, including a comprehensive awareness of accessibility needs and ensuring that user stories are well defined.
- Prototype design – Can determine approaches to design and prototype digital and off-line tasks, interactions and interfaces.
- Prototype analysis – Is confident evaluating prototypes or designs of systems, products or services against the agreed usability and accessibility specifications. Can interpret and present results of evaluations and prioritises issues.
- UX support – Has a solid understanding of core UX tools and techniques.
- Design systems – Is able contribute to and support the development of design systems to create consistent and impactful user experience.

- Design user experience – Understands and applies UX design learning.
- Impact analysis – Plan and undertake analysis, to help design decisions and understand their trade-offs.
- Accessibility – Confident in applying accessibility criteria into designs and providing rationale and advice and guidance onto project and programmes.
- Innovation – Is able to lead on innovation focussed tools and techniques across project and programmes.
- Systems thinking – Able to work at both big picture and micro, to ensure user experience is considered alongside the underlying structures, as well as at the individual journey level.
- Business processes – Analyse, capture and visually represent business processes.
- Design advocacy – Help clients / colleagues understand the design process, the value it can bring, and when to bring in designers.
- Personal Networks – Identify an area or areas of specialist interest and extend and grow your personal network to support this.
- Publishing and Promoting work – Promote your work via your network and seek to publish or present where possible.
- Training – Arranges learning events for the wider team . Contribute to the maintenance and updates of the team asset library.
- Project vision – Help to shape a vision / strategy for the project end state, to align the design team, client and stakeholders.

Learning and Development

- Individual expertise – Develop an area of personal expertise.

Leadership and Team Skills

- Planning and project delivery – Is confident to play role of Service Design lead on projects, setting activities, priorities and deliverables.
- Communication and facilitation – Is confident talking with and presenting to senior stakeholders. Can communicate complex ideas/systems using simple and clear language. Seeks to fully address client needs by ensuring that proposed solutions are properly understood. Can facilitate discussions to help groups reach an outcome/decision.
- Effective collaboration – Is confident and capable to run collaborative design activities, influence others and build consensus - especially in relation to understanding complexity and risk.

Service Design – Level 5 – Specialist

Consultancy Skills

- **Delivery** – Interprets vision to lead on decisions. Confident to act as service design lead on projects.
- **Business Value** – Provides definitive and expert advice on Service Design practices, overseeing the provision of specialist advice by others. Understands and can communicate the connection between design activities and building business value. Can prioritise work accordingly.
- **Agile methodology** – Understand and able to apply and communicate an agile mindset to all aspects of their work. Has the ability to work in a fast-paced, evolving environment and utilises an iterative method and flexible approach to enable rapid delivery.
- **Pre-sales support** – Can break down complex problems into workable design briefs, project proposals or bid answers.
- **Risk management** – Effectively manages and tracks the mitigation of risks. Manages various dependencies across teams. Confident articulating risks and mitigations to senior stakeholders.
- **User advocate** – Is confident advocating for the user to all stakeholders, and ensuring that appropriate processes are put in place to test designs and build in user feedback.

Research Skills

- **Research Standards** – Contributes to the development of organisational methods and standards for user research.
- **Data analysis** – Collects and is able to analyse complex data related to people's behaviours, needs and opinions across large projects or programmes.
- **Generates insights** – Supports synthesis of findings and the creation of insights, reports and presentations to inform decision making and drive actions at a senior project level.

- **Prioritise requirements** – Provides constructive challenge and enables effective prioritisation of requirements from user needs based and business requirements on evidence from research.
- **Communicate findings** – Can synthesise and articulate research findings clearly and effectively. Identifies appropriate opportunities for publication and dissemination of research findings. Develops and shares practical demonstrations of research findings. Presents papers at conferences, contribute material of publication quality, and presents reports to clients.
- **Research Ethics** – Help ensure research is conducted in an ethical way.
- **User recruitment** – Can recruit participants according to pre-written recruitment plan.
- **User Data Security** – Stores participant information securely, using an established system.
- **Build empathy** – Helps client and colleagues empathise with the user, through tools such as mental models / empathy maps / personas.
- **Research Practice** – Is confident working with a range of users, in different contexts, e.g. one-to-one interviews, workshops, focus groups, ethnographic research.

