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SFIA® ACCREDITED PARTNER

Role Title: Generic Project Manager SFIA Level 5

Reference: Example Job Role

SFIA Level and Skills overview for the role mapped

Core Skills:

Consultancy	(CNSL)	Level 5
Business risk management	(BURM)	Level 5
Project management	(PRMG)	Level 5
Stakeholder relationship management	(RLMT)	Level 5

Contributing Skills:

Change implementation planning and management	(CIPM)	Level 5
Benefits management	(BENM)	Level 5
Quality management	(QUMG)	Level 5
Sourcing	(SORC)	Level 5

Awareness Of:

Systems development management	(DLMG)	Level 5
Quality standards	(QUST)	Level 5

SFIA Level 5
Ensure, advise

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.

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.

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.

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.

Generic indication of Essential, Knowledge, Experience and Qualification

Essential

Strong written presentation skills, both technical and verbal, and the ability to structure and articulate messages to different audiences at all levels.	Strength of character with confidence and credibility with ability to challenge issues and positively influence their resolution, irrespective of political sensitivities
Ability to explain complex information clearly and simply	Excellent organisational skills, manages and prioritises work to ensure delivery
Strong analytical and problem solving skills, ensuring that the underlying problem is understood and a robust approach / solution is developed	Recognised as a subject matter expert, able to give specialist advice to others and with experience of driving technology change.
Strong interpersonal skills with the ability to work with different levels in an organisation.	Ability to work independently but also as part of the wider team.
Able to work through others directing activity through matrix management	

Desirable

Regularly demonstrates management skills in the chosen industry or equivalent environment	Adjusts quickly to changing priorities and conditions
Has been seen as a subject matter experience over several years in his or her area of industry	Copes effectively with complexity and change
Has had previous people management responsibilities and/or allocation of resources within a department or project environment	Ability to work under pressure in fast paced environment
Is able to show potential for senior management or directorship	Visible internally across the business, sought out for help and advice
Evidence of mentoring a team or supporting personal skills development	Established communication and stakeholder management skills across a wide range of stakeholders

Knowledge

Understanding of what strategy encompasses and how to structure the articulation of a company strategy	Understanding of the operations and service functions throughout the IT industry
Good understanding of the chosen industry and market	A knowledge of governance and methods
Understands business models within the chosen industry and market	A broad understanding of finance operating procedures within IT
Knowledge of the regulatory, risk and compliance environment and requirements	Quality standards and proposed improvement
Subject matter expert over several years in his or her chosen industry	Experience of developing and implementing solutions and strategies in a multi supplier environment

Experience

Has a track record of achievement in the chosen industry	Technically astute in all areas of IT in a generic sense
Experience of delivering consultancy type projects, whether within a consultancy or as an internal business team	Has strong leadership capabilities or potential in a team environment or within a matrix management structure
Track record in building strong relationships with executive decision makers and influencers	Experience of negotiation or management of third party services
Experience of operating in a multi supplier environment	Have experience of procurement, commercial management and supplier management in a large scale organisation
Experience of IT in a complex business environment with the ability to translate technical concepts into business terms.	Experience in articulating and setting strategy
Has a proven track record of delivering technology services via appropriate project management methodologies utilising the best of Waterfall and Agile.	Familiar with system software which controls activities such as input, output, dynamic resource allocation and error reporting,

Qualifications

Degree level or equivalent	Relevant management qualifications / experience
Has an industry specific qualification in their chosen area of IT	A member of professional body relating to the chosen industry or IT professional area
Qualification in Project Management (APM or similar) or equivalent experience.	

Core Skills:

Category	Level	Sub Category	Code Title	Code
Strategy and Architecture	5	Advice and Guidance	Consultancy	CNSL
Strategy and Architecture	5	Business Strategy and Planning	Business risk management	BURM
Change and Transformation	5	Business Change and Implementation	Project management	PRMG
Relationship and Engagement	5	Stakeholder Management	Stakeholder relationship management	RLMT

CNSL - **Consultancy**
Consultancy - Takes responsibility for understanding client requirements, collecting data, delivering analysis and problem resolution. Identifies, evaluates and recommends options, implementing if required. Collaborates with, and facilitates stakeholder groups, as part of formal or informal consultancy agreements. Seeks to fully address client needs, enhancing the capabilities and effectiveness of client personnel, by ensuring that proposed solutions are properly understood and appropriately exploited.
The provision of advice and recommendations, based on expertise and experience, to address client needs. May deal with one specialist subject area, or can be wide ranging and address strategic business issues. May also include support for the implementation of any agreed solutions.

BURM - **Business risk management**
Business risk management - Carries out risk assessment within a defined functional or technical area of business. Uses consistent processes for identifying potential risk events, quantifying and documenting the probability of occurrence and the impact on the business. Refers to domain experts for guidance on specialised areas of risk, such as architecture and environment. Co-ordinates the development of countermeasures and contingency plans.
The planning and implementation of organisation-wide processes and procedures for the management of risk to the success or integrity of the business, especially those arising from the use of information technology, reduction or non-availability of energy supply or inappropriate disposal of materials, hardware or data.

