

responsiv

simple · effective · distinctive

Responsiv Consulting Professional Services

RL000NE-PD

Product Description



Responsiv Consulting

Responsiv Consulting brings together expertise and technology to wrestle your biggest challenges, to accelerate project outcomes with less risk, and to open new opportunities for business. Our distinctive solutions go beyond the boundaries of today and uncover new sources of value.

We believe in making changes that make the most difference; at times this means adding product knowledge and experience to a project, or helping businesses organise information and people.

This product description describes the key features, functions, and capabilities of the product or service. It is not intended to fully document the product or to provide support.

Audience

This description is for architects and technical specialists to give a high-level, brief description of the product or service. It is intended to be used to inform users of the broad functions and scope of capability. Refer to linked product documentation for details. Responsiv reserve the right to change the specification at any time and without notice.

Obligations

This document is not an offer or contract. Neither Responsiv nor you have any obligations or liability to the other unless our authorised representatives enter into a separate definitive written agreement. Terms included in this document are not binding unless they are included in such a written agreement.

Observations and recommendations in this document are based on our opinions, experience, and knowledge of the product. Responsiv makes no representation as to accuracy or fitness for purpose.

Underlying Software

This description is for a Responsiv product that is implemented using a combination of capabilities delivered by pre-existing products. References to those products and their documentation are required to improve understanding of the capabilities that are available and how to access them using the available tooling. Responsiv makes no claim that our product provides all documented features. If a feature is of particular interest, please seek clarification with Responsiv.

Responsiv provide and support all software embedded in this product.

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Service Overview

Responsiv Consulting brings together expertise and technology to wrestle your biggest challenges, to accelerate project outcomes with less risk, and to open new opportunities for business. Our distinctive solutions go beyond the boundaries of today and uncover the new sources of value.

Technology projects follow a predictable lifecycle starting with a business strategy that requires changes to existing technology capabilities, or to add new capabilities to the landscape.

