

TM



EUCIP

European Certification of
Informatics Professionals

EUCIP Information Systems Manager

Elective Level Profile Specification

Version 2.4, February 2007

Short Description

An EUCIP Information Systems Manager is expected to have a broad competence both in ICT and in organisational issues related to an effective and efficient use of information in a business environment. Skills of planning and innovating must be combined with a steady service-oriented approach and the ability to react and solve practical problems using available resources.

This profile requires a minimum work experience of **48** months in a compatible job role; if this requirement is not fulfilled, the candidate might be certified as an **Associate** Information Systems Manager .

Tasks Overview

Is in charge of the management and operation of Information Systems of an organization. Has the overall responsibility for New projects, Maintenance of existing systems, Operations of systems. Hence, works with more focused managers in charge, respectively, of network, data centre, information projects, end user computing. Is able to work with business and IT consultants and with representatives of users on information requirements, development and operation. Has a clear understanding of the IT implications of business strategy issues and is aware of planning and management control techniques. Identifies legal, privacy, security and other regulatory impacts on information systems and is able, with the support of specific consultants, to undertake appropriate initiatives to comply with such regulations. Operates with change management actions to assure effectiveness of information systems projects.

Working alone on moderately complex information systems, or with consultants on larger or more complex projects, defines systems architecture, identifies and selects appropriate application software platforms, assures appropriate user requirements, plans and assures systems test and operation documenting all work by required standards, methods and tools. Plays a leading role in scheduling information systems installation (software, hardware, network) interacting with all stakeholders to ensure that installation priorities are met and disruption to the organisation is minimised.

Where the information systems are outsourced supports contract negotiation to provide the service level required, establishing problem resolution procedures and defining consequences of non-compliance. Interfaces with designers and planners from external suppliers and works within the team which administers the procurement of equipment, software, consulting services, and other services for information systems.

Takes responsibility for planning installation and upgrade application software platforms and related software and hardware by working with the appropriate IT managers (data centre manager, network manager, information systems project manager etc.)

Diagnoses and solves problems (e.g. poor performance) and faults (e.g. system failure) occurring in the operation, ensuring that account is taken of agreed levels of service and the needs for quality, security, availability and safety.

Responds to enquiries by users, specialists or others and deals effectively with a broad range of problems of moderate complexity, ensuring that documentation of the supported systems and software is available and in an appropriate form. Maintains records to ensure that problems are managed in accordance with agreed standards and procedures.

Evaluates design enhancements, capacity changes, contingency and recovery arrangements as required and is aware of operational requirements especially in terms of service levels, network availability, response times, security and repair times. Reviews costs against external providers, new developments and new services, initiating proposals to change network design where appropriate cost reductions and benefits can be achieved. Obtains and evaluates proposals from suppliers of equipment, software, and other network service providers.

Knows systems analysis and software engineering techniques. Is aware of analysis standards that are relevant to the industry he works in (e.g. SCOR in Manufacturing Industry) . He/she understands business process analysis techniques.

Maintains awareness of major advances in technologies and architectures for information systems such as SOA (Service Oriented Architecture), Web services and alike. Knows the major application platforms for Enterprise Systems, Customer Relationship Management and other that are relevant to the specific industry he works in. Monitors the alignment of information systems to best practices and technologies. Is able to understand the innovation potential of emerging technologies, architectures and platforms and, with the support of user representatives and / or consultants, to assess their business and technology impacts on the organization's information systems.

He/she uses planning, budgeting and control techniques. Specifically, is able to set expenditure objectives, control cost reduction initiatives and plan and manage the expenditure for the major missions of Information Systems, namely new projects, maintenance of existing systems, operations of systems (Data centre operation).

Maintains awareness of the implication of relevant legislation or other external regulations which affect security within any defined scope of network services and activity.

Essential Behavioural Skills [4]¹

The Information Systems Manager role requires initiative, flexibility and a rational mental attitude capable of conceptual and analytical thinking, even under stressful conditions: a persistent goal-oriented approach in a strategic perspective has to be combined with strong attention to detail.