Design and Technical Skills

- **Design for user needs** – Is able to identify, describe and design for user needs, including a comprehensive awareness of accessibility needs and ensuring that user stories are well defined.
- **Prototype design** – Can determine approaches to design and prototype digital and off-line tasks, interactions and interfaces.

- **Prototype analysis** – Is confident evaluating prototypes or designs of systems, products or services against the agreed usability and accessibility specifications. Is confident and capable of interpreting and presenting results of evaluations and prioritising issues for senior stakeholders.
- **UX support** – Has a solid understanding of core UX tools and techniques.
- **Design systems** – Is able to lead and provide consultancy on the development of design systems to create consistent and impactful user experience.
- **Design user experience** – Can absorb large amounts of information and translates concepts into outputs and prototypes and captures user feedback to improve designs. Specifies appropriate tools, methods and design patterns.
- **Impact analysis** – Plan and undertake analysis, to help design decisions and understand their trade-offs. Can lead on this in relation to service design work for projects.
- **Design Standards** – Is able to apply consistent style guidelines. Adopts and adapts appropriate systems design methods, tools and techniques. Can provide consultancy to projects and teams on evidence based best practice.
- **Accessibility** – Expert in ensuring designs are highly accessible and influencing projects and programmes in relation to importance of accessibility standards and practice.
- **Innovation** – Can provide consultancy support in relation to best practice for generating, capturing and developing innovation across projects and programmes. Is able to inspire and generate new approaches.
- **Systems thinking** – Able to work at both big picture and micro, to ensure user experience is considered alongside the underlying structures, as well as at the individual journey level. Is confident to communicate systems thinking to senior stakeholders as well as on projects.

- **Business processes** – Analyse, capture and visually represent processes. Supports the wider business to understand the design methods to capture them.

Learning and Development

- **Team support** – Teaching new starters and providing peer support of work across design team.
- **Team Assets** – Ensures capture of relevant tools, techniques and templates into asset library. Supports with authoring of new material.
- **Events** – Books and organises learning events for team and/or organisation.
- **Individual expertise** – Develop and deepen an area of personal expertise and seek opportunities to promote it.

Leadership and Team Skills

- **Planning and project delivery** – Recommend the best system design methodology (plan driven or agile) to project managers or senior consultants, alongside the relevant design processes. Can break down complex design problems into delivery stages and plan resourcing appropriately. Recommends design software, tools and approaches based on project requirements.
- **Project vision** – Help to shape a vision / strategy for the project end state, to align the design team, client and stakeholders.
- **Communication and facilitation** – Is confident talking with and presenting to senior stakeholders. Can communicate complex ideas/systems using simple and clear language. Seeks to fully address client needs by ensuring that proposed solutions are properly understood. Can facilitate discussions to help groups reach an outcome/decision.

- Effective collaboration – Highly collaborative in approach to team development, identifying solutions and understanding complexity and risks. Expert at running collaborative design activities, influencing and building consensus. Takes a lead on activities that help create a supportive and collaborative working environment and that nurtures team members and helps them grow.
- Design advocacy – Help clients / colleagues understand the design process, the value it can bring, and when to bring in designers. Confident to support clients and stakeholders in understanding the wider benefits of design approaches to solving problems.
- Personal Networks – Within own area(s) of specialism, take a leading part in professional activities outside own employing organisation.
- Publishing and Promoting work – Publish / present work at significant conferences, writes articles for publication in high quality specialist journals, and presents reports to key stakeholders.
- Training – Arranges learning events for the wider team. Contribute to the maintenance and updates of the team asset library.

Appendix 1

SFIA Framework

The Design Career Framework identifies 48 professional skills. These are rooted in the Skills Framework for the Information Age (SFIA) but articulated slightly differently. This accounts for the fact that the designer roles at Sopra Steria extend beyond the professional skills captured in the IT focussed SFIA Framework.

The SFIA framework has become a globally accepted language for the skills and competencies related to information and communication technologies, digital transformation and software engineering. It has been adopted by government and organisations across more than 200 countries worldwide.

Around two thirds of our 48 skills have a direct mapping onto an equivalent SFIA skills, with the remainder being skills that are unique to the needs of our team, clients and business. Each of our 48 skills is mapped to a SFIA level of responsibility.