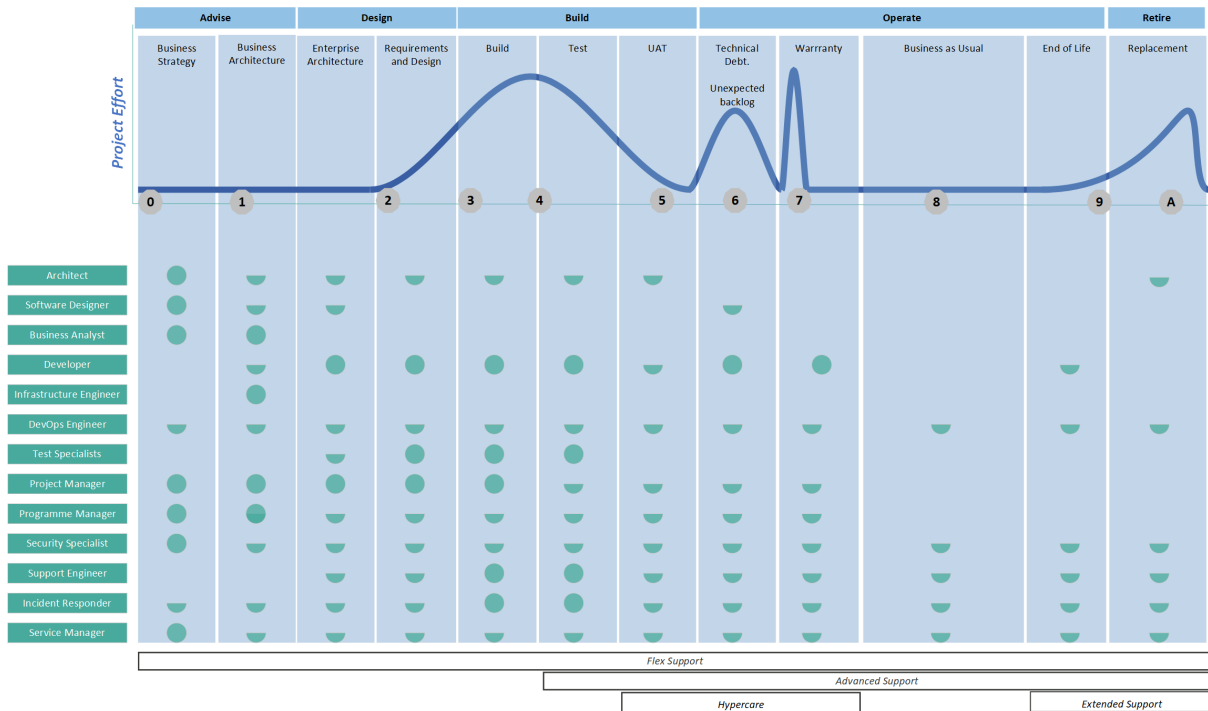


Figure 1; Responsiv Skills contribute at all stages of a project.

The figure above shows how the effort for the project overall is relatively low for advice and design, rises for build and technical backlog, and then flat during operate. A diverse collection of skills is needed at different stages of project delivery and the lifetime of the developed system. Most skills are needed regularly but on a part-time basis for a specific event, for example when an upgrade or a fault occurs.

Responsiv Consulting has the skills and technology to support projects from strategy to retirement.

Like any product, projects begin to increase their maintenance costs as they become obsolete or end of life. In software, this is caused by changes on changes and the vendor withdrawing support.

Advise

Business projects are born from a strategic need to improve or create a new capability. In either case, predictable and efficient delivery means reduced costs and faster return on investment (ROI). Good architecture reduces the peripheral changes needed to accommodate the desired improvements and reduces the scope and cost of design change and testing effort.

Responsiv Consulting advise on the governance and management structures and considerations that make the difference between successful projects and projects that fail to deliver, deliver late, or are uneconomic to maintain.

[0 - 2] Responsiv understands technology, people, and business. We can significantly accelerate and improve the quality of how technology is used to deliver business growth.

Design

Responsiv Consulting advise on how best to gain new IT based capabilities, the possibilities of product, buy or build, and establishing good principles, governance, and project disciplines. Our experience with enterprise projects of all sizes uniquely positions Responsiv to meet budget constraints, implement proven patterns, and maintain project momentum.

Implementation of good design practice ensures that changes are simple and economic with low disruption to business operations.

[2 - 6] Responsiv business analysts, architects, designers, project managers, and developers have the diversity and capacity of skill to deliver projects at scale.

Build

Responsiv brings a depth of experience and breadth of skills that is difficult to match and often uneconomic to maintain in an organisation. Our developers are drawn from our consulting organisation and from partners for difficult to find skills.

We can flex people in and out of a project to manage cost, and according to need. As the figure shows, many skills are part time for large parts of the project, especially for smaller projects. Responsiv Consulting offer business and technical skills, experience, products, and insights that can reduce risk and improve outcomes at all stages of a project.

We use **agile with discipline** for development, and traditional risk management and oversight strategies to assure delivery time, quality, and cost.

Our skills are illustrated in the figure above; we have many more in-house and throughout our partner network. For example, penetration testing, large scale testing, container architectures, data architectures, large scale SCADA, and many more.

[3 - 5] Responsiv leads and provides the skills to build capabilities using your chosen technology and leveraging our pre-defined consulting and software assets when appropriate. Responsiv Consulting is a gateway to all the skills needed for enterprise IT projects that are developing, upgrading, or extending integration, automation, and custom business applications.

Transition to operate.

Projects often find that technical debt has accumulated throughout the project, or that unexpected barriers prevent a successful release, for example a security challenge, problems discovered in testing, or last-minute feature request.

[6 -7] Responsiv Assist Hypercare Support provides low touch cover to address unexpected problems and problems encountered during the first few days and weeks after release. Responsiv Consulting provide this remote support service.

Operate

Responsiv provide managed services, cloud services, and light-touch support services to help maintain projects throughout their operational life. For projects that are self-developed, with or without Responsiv, the Responsiv Assist Flex Support package provides remote support on demand and is a cost-effective way to maintain contact with project and technology experts.

[8 - 9] Responsiv Assist Flex Support is a remote support package that accesses all the capabilities of Responsiv Consulting, to support and continually improve the system throughout its lifetime.