Another essential set of skills is the ability to communicate and interact effectively (in both oral and written form) with colleagues, users and managers: this should include a high organisational awareness, leadership in information acquisition, as much as the ability to plan, organise, make decisions, provide direction and follow-up. Furthermore the Information Manager should be able to build and maintain a good relationship with supplier of the wide variety of products he typically buys, namely consulting services, application software, and, in some cases, hardware, network and operational telecommunication services. For, supplier can be partners also in innovation.

Finally he/she is able to assess, compare and select different technologies and products in respect to business needs.

¹ numbers in brackets represent EUCIP points

Detailed Skills Required

Deep competence level [9]

A2. 02 Information Systems management [1,5]

- Define and document the whole range of skills required in the Information Systems department.
- Plan and review the requirements of skill, plan education and professional development; also define the professional objective of each human resource in the Information Systems department.
- Monitor the potential of the major education course on Information Systems at undergraduate, postgraduate, master level.
- Define the documentation framework needed to manage and govern the systems in terms of business priorities, project portfolio, human resource & professional families, application & data model, architecture model, infrastructure model and expenditure model.
- Plan and review the internal web site of information systems.
- Define the communication plan with key user functions in terms of review of functional needs, of project progress and major functional milestones.
- Know negotiation techniques and negotiation metrics for ICT vendors.
- Identify and monitor strategic vendors for design platforms, application platforms, enterprise application integration, middleware and hardware; define a meeting plan in terms of strategic position, review of major announcements, performance analysis.
- Identify and monitor key vendors for systems integration, consulting and services; define positioning, share common performance objectives, review actual performance.
- Identify what business processes and/or products and / or services the organization can innovate and/or improve by IS solutions.
- Align IT scenario to the business needs.
- Identify IT representatives in Steering Committee and working team.
- Identify the competencies and the right cost of external suppliers.
- Identify the appropriate skills of the IT staff to be involved in the project.

A2. 01 Information Systems in the business environment [1,5]

- Explain the nature of Management Information in the planning and control of organisations.
- Define the strategic role of Information Systems (IS).
- Demonstrate a detailed understanding of common business functions.
- Describe why an IS Strategy is needed.
- Contribute to the development of an IS Strategy.
- Relate IS Strategy to Business Strategy.

A6.01 Managing business change [1,5]

- Develop a communication plan to facilitate organizational changes.
- Foster innovation by an appropriate evaluation system for IT staff.
- Promote training to facilitate the change.
- Identify organizational and technological drivers of resistance to change.
- Understand human behaviour and its impact on business change.
- Create a plan to overcome resistance to change from the business, including “selling” the benefits of new technology.
- Make effective use of Audio-Visual tools in making the case for change within an organisation.
- Explain to non-IT staff the role of IT in achieving corporate aims, and its place within the organisation.
- Ensure that the case for change is presented effectively, using modern delivery techniques.
- Evaluate the Impact of an IT solution on the Business, its Customers/Suppliers, Staff, Internal processes etc.
- Select between Programmes and Projects for Business Change.
- Organise the delivery of user training for both new business processes and the use of any underpinning ICT services.
- Control the interfaces between Business Change projects and enabling IT projects.
- Identify cultural, organisational and business constraints affecting options for change.
- Establish an understanding of business aims and develop alternative processes to achieve them.
- Assess the risks, costs and potential benefits of alternative business process designs.

A3.02 IT organisational structure and measuring business benefits [1,5]

- Evaluate organisational structures for developing and maintaining Information Systems.
- Propose new IT professional skills to meet emerging business or technological requirements.
- Identify responsibilities to comply to emerging needs (e.g. Governance, Security, Media Convergence, Knowledge management etc.).
- Evaluate the “End User Computing” model of development.
- Evaluate the success of Human Resource policies in terms of retention, professional development and recruitment of IS staff.
- Evaluate the effectiveness of Total Quality Management within an IT organisation.
- Propose risk management approaches to risk reduction in the area of quality of IT solutions.
- Implement standard approaches to monitoring and evaluation of IT investments.
- Use TCO as a mechanism for evaluating business benefits.
- Produce outline project plans and business cases (with costs).
- Apply stakeholder analysis to an organisational scenario.
- Produce an Economic Feasibility study for a business project.
- Validate (from the business perspective) a technical feasibility study for a project.