SFIA Responsibility Levels Key:

Level 7	Set strategy, inspire, mobilise
Level 6	Initiate, influence
Level 5	Ensure, advise
Level 4	Enable
Level 3	Apply
Level 2	Assist
Level 1	Follow

This demonstrates the level of expertise required for each role. When taken as a whole, the roles average as follows:

Midweight roles sit broadly within SFIA Level 3

Senior roles sit broadly within SFIA Level 4

Specialist roles sit broadly within SFIA Level 5

SFIA Responsibility Level Definitions

Responsibility Level 3

Autonomy

- Works under general direction. Uses discretion in identifying and responding to complex issues and assignments. Receives specific direction, accepts guidance and has work reviewed at agreed milestones.
- Determines when issues should be escalated to a higher level.

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.
- Understands and collaborates on the analysis of user/customer needs and represents this in their work.

Complexity

- Performs a range of work, sometimes complex and non-routine, in a variety of environments. Applies methodical approach to issue definition and resolution.

Knowledge

- Has a sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. Demonstrates effective application of knowledge. Has an appreciation of the wider business context. Takes action to develop own knowledge.

Business skills

- Demonstrates effective communication skills. Plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation, standards and procedures. Contributes fully to the work of teams. Appreciates how own role relates to other roles and to the business of the employer or client.
- Demonstrates an analytical and systematic approach to issue resolution. Takes the initiative in identifying and negotiating appropriate personal development opportunities. Understands how own role impacts security and demonstrates routine security practice and knowledge required for own work..

Responsibility Level 4

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.

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. Collaborates regularly with team members, users and customers. Engages to ensure that user needs are being met throughout.

Complexity

- Work includes a broad range of complex technical or professional activities, in a variety of contexts. Investigates, defines and resolves complex issues..

Knowledge

- Has a thorough understanding of recognised generic industry bodies of knowledge and specialist bodies of knowledge as necessary. Has gained a thorough knowledge of the domain of the organisation. Is able to apply the knowledge effectively in unfamiliar situations and actively maintains own knowledge and contributes to the development of others. Rapidly absorbs new information and applies it effectively. Maintains an awareness of developing practices and their application and takes responsibility for driving own development.

Business skills

- Communicates fluently, orally and in writing, and can present complex information to both technical and nontechnical audiences. Plans, schedules and monitors work to meet time and quality targets. Facilitates collaboration between stakeholders who share common objectives. Selects appropriately from applicable standards, methods, tools and applications. Fully understands the importance of security to own work and the operation of the organisation. Seeks specialist security knowledge or advice when required to support own work or work of immediate colleagues.

Responsibility Level 5

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.

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. Leads on user/customer collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage.

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.

Knowledge

- Is fully familiar with recognised industry bodies of knowledge both generic and specific. Actively seeks out new knowledge for own personal development and the mentoring or coaching of others. Develops a wider breadth of knowledge across the industry or business. Applies knowledge to help to define the standards which others will apply.

Business skills

- Demonstrates leadership. Communicates effectively, both formally and informally. Facilitates collaboration between stakeholders who have diverse objectives. Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. Analyses requirements and advises on scope and options for continuous operational improvement. Takes all requirements into account when making proposals. Demonstrates creativity, innovation and ethical thinking in applying solutions for the benefit of the customer/stakeholder. Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives. Maintains an awareness of developments in the industry. Takes initiative to keep skills up to date. Mentors colleagues. Assesses and evaluates risk. Proactively ensures security is appropriately addressed within their area by self and others. Engages or works with security specialists as necessary. Contributes to the security culture of the organisation.