[8 - 9] Responsiv Assist Advanced Support can be used to connect your project to the Responsiv service desk for active monitoring as well as upgrade and patching support.

Retire

Responsiv offer extended support for IBM and Responsiv products to extend their useful life without undermining cyber security and SOX compliance.

[9 - A] End of life can be extended using Responsiv Assist Extended Support to provide product support after the original vendor has withdrawn.

Features

Most businesses use technology as a cost effective and simple way to deliver business outcomes. Technology benefits must be developed in a timely way to allow the strategy to be implemented and for the business to realise benefits within the planning horizon.

Responsiv Consulting is the gateway to Responsiv products and services with access to a wide range of skills to address a wide variety of situations. The following table is a summary of what we can provide at each stage of your project.

<i>Activity</i>	<i>Advise / Design</i>	<i>Build</i>	<i>Operate</i>
<i>Mentoring and Education</i>	Presentations and workshops, examples, and reference visits.	Over the shoulder and formal education tailored to project	Practice and guidance on design for effective support
<i>Business Consulting</i>	Gap analysis between business plan and current IT capabilities	Cost effective iterative development and planning	Support arrangements and organisations
<i>Subject Matter Expertise</i>	Art of the possible product briefings and experiences	Accelerated development leveraging skills & experience	Avoiding weaknesses in products and deployments
<i>Architecture and Design</i>	Develop conceptual, logical, and physical architectures	Build components, deploy products, and support testing	DevOps designs and implementation experience
<i>OpenShift Design</i>	Design and use of OpenShift in public and private clouds	Deployment and configuration services	Operating instructions
<i>Technical Reviews and Reports</i>	Review of architecture and design documents. Provision of concepts and help in organising an architecture	Code reviews, Fagin inspections ¹ , and workshops.	Operating models
<i>Centres of Excellence</i>	Creation and specification of the COE	Operational documentation and recruitment of staff	Periodic support and creation of knowledge papers
<i>Hybrid Cloud Strategy</i>	Understanding the benefits and planning the move (or not)	Performance of migration, including runbooks etc.	Operational Instructions
<i>Solution Delivery</i>	Requirements and designs, concepts, and planning	All installations and developments and testing	Handover documents, user guides etc.

Data Sharing and Process management are important ways to assure quality services and maintain knowledge in the company, as well as increasing the capacity of departments, and accommodating fluctuations in demand.

Integration Solutions

We consider integration solutions to be amongst the most demanding business projects that are regularly implemented by businesses of all shapes and sizes. Even a small project can involve multiple stakeholders, several technologies, and require a good understanding of data architectures, performance, programming, testing, and change to multiple areas of a business.

Modern integration products seek to simplify and minimise disruption. We find that experience and pre-developed assets significantly improve predictable delivery and high-quality results.

These projects require good governance and focused project management with excellent appreciation of the business disruption and impact of any mistakes on data accuracy and trust in technology.

Automation Solutions

Automation Solutions are used to improve business outcomes by accurately capturing information, following consistent processes, and adapting quickly when exceptions are found or the business environment changes.

These projects need a unique combination of technical know-how to access and manipulate data in different systems and technologies, and to develop user experiences that can improve efficiency without driving users to madness.

Custom Application Development

It is not unusual to need a new system of record to support a business process or integration solution. The need for these solutions emerges from the design work, and can be resolved by purchasing a package, or in many cases, developing a small database application to satisfy the need temporarily or permanently.

These projects involve fewer stakeholders and are more straightforward to design and develop. They do need to properly consider availability and business continuity, security, and usability.

¹ A Fagan inspection is a process of trying to find defects in documents (such as source code or formal specifications) during various phases of the software development process. It is named after Michael Fagan, who is credited with being the inventor of formal software inspections.

Custom SaaS

Responsiv can develop new capabilities and make them available as a service. This reduces operational costs and helps spread the cost of development across the useful life of the project.

Responsiv consulting work with you to develop the service, and then pass to Responsiv support services to operate.

Management Consulting

Working with business managers, Responsiv Consulting will inform, shape, and refine business objectives and requirements for technology solutions. We believe that clear direction and success criteria help accelerate delivery and assure that the delivered capabilities match business intention.