- Produce an Organisational Feasibility study for a business scenario.
- Produce a cost benefit analysis for a business scenario.
- Evaluate an approach used to judge the business value of information and IT.
- Produce a budget for a business scenario, showing typical operational and capital costs.
- Distinguish between tangible and intangible benefits from an IT system, giving examples of each type.
- Use ROI analysis to judge the effectiveness of an IT solution to a business problem.
- Compare and contrast the major methods for evaluation of IT investment.
- Apply standard approaches to benefits management.

B1.14 System deployment methods [1,5]

- Organize the deployment of a system, i.e. the delivery of it to the users in the target client organisation.
- Control and understand the business application of artefacts resulting from software development.
- Organise deployment and product roll-out activities; including:
 - o Testing the software in its final operational environment (beta test),
 - o Packaging the software for delivery,
 - o Software distribution,
 - o Data population, both through new data entry activities and through migration from legacy system files or databases,
 - o Training the users.
- Support the client organisation in planning and acting the operational start-up of the new system.
- Organise and control initial support service provision during system start-up.

C7.02 Service management essentials [1,5]

- Establish a proper Service Level Management process and explain its benefits for the organisation.
- Evaluate the main elements of a Service Level Agreement.
- Compare the uses and purposes of Service Level Agreements, underpinning contracts and Operational Level Agreements.
- Negotiate SLA (Service Level Agreement) with internal / external customers and suppliers.
- Identify roles / responsibilities in order to control the actual service level against SLA.
- Promote initiatives for customer satisfaction and benchmarking.
- Set up a proper policy for availability and capacity planning and for IT Service contingency planning.
- Design and assure automatic capture of information for SLA.

Incisive competence level [19]

A1.01 Business activity and business process modelling [1,5]

- Understand the Rationale for Business Activity Modelling.
- Perform Internal Environment Analysis (e.g. MOST).
- Perform External Environment Analysis (e.g. PESTLE).
- Use SWOT Analysis.
- Perform Business Viewpoint Analysis.
- Define Business Activities for an organisation.
- Define CSFs and KPIs for a business change.
- Formalise Business Rules within an organisational unit.
- Define Information Support needed for the defined activities.
- Perform conflict resolution between perspectives.
- Create Rich Pictures to describe a business scenario.
- Utilise the Soft Systems Approach to developing an Information System.
- Evaluate alternative ways of modelling business processes; e.g. Data Flow Diagrams, PHD, Process Dependency, Event Models.
- Conform to the syntax of business process modelling.
- Document Information flows (sources, destinations).

A1.03 Organisational strategies and related IT system selection [1]

- Classify organisations based on their type, internal structure, legal status etc.
- Evaluate the role IT plays in different types of organisation.
- Evaluate the impact of different organisational structures on the management of IT.
- Evaluate Corporate Mission Statements and their IT implications.
- Build a business plan for a particular organisation.
- Evaluate the major techniques for building a business strategy.
- Involve functional managers and key users to identify the key business needs.
- Propose new technical & organizational tools to improve office automation and productivity (e-mail, document/content management, cooperative workflow with external partners).
- Identify IT solutions for factory automation,
- Outline the IT needed to deliver a given business plan.
- Select a portfolio of computer support tools for management of an organisation.
- Contribute to an overall strategy for leveraging of organisational knowledge, memory and learning.
- Use well-known decision making and problem solving techniques.
- Select suitable Management Information Systems (MIS) software for an organisation.
- Evaluate the usefulness of different IT-based workflow systems.
- Compare the effectiveness of virtual team working and physically co-located team working.
- Establish a collaborative structure, using relevant technology.
- Evaluate implementations of collaborative technologies.
- Evaluate the link between an IT strategy and the business strategy.

- Design appropriate matches between organisational need and IT provision.
- Identify the strengths and weaknesses of MIS, On-line Transaction Processing (OLTP) and related system types.
- Contribute to the specification of a Data Warehousing system to support Business Intelligence (analytics) users.

A3.01 Accounting and financial management [1]

- Use basic accounting concepts and terminology; e.g. capital, accounts, cash flow, financial cycle, profit/loss, balance sheet.
- Understand the need for management accounting, reporting and financial management.
- Appreciate differing types of cost and methods of costing.
- Understand the principles of budgeting and management control.
- Calculate the requirements in terms of key resources, duration and distribution over time for a given business case.
- Calculate the necessary cost budgets in respect of a business plan.
- Understand the basics of cost allocation and variance analysis.
- Measure Business Performance using well known approaches; e.g. turnover/profit, investment appraisal, key financial performance ratios (e.g. ROCE, liquidity).