Heatmap to demonstrate how SFIA levels map to career framework roles

		UX	UI	UR	UX	UI	UR	SD	UX	UI	UR	SD
Area	Skill/ Capability	Midweight			Senior				Specialist			
Consulting	Project Delivery	4	4	4	5	5	5	5	6	6	6	6
	Business Value	4	4	4	5	5	5	5	6	6	6	6
	Agile methodology	3	3	3	4	4	4	4	5	5	5	5
	Pre-sales support	0	0	0	3	3	3	3	5	5	5	5
	Risk management	3	3	3	4	4	4	4	5	5	5	5
	User advocacy	3	3	3	4	4	4	4	5	5	5	5
Design & Technical Skills	Designing for/articulation of user needs	4	4	4	5	4	5	5	5	4	5	5
	Prototype Design	4	4	0	5	5	0	5	6	6	0	5
	Prototype Analysis	4	4	4	5	5	5	5	6	6	6	6
	UX support	0	4	4	0	4	4	4	0	4	4	4
	Design systems	4	4	3	5	5	3	5	6	6	3	6
	Component design	3	3	0	4	4	0	0	5	5	0	0
	Designing for user experience	4	3	3	5	4	3	3	6	4	3	4
	Impact analysis	0	0	0	3	3	3	3	5	5	5	5
	Design Standards	3	3	3	5	5	5	5	6	6	6	6
	UI Methods	0	3	0	0	4	0	0	0	5	0	0
	Software development	0	3	0	0	4	0	0	0	5	0	0
	Software design and UI review	0	3	0	0	4	0	0	0	5	0	0
	Data management	0	3	0	0	4	0	0	0	5	0	0
	Accessibility	3	3	3	5	5	5	5	6	6	6	6
	Code Testing	0	0	0	0	4	0	0	0	5	0	0
	Innovation	3	3	3	5	4	4	5	6	4	6	6
	Systems thinking	0	0	0	0	0	0	5	0	0	0	6
	Business processes	0	0	0	0	0	0	4	0	0	0	5
Research Skills	Research Standards	3	0	3	4	0	5	3	4	0	6	4
	Data analysis	3	0	3	3	0	5	3	4	0	6	4
	Generates research insights	3	0	3	4	0	4	4	5	0	5	5
	Prioritising requirements	3	0	3	4	0	4	4	5	0	5	5
	UR tools	3	3	4	4	3	5	4	4	3	6	4
	Communicate findings	3	3	3	5	5	5	5	5	5	5	5
	Usability tests	3	0	3	4	0	4	4	5	0	5	5
	Research Ethics	5	0	5	5	0	5	5	5	0	5	6
	User recruitment	3	0	3	3	0	5	3	3	0	5	3
	User Data Security	3	3	3	3	3	4	3	3	3	5	3
	Build empathy	4	4	4	4	4	4	4	4	4	4	4
	Research practice	3	0	3	3	0	4	3	3	0	5	3
Leadership and Team Skills	Planning and project delivery	0	0	0	4	4	4	4	5	5	5	5
	Communication	3	3	3	5	5	5	5	5	5	5	5
	Effective collaboration	3	3	3	4	4	4	4	5	5	5	5
	Design advocacy	3	3	3	4	4	4	4	5	5	5	5
	Networks /Design Community	3	3	3	4	4	4	4	5	5	5	5
	Publishing and Promoting work	0	0	0	4	4	4	4	5	5	5	5
	Training	3	3	3	5	5	5	5	5	5	5	5
	Project vision	0	0	0	4	4	4	4	4	4	4	4
Learning & Development	Team support	3	3	3	4	4	4	4	5	5	5	5
	Team Assets	3	3	3	4	4	4	4	4	4	4	4
	Events	3	3	3	4	4	4	4	4	4	4	4
	Individual expertise	3	3	3	4	4	4	4	5	5	5	5

Appendix 2

Mapping to DDaT roles in the UK Civil Service

The Digital, Data and Technology Profession Capability Matrix is the framework used by UK government and devolved administrations to describe the capabilities required for the estimated 17,000 civil servants who perform roles in this space.

There is broad alignment between the DDaT role descriptions and those in this career framework. However, the Sopra Steria design team roles are described in more breadth due to the fact that they cover core 'consultancy' skills, as well as calling out expectations in terms of collaborative team working and individual learning and development.

DDaT call out four levels of capability for their roles, as opposed to the seven in SFIA. They roughly align as follows:

SFIA	DDaT
Level 7: Set strategy, inspire, mobilise	Expert
Level 6: Initiate, influence	
Level 5: Ensure, advise	Practitioner
Level 4: Enable	Working
Level 3: Apply	
Level 2: Assist	Awareness
Level 1: Follow	

User Research

There are six levels of User Research role in DDaT:

- Associate User Researcher
- Junior User Researcher
- User Researcher
- Senior User Researcher
- Lead User Researcher
- Head of User Research

These map to the Sopra Steria design career framework as follows:

Level 7 - Midweight

This role is broadly equivalent to the DDaT Junior User Research role: <https://www.gov.uk/government/publications/junior-user-researcher-skills-they-need/junior-user-researcher-skills-they-need>

There are no skills in the DDaT role that are not reflected in the SSL role description. However the SSL role is broader, as it includes some more detail in terms of understanding security, ethics and design systems. It is also more explicit in terms of expectation to undertake user testing of prototypes. The DDaT role is slightly more explicit in terms of understanding the role of technology in wider society.