Project Management

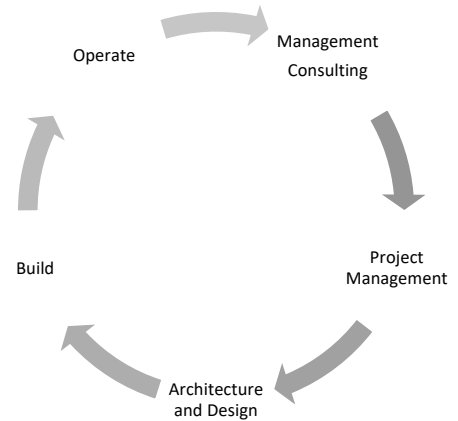
Without exceptional project management the cost, time, and quality of developing capabilities are all increased. Our project managers are experienced and supported by tooling and pre-existing assets to help get the job done.

Architecture and Design

Architecture is about structure and relationships. We believe that a good architecture is constructed from the beginning to simplify project management and testing. The solution must deliver the needed immediate functionality, reliability, and availability. It must also be extensible and scalable.

Skills Management

Responsiv use the SFIA framework to assess our consultants and their contribution to projects and consulting engagements. (See Appendix)



Optional Services

These services can be used to extend the efficiency and coverage of Responsiv Consulting engagements.

RT000G3 Responsiv Assist Hypercare Support

Hypercare is focused on helping projects to complete the last hurdles before release, and to assure that skilled experts with experience of your environment and the solution, are available in the event of teething problems in the days or weeks immediately after launch.

It is well known that “almost” complete means that a great deal of unexpected work is about to drop on the project - just as the team members are leaving for new projects. Scaling the team at this point is expensive and causes more delay than benefit. Responsiv Assist Hypercare Support makes Consultants and skilled developers and infrastructure engineers available to ensure minimal project delays and best outcomes can be achieved.

RT00094 Responsiv Assist Flex Support

Flex support is a remote consulting, mentoring and problem resolution service that charges by the hour. It is a very efficient way to have a highly diverse set of skills and experience available throughout the lifetime of the delivery project and the production service.

Consulting engagements can include a portion that extends beyond the delivery date to allow for additional development (nice to have) and provide specific support for the solution as it is tested by real users on real data. This product can be used to refine developer and user documentation, operational instructions, and troubleshooting guides.

RT000BT Responsiv Assist Extended Support

Extended support is for software products that are no longer supported by their original vendor. Responsiv provide a remote support service aimed at maintaining the product version in production until it can be upgraded or retired.

RT0004U Responsiv Assist Advanced Support

Advanced support is for Responsiv Unity enabled software. It is a lightweight managed service that allows your software to be plugged into the Responsiv Service Desk for active monitoring and management.

Responsiv Cloud Platforms

Responsiv Cloud Platforms offer integration, database, business rules, and automation services in a hosted and managed package.

Responsiv Unity Platform

Responsiv Unity is a modular platform that offers integration, database, business rules, and automation services in an easy to install format suitable for self-hosting. Toolkits and extensions are available to allow non-native Responsiv Unity products to participate in the platform.

Responsiv Cloud Custom Services

Responsiv Cloud Custom Services are intended for companies that require a cloud service but cannot find one that suits their needs. Responsiv will develop a custom cloud platform with the functionality needed, and then host and manage the platform as a service. The cost of development can be split between a service preparation charge and the annual fee, reducing barriers to entry.

Partner Software and Services Products

Responsiv has an extensive partner network that offers services that complement our consulting organisation. For example, we can provide through partners, penetration testing, ISO certification support, and IBM license Compliance Service.

Service Management

Governance

Project and Programme governance is provided to smaller projects through Responsiv internal briefings and status reporting shared with stakeholders.

Monitoring and Enforcement

Monitoring and enforcement depends on the project and existing mechanisms.

In the absence of other controls, Responsiv will establish principles and standards, as well as an escalation and a decision-making structure to provide consistent and documented decisions, as well as a path for escalation and overall control.

Strategic Advisory Group

Responsiv can assemble a non-executive set of subject matter experts and people experienced with project delivery and the solution space. This group can be used as a sounding board for strategic decisions, and general insights into the programme.