A4.01 New technology opportunities and the matching of these to business needs [2]

- Analyse business processes and compare them against alternative solutions proposed by standard software packages (“best practice” approach).
- Evaluate various options for the “virtual organisation” within a business scenario.
- Establish a business case for moving from a “segregated” sales and marketing strategy to the “unique customer” approach in a given organisation.
- Produce a report on the effects of globalisation for an organisation.
- Evaluate the Internet as a tool for creating new opportunities for an organisation.
- Evaluate extranets as a tool for achieving efficiencies in customer/supplier interaction.
- Produce an impact analysis for an organisation related to the increased use of e-business mechanisms.
- Evaluate a project which used IT as the enabler for a significant business change.
- Produce a report documenting the major features of Customer Relationship Management tools.
- Compare the features offered by two major Supply Chain Management packages.
- Evaluate the case for using Enterprise Resource Planning tools for a given business scenario.
- Compare the strengths and weaknesses (from a business viewpoint) of developments in IT technical architectures (e.g. web based vs. “2 tier” client server).
- Evaluate the case for using Document Management systems.

A5.01 Project Management essentials [1,5]

- Define the role of the various specialists in a typical project organisation structure (e.g. according to PMI, IPMA, Rational Unified Process, PRINCE2).
- Contribute to the IS project plan for a given business scenario.
- Contribute to risk analysis of a project proposal, concentrating on business risk.
- Use standard approaches to evaluate a project plan from the business viewpoint.
- Assist in defining the phases within a project and the role of the business analyst in those phases.
- Assist in the creation of constraints and the definition of milestones, checkpoints and reviews for a project.
- Define Corporate Standards for the documentation of business analysis deliverables in a project.
- Contribute to quality assurance processes within a project, from a business perspective.

A7.04 Managing business risk and IT security [1,5]

- Specify the business need for recovery and back-up of data and for protection against viruses.
- Evaluate the need for encryption of data (at rest/in transit) in the light of network "threats" to data integrity.
- Evaluate the risks to the business caused by security threats to IS/IT.
- Contribute to a Security policy for (part of) a business organisation.
- Understand the key factors of IT security and know the main international standard regarding IT Governance (e.g. CobiT) and IT security (e.g. BS 7799).
- Develop a feasibility study to adopt an ISMS (Information Security Management System).
- Plan and install the installation of ISMS.
- Realise the ICT Risk management assessment in the Company.
- Propose the ICT organisation in the Company (IT security Directional Committee, identification of Information security Officer, etc), defining roles and skill of ICT professionals dedicated to ICT security.
- Define and assure the Guidelines of ICT Security policy in the Company, assuring the segregation of duties between operations and development, and classification of level of security for the different information type.
- Define and assure the Guidelines of Business Continuity solutions (Business Impact Analysis).
- Define and assure the technical architecture of ICT Disaster Recovery, considering the alternative options (on line updating, delayed updating, san and virtual architecture, etc).
- Define and assure the Guidelines for ICT Risk Management.
- Define a Company Policy for ICT users (authentication and authorisation), defining the techniques for the password utilisation (written password, smart card, token, biometrics, etc), in coherence with risk assessment.

- Define and assure the Guidelines for physical security (perimetrical security, access control, electric power for Computer room, Ups, etc).
- Define and assure the Guidelines for Applications and Infrastructure Change Management (design stage, test stage, production stage).
- Define and assure the Guidelines for Incident handling.
- Define and produce the ICT security reporting.
- Organise the Controls regarding ICT security.
- Plan and realise the selection of ICT security tools (antivirus, firewall, ips systems, etc).
- Promote and organise the Vulnerability Assessment.
- Promote the user training on ICT security.
- Work to realise project (documentation, organisation and technical solutions) requested by laws (e.g. Privacy, SOX, etc).
- Promote and develop projects on ICT security (e.g. Cryptography, etc).