Level 6 – Senior

This role is broadly equivalent to the Senior User Research role in DDaT: <https://www.gov.uk/government/publications/senior-user-research-skills-they-need/senior-user-research-skills-they-need>

The key difference is that the DDaT description is more explicit in terms of the alignment between selecting UR approaches that fit with organisational strategy. In the career framework, this is more of a L5 responsibility.

The DDaT role is slightly more explicit in terms of understanding the role of technology in wider society.

Level 5 – Specialist

This role is broadly equivalent to the Lead User Research role in DDaT: <https://www.gov.uk/government/publications/lead-user-researcher-skills-they-need/lead-user-researcher-skills-they-need>

The career framework description contains a bit more in terms of the management of projects as well as the need for cross functional understanding particularly in terms of UX skills, and innovation.

User Experience Design

The DDaT does not have a direct parallel in terms of the UX roles in the career framework. The closest role group is that of 'Interaction Designer': <https://www.gov.uk/government/publications/interaction-designer-role-description/interaction-designer-role-description>

DDaT is reduced in scope due to the fact that it is limited to digital interactions. However DDaT requires all Interaction Designers to be able to code prototypes as well as using non code prototype tools like Sketch. The career framework UX roles are also not limited to purely digital interactions but can include wider service experience analysis including non digital touchpoints.

Apart from this, the roles broadly align as follows:

Career Framework roles	DDaT equivalent
UX level 7 – Midweight	Junior Interaction Designer
UX Level 6 – Senior	Senior Interaction Designer
UX Level 5 - Specialist	Lead Interaction Designer

User Interface Design

The UI roles in the career framework broadly align with those of the 'Software Developer' roles in DDaT: <https://www.gov.uk/government/publications/software-developer-role-description/software-developer-role-description>

The main difference is that the career framework roles for UI have a slightly greater focus on design input such as designing for accessibility, as well as the need for consultancy skills at the more senior end.

Apart from this, the roles broadly align as follows:

Career Framework roles	DDaT equivalent
UI level 7 – Midweight	Junior Software Developer
UI Level 6 – Senior	Senior Software Developer
UI Level 5 - Specialist	Lead Software Developer

Service Design

The Service Design roles in the career framework are fairly closely aligned to the DDaT roles: <https://www.gov.uk/government/publications/service-designer-role-description/service-designer-role-description>

However the key difference is that DDaT requires all service designers to be able to code. Currently the career framework does not include L7 roles for Service Design. This is because the roles are currently expected to operate within the consultancy space and be able to operate in a leadership role on projects.

Apart from this, the roles broadly align as follows:

Career Framework roles	DDaT equivalent
UI Level 6 – Senior	Senior Service Designer
UI Level 5 – Specialist	Lead Service Designer

Content

The DDaT roles are also quite heavily oriented towards content roles which include

Content Designer : <https://www.gov.uk/government/collections/digital-data-and-technology-profession-capability-framework#user-centred-design--content-designer>

Content Strategist: <https://www.gov.uk/government/collections/digital-data-and-technology-profession-capability-framework#user-centred-design--content-strategist>

We believe these roles should be included within the design career framework as this is currently a gap. However, the business has not yet invested in this role so it is not included in this version of the career framework.

About Sopra Steria

Sopra Steria is a European leader in digital transformation providing one of the most comprehensive portfolios of end to end service offerings on the market: Consulting, Systems Integration, Software Development, Infrastructure Management and Business Process Services. Sopra Steria is trusted by leading private and public organisations to deliver successful transformation programmes that address their most complex and critical business challenges. Combining added value, innovation and high-quality services, Sopra Steria enables its customers to make the best use of information technology. With 45,000 employees in 25 countries, Sopra Steria generated revenue of €4.1 billion in 2018.

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