Delivery Group

The delivery group consists of the Responsiv project team, end customer personnel, and any partners or vendors who are involved with delivering the specified outcomes.

When Responsiv takes responsibility for a delivery group we aim to ensure that everyone understands the project structure, lines of control and decision making, and the specific methods and schedules being used in the project. This means that we can use agile techniques to deliver parts of a project that is otherwise controlled and part of a larger programme.

Architecture and Technology Adoption

Responsiv will support and work within organisational governance to assure that the project is not undermined by use of unsanctioned technology, and that it is properly authorised by security, production support, and other interested parties.

Project Management

Project management is a necessary part of every project. All Responsiv Consultants are expected to be able to impose a project structure on their own work. We use project managers to structure multi-person teams and projects that need stakeholder management or close synchronisation to specific dates, for example a regulatory deadline or marketing launch.

We understand how to manage projects that use all kinds of DevOps approaches, and methods. A Responsiv Project manager is always needed for fixed price or outcome-based contracts.

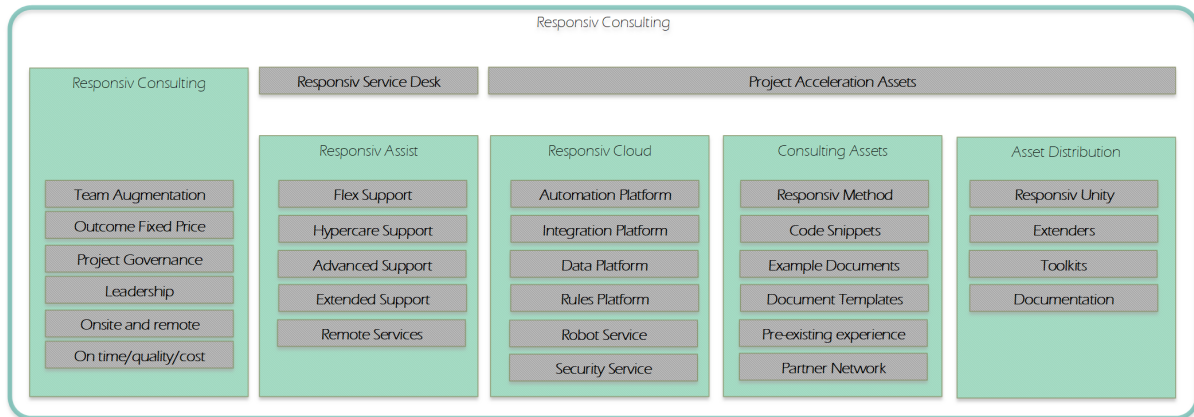
Method

Responsiv will adopt your favourite method, or provide a structure for design, development, and project management. We are happy to mix techniques to achieve the best balance between control and maintainability and cost and time to value.

Alternatively, we have proven methods and techniques to deliver projects to time, budget, and quality.

Stakeholders and Resources

Responsiv Consulting transforms business strategy from paper to reality by operating at every part of the project lifecycle.



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Figure 2; Responsiv Consulting

Governance Structure

While each project is different, the stakeholder management and responsibilities remain similar.