A7.05 Managing data protection [1,5]

- Classify the security level of data.
- Define Data security requirements in IT projects.
- Organise and choose the automatic tools for the back up of system software, application software and data banks.
- Organise back up storing outside the company, selecting the most effective and efficient solution (e.g. Traditional shipment, Back up via Network etc).
- Protect data sent on network, using cryptography or tunnelling solutions.
- Organise system and application test, creating test files without using the official data of the Company (and protect critical data test).
- Understand the key factors of IT security and know the main international standard on IT Governance (e.g. CobiT) and IT security (e.g. BS 7799).
- Define rules for employees and external supplier to assure the confidentiality of information in data bases used in the current operations (guidelines, controls, responsibilities, etc).

B1.15 Managing enterprise applications integration [1]

- Explain the characteristics and typical features of enterprise application software in comparison with personal productivity software, system software and web services.
- Identify the actual and potential scope of each of the software applications that compose the Information System (IS) of the target organisation.
- Identify functional overlaps between applications, describe related inefficiencies and risks and propose effective solutions.
- Plan the EAI Project defining the technical and organisation impact in the Company Application.
- Select appropriate EAI tools.
- Promote training for IT staff to assure an appropriate level of competence.

B1.12 Defining a solution architecture [1]

- Gather and analyse:
 - o user requirements,
 - o operational requirements,
 - o system requirements for hardware, software, and network infrastructure.
- Transform requirements into functional specifications: considerations include performance, maintainability, extensibility, scalability, availability, deployability, security, and accessibility.
- Transform functional specifications into technical specifications: considerations include performance, maintainability, extensibility, scalability, availability, deployability, security, and accessibility.
- Select the appropriate technologies for the physical design of the solution.
- Create the physical design for:
 - o the solution,
 - o deployment,
 - o maintenance,
 - o the data model.
- Create specifications for auditing and logging.
- Validate the physical design.

A2.03 Business intelligence & data warehousing [1,5]

- Identify candidate information for warehousing by using appropriate user needs analysis techniques (e.g. Dimensional Fact Model) at the appropriate level of aggregation (e.g. Business Entities).
- Define the overall architecture of the warehousing system in terms of sources, transformation, storage and distribution.
- Maintain awareness of the appropriate industry solutions and the main vendors in the Business Intelligence field.
- Plan and review Warehousing and Business Intelligence projects in terms of delivered information, information effectiveness, information quality.
- Present the value of business information management in increasing the visibility and exploitation of enterprise data.
- Explain the concepts of Data Base (DB), Data Warehouse (DW), data mart and the importance of dedicated systems for analytical purposes.

B3.05 Principles of testing [1,5]

- Explain the principles of Testing.
- Maintain the importance of Testing in the Lifecycle.
- Understand Dynamic Test Techniques.
- Apply Test Management Standards.
- Use Static Testing Techniques.
- Understand core testing terminology (e.g. Expected Results, Expected Information).
- Appreciate the economics of Testing.
- Perform High Level Test Planning.
- Organise User Acceptance Testing (UAT).

- Ensure Functional and Non-Functional UAT is completed.
- Contribute to Dynamic Testing (Black Box).
- Contribute to Test Management (e.g. organisation, estimating, resourcing).

C3.09 Network essentials [1]

- Evaluate the basic components of a network, such as server, client, NIC, protocols, Network Operating System (NOS), shared resources.
- Evaluate a Server, its requirements, and function. Also evaluate the basic server components.
- Build or order a server, dimensioning it to cover the network needs.
- Recognise “de facto” and “de jure” standards in data transmission:
 - o the TCP/IP suite,
 - o the OSI model,
 - o purpose of the layered reference model (principle of encapsulation and service access points in layer models),
 - o main standard organisations, such as CCITT, ITU-TS, IEEE, ISO and IAB and domains they are focusing on,
 - o aim of the different layers (physical, data link, network, transport, session, presentation, and application),
 - o Voip architectures,
 - o Network Capacity planning (Speed, availability, Costs, security, etc),
 - o Cellular services technical architectures (GPS, UMTS, GRPS, etc),
 - o Wifi, Wmax solutions (Opportunities, Costs, security, etc),
 - o ICT convergence (Network, Media, etc).