PRMG - **Project management**
Project management - 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.
The management of projects, typically (but not exclusively) involving the development and implementation of business processes to meet identified business needs, acquiring and utilising the necessary resources and skills, within agreed parameters of cost, timescales, and quality.

RLMT - **Stakeholder relationship management**
Stakeholder relationship management - Identifies the communications needs of each stakeholder group in conjunction with business owners and subject matter experts. Translates communications/stakeholder engagement strategies into specific tasks. Facilitates open communication and discussion between stakeholders, acting as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. (For example, may oversee the organisation's promotional/selling activities to one or more clients, to ensure that such activities are aligned with corporate marketing objectives). Negotiates with stakeholders at senior levels, ensuring that organisational policy and strategies are adhered to. Provides informed feedback to assess and promote understanding.
The identification, analysis, management and monitoring of relationships with and between stakeholders. (Stakeholders are individuals, groups, or organisations who may affect, be affected by, or perceive themselves to be affected by decisions, activities and outcomes related to products, services or changes to products and services). The clarification of mutual needs and commitments through consultation and consideration of impacts. For example, the coordination of all promotional activities to one or more clients to achieve satisfaction for the client and an acceptable return for the supplier; assistance to the client to ensure that maximum benefit is gained from products and services supplied.

Contributing Skills:

Category	Level	Sub Category	Code Title	Code
Change and Transformation	5	Business Change Management	Change implementation planning and management	CIPM
Change and Transformation	5	Business Change Management	Benefits management	BENM
Skills and Quality	5	Quality and Conformance	Quality management	QUMG
Relationship and Engagement	5	Stakeholder Management	Sourcing	SORC

CIPM - **Change implementation planning and management**
Change implementation planning and management - Creates the business readiness plan, taking into consideration IT deployment, data migration, capability deployment (training and engagement activities) and any business activities required to integrate new digital processes or jobs into the 'business as usual' environment. Determines the readiness levels of business users with regard to upcoming changes; uncovers readiness gaps and creates and implements action plans to close the gaps prior to going live. Assists the user community in the provision of transition support and change planning, and liaises with the project team. Monitors and reports progress on business readiness targets, business engagement activity, training design and deployment activities, key operational metrics and return to productivity measures. Defines the series and sequence of activities to bring stakeholders to the required level of commitment, prior to going live.
The definition and management of the process for deploying and integrating new digital capabilities into the business in a way that is sensitive to and fully compatible with business operations.

BENM - **Benefits management**
Benefits management - 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.
Monitoring for the emergence and effective realisation of anticipated benefits (typically specified as part of the business case for a change programme or project). Action (typically by the programme management team) to optimise the business impact of individual and combined benefits.

QUMG - **Quality management**
Quality management - Advises on the application of appropriate quality and/or environmental management techniques. Facilitates improvements to processes by changing approaches and working practices, typically using recognised models.
The application of techniques for monitoring and improvement of quality to any aspect of a function or process. The achievement of, and maintenance of compliance to, national and international standards, as appropriate, and to internal policies, including those relating to sustainability and security.

SORC - **Sourcing**
Sourcing - Researches suppliers and markets, and maintains a broad understanding of the commercial environment, to inform and develop commercial strategies and sourcing plans. Advises on the business case for alternative sourcing models, and on policy and procedures covering the selection of suppliers, tendering, and procurement. Leads procurement teams, managing tender, evaluation and acquisition processes. Negotiates with potential partners and suppliers, developing acceptance criteria and procedures. Drafts and places contracts. Carries out benchmarking and ensures that supplier performance is properly monitored and regularly reviewed. Liaises with designated supplier(s), and manages and implements supplier service improvement actions and programmes.
The provision of policy, internal standards and advice on the procurement or commissioning of externally supplied and internally developed products and services. The provision of commercial governance, conformance to legislation and assurance of information security. The implementation of compliant procurement processes, taking full account of the issues and imperatives of both the commissioning and supplier sides. The identification and management of suppliers to ensure successful delivery of products and services required by the business.

Awareness Of:

Category	Level	Sub Category	Code Title	Code
Development and Implementation	5	Systems Development	Systems development management	DLMG
Skills and Quality	5	Quality and Conformance	Quality standards	QUST

DLMG - **Systems development management**
Systems development management - 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.
The management of resources in order to plan, estimate and carry out programmes of solution development work to time, budget and quality targets and in accordance with appropriate standards, methods and procedures (including secure software development).The facilitation of improvements by changing approaches and working practices, typically using recognised models, best practices, standards and methodologies. The provision of advice, assistance and leadership in improving the quality of software development, by focusing on process definition, management, repeatability and measurement.

QUST - **Quality standards**
Quality standards - Takes responsibility for the control, update and distribution of quality standards, and advice on their use.
The development, maintenance, control and distribution of quality standards.