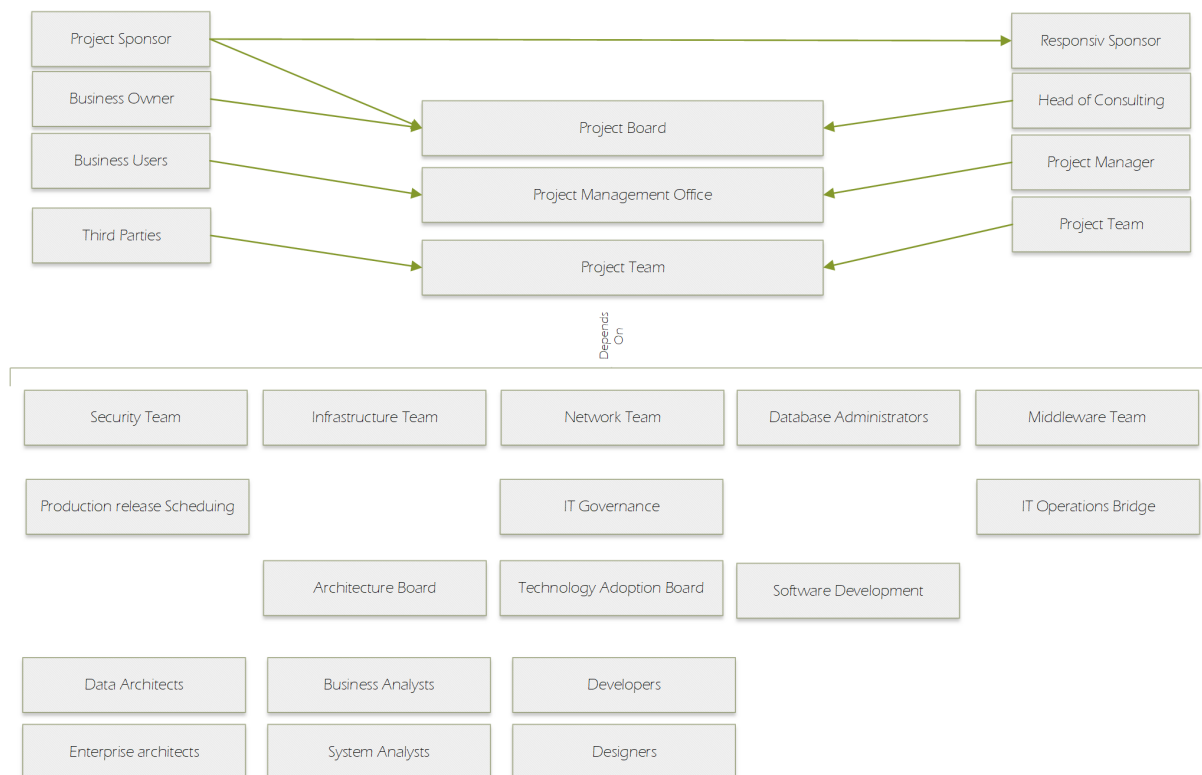


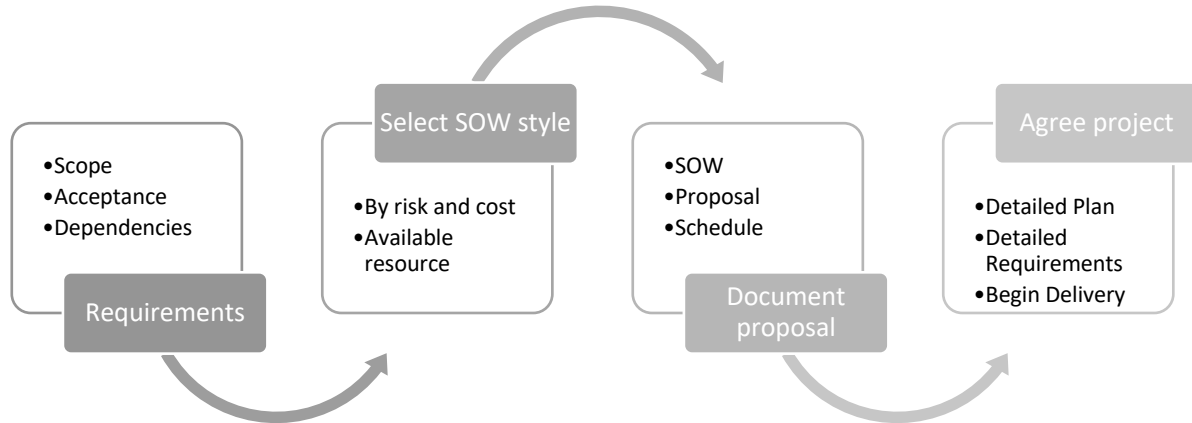
Figure 3; Illustration of stakeholder involvement

Responsiv works with organisations that are large and small. Most larger organisations have separated roles and responsibilities, which leads to a high number of different people being involved in each project. Smaller companies have similar roles and responsibilities carried out by the same people.