C4.02 World Wide Web [2]

- Configure clients and support users in understanding:
 - o the definition of Universal Resource Locator (URL),
 - o the WWW as a client-server application,
 - o the role of the server,
 - o the role of the client and the configuration of its browser,
 - o the operations of HTTP and S-HTTP protocols,
 - o http content-type headers vs. MIME standard,
 - o the aim of main markup languages (HTML, SGML, XML, CSS, XSL) and style sheet,
 - o the concept of the Common Gateway Interface (CGI),
 - o the concept of an applet,
 - o cookies, their benefits and dangers.
- Perform main browser setup (proxy, plug-in, etc.).
- Install configure and manage a simple web service.
- Explain how to distinguish a secure connection from an insecure one and when it is necessary to use a secure transaction.
- Enable and disable cookies, ActiveX, Java, and JavaScript.
- Apply and support users in understanding the common rules of Netiquette.
- Verify and explain how to verify correct implementation of standards in web pages.

- Know the accessibility guidelines and the tools used to evaluate them.
- Know standard bodies such as W3C (World Wide Web Consortium).

C7.01 IT service delivery [1]

- Contribute to the creation, via cost-based negotiation, of Service Level Agreements by stating business quality requirements for the specified service.
- Contribute to the organisational Capacity Plan by eliciting predictions of service usage (both existing and planned).
- Contribute to the Business Continuity Plan for an organisation, by specifying threats to and the recovery needs of each service offered by the organisation to its customers.
- Evaluate risk reduction and contingency options prepared by Service Management staff within an organisation.
- Contribute to Continuous Service Improvement plans on behalf of the business.
- Evaluate the various options for Service Desk support suggested by IT Service Management.
- Ensure full support for new services is in place before system implementation is completed.
- Liaise with Service Management staff over the technical impact of requested business changes to existing services.
- Contribute to business impact analysis of all requests for change to a service.
- Assist the business in specifying requests for change to existing services (using ITIL[®] standards or equivalent).

External references to SFIA[®] version 3 by the SFIA Foundation

Skill 1: Information management

“The overall management of information, as a fundamental business resource, to ensure that the information needs of the business are met. Encompasses development and promotion of the strategy and policies covering the design of information structures and taxonomies, the setting of policies for the sourcing and maintenance of the data content, the management and storage of electronic content and the analysis of information structure (including logical analysis of data and metadata). Includes overall responsibility for compliance with regulations, standards and codes of good practice relating to information and documentation records management, information assurance and data protection.”

Levels 4 and 5

Skill 7: Strategic application of information systems

“The development or review of an information systems strategy to support an organisation’s business goals and the development of plans to drive forward and manage that strategy. Working with others to embed the strategic management of information systems as part of the management of the organisation.”

Level 5

Skill 8: Business risk management

“The planning and implementation of organisation-wide processes and procedures for the management of operational risk.”

Level 5

Skill 9: Information security

“The management of, and provision of expert advice on, the selection, design, justification, implementation and operation of information security controls and management strategies to maintain the confidentiality, integrity, availability, accountability and relevant compliance of information systems.”

Levels 4 and 5

Skill 10: Information assurance

“The protection of systems and information in storage, processing, or transit from unauthorised access or modification. Denial of service to unauthorised users; or the provision of service to authorised users. Includes those measures necessary to detect, document and counter threats to the integrity of stored information, such as the application of firewalls and intrusion detection systems (IDS).”

Levels 4 and 5

Skill 12: Emerging technology monitoring

“The identification of new and emerging hardware, software and communication technologies, products, methods and techniques and the assessment of their relevance and potential value to the organisation. The promotion of emerging technology awareness among staff and business management.”

Level 5

External references to SFIA[®] version 3 by the SFIA Foundation

Skill 13: Continuity management

“The provision of service continuity planning and support. This includes the identification of information systems that support critical business processes, the assessment of risks to those systems’ availability, integrity and confidentiality and the coordination of planning, designing, testing and maintenance procedures and contingency plans to address exposures and maintain agreed levels of continuity. This function should be performed as part of, or in close cooperation with, the function that plans business continuity for the whole organisation.”

Levels 4 and 5

Skill 16: Methods and tools

“Ensuring that appropriate methods and tools for the planning, development, operation, management and maintenance of systems are adopted and used effectively throughout the organisation.”

Levels 4 and 5

Skill 39: Organisation design and implementation

“The design of organisation structure, role profiles, culture, performance measurement, competencies and skills, to support strategies for change and for training to enable the change. Identification of key attributes of the culture and key principles and factors for addressing location strategy.”