Accessing the Service

To engage with Responsiv Consulting, simply [contact Responsiv](#) through our website. During first contact you can describe your company and the challenge.

During our first meeting, we will listen and clarify the needs and constraints, cost, time, quality, and technology environment.



We will draft a proposal or statement of work to include our understanding of your problem and how we suggest it can be solved.

Proposal

A proposal can be costed or simply a formulated idea of what may be done to achieve an outcome. It describes our understanding of your problem and the constraints that must be considered for a solution to be credible. When the problem is described and properly reflects the situation, we will create a candidate solution.

A single proposal can include several candidate solutions and variations to flush out a way forward, and we expect the proposal refinement process to work over perhaps 8-10 weeks.

Costed proposals show a milestone plan and “Rough Order of Magnitude” (ROM) cost that is our estimate of the likely cost of implementation as a first review of the work and likely effort.

Proposals cannot be accepted without a statement of work (Contract), which is used to ensure that terms and conditions are properly included.

Support Business Decisions

Produce easy to consume and focused presentations suitable for senior management and decision makers. We are happy to provide support for your own presentations, or to develop and deliver on your behalf. Responsiv has templates and examples that accelerate this activity.

- Method templates and access to experience
- Examples of similar requirements

Straight to Contract

In many cases it is appropriate to describe the challenge and the proposed resolution directly in a contract. Responsiv prefer to reduce the paperwork when it makes sense.

Contract Types and Uses

The contract describes what will be delivered by each party, the terms, and acceptance criteria. The scope of a contract may be less than the proposal describes and will include only the most important aspects of the proposal.

Responsiv offers different agreements to meet your specific needs, including fully custom agreements that can include such things as software materials and development facilities in a single agreement.

Each contract type will appropriately place responsibility and risk depending on the situation.

<i>Contract Type</i>	<i>Description</i>
<i>Time and Materials</i>	<p>Time and Materials (T&M) agreements are used when we are augmenting your project team and when the scope, completion and dependencies are unknown or cannot be defined or controlled. They are also used when it is difficult to assess delivery risk, which would otherwise result in an expensive fixed price contract.</p> <p>T&M contracts are limited only by time. Our Consultants can take responsibility for deliverables, contribute to deliverables, or provide other services under the contract; however, the contract itself comes to an end when the time expires and subject to no other incumbency. Materials, including subsistence expenses, are charged as separate items.</p> <p>This means that regardless of responsibility, the contract terminates when the time runs out.</p>
<i>Fixed Price</i>	<p>Fixed price (FP) and Outcome agreements are used to place delivery risk on Responsiv. They are our preferred way of working because it allows us to demonstrate our confidence in the Responsiv team and gives you the peace of mind that the project will be delivered for a known cost.</p>
<i>Outcome</i>	<p>To agree a fixed price, we must be comfortable that any dependencies are controlled by Responsiv, that the scope of the project is well defined and understood, and that the completion criteria and objective and reasonable.</p>
<i>Fixed Duration</i>	<p>We can provide fixed price contracts limited by time-period, for example a Hypercare period. These contracts are billed in advance and state that Responsiv will make available several Consultants to be used by your project between two dates.</p>
<i>Solution Agreements</i>	<p>Solution agreements are used to allow us to combine software, consulting, and support products into a single agreement. They work in a very similar way to outcome agreements.</p>
<i>Agile Project Agreements</i>	<p>Agile Project (AP) agreements are designed to be used when you require an iterative, agile delivery approach to be taken, while at the same time needing assurance that a core set of functions will be delivered. An AP agreement is constructed to have a set of core deliverables and a set of stretch deliverables for a fixed or time and materials price.</p>
<i>Custom Agreements</i>	<p>Custom agreements are used when the project is complex, or the commercial agreement is non-standard. Custom agreements are used for:</p> <ul style="list-style-type: none"> • Responsiv Cloud Custom Services - we build, host, and maintain a SaaS solution just for you. • Custom Managed Services - we manage your infrastructure in the cloud or in your private datacentres. • Hybrid Delivery - we deliver a project with milestones that are a mixture of T&M and Fixed price, or that include software products.

Appendix: Skills and Experience

<i>SFIA Level</i>	<i>Autonomy</i>	<i>Influence</i>	<i>Complexity</i>	<i>Knowledge</i>	<i>Business Skills</i>
<i>Apprentice [1]</i>	Works under supervision. Uses little discretion. Is expected to seek guidance in unexpected situations.	Minimal influence. May work alone or interact with immediate colleagues.	Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems.	Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills	Has sufficient communication skills for effective dialogue with others. Demonstrates an organised approach to work. Uses basic systems and tools, applications, and processes. Contributes to identifying own development opportunities. Follows code of conduct, ethics and organisational standards. Is aware of health and safety issues. Understands and applies basic personal security practice.
<i>Team [2]</i>	Works under routine direction. Uses limited discretion in resolving issues or enquiries. Works without frequent reference to others.	Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers and partners. May have more influence in own domain. Aware of need to collaborate with team and represent users/customer needs.	Performs a range of work activities in varied environments. May contribute to routine issue resolution.	Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. Has gained a basic domain knowledge. Absorbs new information when it is presented systematically and applies it effectively.	Has sufficient communication skills for effective dialogue with customers, suppliers and partners. Is able to work in a team. Is able to plan, schedule and monitor own work within short time horizons. Demonstrates a rational and organised approach to work. Understands and uses appropriate methods, tools and applications. Identifies and negotiates own development opportunities. Is fully aware of and complies with essential organisational security practices expected of the individual.
<i>Solo [3]</i>	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.	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	Performs a range of work, sometimes complex and non-routine, in a variety of environments. Applies methodical approach to issue definition and resolution.	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.	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.
<i>Senior [4]</i>	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	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.	Work includes a broad range of complex technical or professional activities, in a variety of contexts. Investigates, defines and resolves complex issues.	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.	Communicates fluently, orally and in writing, and can present complex information to both technical and non-technical 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

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SFIA Level	Autonomy	Influence	Complexity	Knowledge	Business Skills
Leader [5]	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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</p>	<p>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.</p>
Senior Leader [6]	<p>Has defined authority and accountability for actions and decisions within a significant area of work, including technical, financial and quality aspects. Establishes organisational objectives and assigns responsibilities.</p>	<p>Influences policy and strategy formation. Initiates influential relationships with internal and external customers, suppliers and partners at senior management level, including industry leaders. Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.</p>	<p>Has a broad business understanding and deep understanding of own specialism(s). Performs highly complex work activities covering technical, financial and quality aspects. Contributes to the implementation of policy and strategy. Creatively applies a wide range of technical and/or management principles.</p>	<p>Promotes the application of generic and specific bodies of knowledge in own organisation. Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients</p>	<p>Demonstrates clear leadership. Communicates effectively at all levels to both technical and non-technical audiences. Understands the implications of new technologies. Understands and communicates industry developments, and the role and impact of technology in the employing organisation. Absorbs complex information. Promotes compliance with relevant legislation and the need for services, products and working practices to provide equal access and equal opportunity to people with diverse abilities. Takes the initiative to keep both own and colleagues' skills up to date. Manages and mitigates risk. Takes a leading role in promoting security throughout own area of responsibilities and collectively in the organisations</p>
Thought Leader [7]	<p>At the highest organisational level, has authority over all aspects of a significant area of work, including policy formation and application. Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned.</p>	<p>Makes decisions critical to organisational success. Inspires the organisation, and influences developments within the industry at the highest levels. Advances the knowledge and/or exploitation of technology within one or more organisations. Develops long-term strategic relationships with customers, partners, industry leaders and government.</p>	<p>Leads on the formulation and implementation of strategy. Applies the highest level of leadership skills. Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.</p>	<p>Has established a broad and deep business knowledge including the activities and practices of own organisation and a broad knowledge of those of suppliers, partners, competitors and clients. Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within own area of influence.</p>	<p>Has a full range of strategic management and leadership skills. Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies. Understands, explains and presents complex ideas to audiences at all levels in a persuasive and convincing manner. Assesses the impact of legislation and actively promotes compliance and inclusivity. Ensures that the organisation develops and mobilises the full range of required skills and capabilities. Champions security within own area of work and throughout the organisation.</p>