Level 5

Skill 49: Financial management for IT

“The overall financial management, control and stewardship of the IT assets and resources used in the provision of IT services, ensuring that all governance, legal and regulatory requirements are complied with.”

Levels 4 and 5

Skill 52: Management and operations

“The management and operation of the IT infrastructure (typically hardware, software and communications) and the resources required to plan for, develop, deliver and support properly engineered IT services and products to meet the needs of a business. Includes preparation for new or changed services, management of the change process and maintenance of regulatory, legal and professional standards, management of performance of systems and services in relation to their contribution to business performance and management of bought-in services including, for example, public network, virtual private network and outsourced services.”

Levels 4 and 5

Skill 59: Procurement

“The management of, or provision of advice on, the procurement of goods and services.”

Level 5

External references to SFIA[®] version 3 by the SFIA Foundation

Skill 60: Supplier relationship management

“On behalf of a client organisation, the sourcing and management of external suppliers to ensure successful delivery of products and services.”

Levels 4 and 5

Skill 67: Asset management

“The management of the inventory of IT assets (hardware, software, network and user knowledge) held within an organisation, aiming to optimise the total cost of ownership, by minimising operating costs, improving investment decisions and capitalising on potential opportunities.”

Level 5

Skill 70: Professional development

“The responsibility for facilitating the professional development of IT practitioners, including initiation, monitoring, review and validation of individual training and development plans in line with organisational or business requirements, counselling of participants in all relevant aspects of their professional development, identification of appropriate training/development resources, liaison with external training providers and evaluation of the benefits of professional development activities.”

Level 5

Skill 71: Resourcing

“The management or provision of advice on any aspect of acquiring IT resources: internally or externally recruited practitioners, permanent or temporary, full time or part time, specialist or generalist, employees or consultants/contractors.”

Level 5

External references to AITTS by the German Government – *Arbeitsprozessorientierten Weiterbildung in der IT-Branche*

Profil 5.2: IT Systems Administrator (IT-Systemadministrator/in)

“IT Systems Administrator konfigurieren, betreiben, überwachen und pflegen vernetzte Systeme sowie System- und Anwendungssoftware.”

Profil 2.3: IT Quality Management Coordinator (IT-Qualitätssicherungs Koordinator/in)

“Quality Management Coordinator beraten bei der Erstellung von Qualitätsmanagementkonzepten und entsprechender Handbücher, setzen Qualitätsvorgaben für die Entwicklung, Installation und Nutzung komplexer IT-Systeme und Produkte um und kontrollieren die Einhaltung der Qualitätsvorgaben.”

Profil 2.2: IT Configuration Coordinator (IT-Konfigurations Koordinator/in)

“IT Configuration Coordinator organisieren das Konfigurations- und Changemanagement, indem sie Software-Entwicklungsprozesse und -ergebnisse strukturieren, verwalten und dokumentieren.”

Profil 5.5: Business Systems Administrator (Anwendungssystemadministrator/in)

“Business Systems Administrator konfigurieren, betreiben und pflegen Unternehmensanwendungen. ”

External references to *Nomenclature 2005* by CIGREF (club informatique des grandes entreprises françaises)

Métier 6.1b: Responsable d'une entité informatique

*"Il dirige, anime, coordonne, et gère une entité informatique pour atteindre les objectifs fixés dans le cadre de la stratégie définie pour son entité.
Il est force de proposition des grandes évolutions du SI dans le cadre de la stratégie déterminée par le responsable du management de la DSI.
Il est le garant de prestations informatiques produites en qualité pour le coût optimum."*

More in general, this profile relates to the whole family 6 "Administration et gestion de la DSI"

Métier 6.1: Responsable du management de la DSI

*"Garant de l'alignement du SI sur la stratégie de l'entreprise, il est responsable de la conception, de la mise en œuvre et du maintien en conditions opérationnelles du système d'information et de sa qualité. Il fixe et valide les grandes évolutions de l'informatique de l'entreprise. Il anticipe les évolutions nécessaires en fonction de la stratégie de l'entreprise et en maîtrise les coûts.
Il évalue et préconise les investissements en fonction des sautes technologiques souhaitées. Il s'assure de l'efficacité et de la maîtrise des risques liés au système d'information."*