OCCUPATIONAL QUALIFICATION STANDARD

IT manager, EstQF Level 7

An occupational qualification standard is a document which describes the set of skills, knowledge and attitudes, i.e. competence requirements, needed to successfully accomplish duties. Occupational qualification standards are used for compiling curricula and awarding qualifications.

Occupational title	Level of Estonian Qualifications Framework (EstQF)
IT manager, EstQF Level 7	7

Part A
DESCRIPTION OF WORK

A.1 Description of work
IT managers develop and implement information and communication technology (ICT) strategy to support the activities and objectives of the organisation. To achieve the objective, the IT manager leads the creation, deployment and management of ICT solutions that ensure and support competitiveness in a constantly changing and highly competitive environment. They are responsible for conformity between the organisation's ICT and business strategies, ICT budget preparation and compliance, the effective use of resources, information system continuity, information integrity, timeliness and security. The IT manager is a leader in their field, manages the organisation's ICT team and cooperates closely with the management of the organisation. They work in a rapidly evolving field, interacting closely with the organisation's internal and external partners, supporting the sustainable development of the organisation. The IT manager occupation description is based on the European ICT Competence Framework (e-CF), which defines a total of 40 e-CF main competences and divides these among five ICT business areas. The 40 e-CF core competences can be found on the website www.ecompetences.eu.

A.2 Tasks
A.2.1 Information system and business strategy alignment (e-CF competence A.1) A.2.2 IT governance/management (e-CF competence E.9) A.2.3 Relationship management (e-CF competence E.4) A.2.4 Business plan development (e-CF competence A.3) A.2.5 Technology trend monitoring and innovation (e-CF competences A.7 & A.9) A.2.6 ICT process improvement (e-CF competence E.5) A.2.7 Business change management (e-CF competence E.7) A.2.8 Architecture design (e-CF competence A.5) A.2.9 Risk management (e-CF competence E.3) A.2.10 Information security strategy development and management (e-CF competences E.8 and D.1) A.2.11 Personnel development (e-CF competence D.9) A.2.12 Purchasing (e-CF competence D.4) A.2.13 Information and knowledge management (e-CF competence D.10) A.2.14 Project and portfolio management (e-CF competence E.2)

A.3 Work environment and specific nature of work
The working environment of an IT manager is usually an office space. A special feature of the working environment is working in rooms with dedicated purposes, such as the server room etc., if necessary.

A.4 Tools
The main tools of an IT manager are most common office software, group software, office equipment and supplies and appropriate software tools for management.

A.5 Personal qualities required for work: abilities and characteristics
The work of an IT manager requires willingness to cooperate and communicate, orientation to development, stress tolerance, ability to analyse and summarise and decisiveness and responsibility.
A.6 Professional preparation
IT managers are usually people with higher education and at least three years of management and five years of ICT related work experience.
A.7 Most common occupational titles
ICT manager, IT manager, information technology manager, manager of the IT department, director of technology, IT director, innovation manager.

Part B
COMPETENCY REQUIREMENTS

B.1 Structure of occupation
The IT manager occupation comprises mandatory competences B.2.1-B.2.14 and recurring competence B.2.15.

B.2 Competences

MANDATORY COMPETENCES

B.2.1 Information system and business strategy alignment (e-CF competence A.1)	**EstQF Level 7**
Performance indicators: 1. Leads the development of ICT strategy and policy. 2. Provides input to develop business strategy and the business or development plan, involving ICT strategies and based on the ICT capabilities of the organisation. 3. Designs and manages the digital reconstruction of the organisation's key processes. 4. Analyses the future developments and needs of the (business) process and technology implementation. 5. Identifies the requirements for ICT services based on business and ICT strategy, business processes and long-term user needs.	
B.2.2 IT governance/management (e-CF competence E.9)	**EstQF Level 7**
Performance indicators: 1. Ensures positive (business) relations between the client and the service provider (internal or external) adhering to the organisation's processes. 2. Ensures smooth cooperation between departments and a positive working environment. 3. Organises regular and effective communication between parties and takes into account their needs and the organisation's (business) culture. 4. Solves disagreements using a variety of communication and negotiation techniques.	
B.2.3 Relationship management (e-CF competence E.4)	**EstQF Level 7**
Performance indicators: 1. Ensures positive (business) relations between the client and the service provider (internal or external) adhering to the organisation's processes. 2. Ensures smooth cooperation between departments and a positive working environment. 3. organises regular and effective communication process between parties and takes into account their needs and the organisation's (business) culture; 4. Solves disagreements using a variety of communication and negotiation techniques.	
B.2.4 Business plan development (e-CF competence A.3)	**EstQF Level 7**
Performance indicators: 1. Identifies the essential parameters of the product or service and the expected value of the solution.	

2. Prepares a business plan ensuring conformity of the business strategy/development plan and the technology strategy.
3. Prepares short- and long-term activity reports (e.g. financial, profitability, utilisation and value creation reports).
4. Assesses the economic impacts of ICT implementation.

B.2.5 Technology trend monitoring and innovation (e-CF competences A.7 & A.9)	**EstQF Level 7**

Performance indicators:
1. Has an overview of the development trends of the ICT field and their potential impact on the business strategy.
2. Provides innovative solutions for the creation and development of products and services.
3. Identifies manufacturers and suppliers of promising solutions.
4. Determines the business benefits arising from the deployment of technologies to be developed.

B.2.6 ICT process improvement (e-CF competence E.5)	**EstQF Level 7**

Performance indicators:
1. Assesses the efficiency of existing ICT processes.
2. Defines the benefits and risks arising from possible changes in the ICT process.
3. Makes changes to ICT processes.
4. Uses systematic methodologies and frameworks to evaluate, develop and implement ICT processes.

B.2.7 Business change management (e-CF competence E.7)	**EstQF Level 7**

Performance indicators:
1. Analyses the costs and profit related to the implementation of new ICT solutions.
2. Participates in the selection and implementation of ICT solutions necessary for business changes based on the needs of business changes.
3. Participates in the planning and management of changes in business processes, providing input to support the changes with appropriate ICT tools and services.

B.2.8 Architecture design (e-CF competence A.5)	**EstQF Level 7**

Performance indicators:
1. Ensures that interoperability, scalability and security are taken into account in the selection and implementation of ICT solutions.
2. Ensures the selection and implementation of architectural solutions that support business needs.

B.2.9 Risk management (e-CF competence E.3)	**EstQF Level 7**

Performance indicators:
1. Ensures the existence and actuality of a risk management plan.
2. Ensures the risk management of all IT systems, implementing the organisation's risk management policy and procedures.

B.2.10 Information security strategy development and management (e-CF competences E.8 & D.1)	**EstQF Level 7**

Performance indicators:
1. Develops an information security strategy, connecting it to business strategy and implementing appropriate information security standards, best practices and the requirements set out in legislation (including ISKE).
2. Uses appropriate frameworks to define objectives for information integrity, availability and data confidentiality.
3. Critically assesses the amount of resources needed to implement an information security strategy and plans the distribution of roles.
4. Enforces and raises awareness of the information security policy throughout the organisation.
5. Ensures the existence of crisis and recovery plans and tests them.

B.2.11 Personnel development (e-CF competence D.9)	**EstQF Level 7**

Performance indicators:
1. Participates in the development of personnel policy, describing the requirements for ICT related competences.
2. Ensures the availability and development of ICT personnel according to the needs of the organisation.
3. Integrates opportunities to develop skills into everyday work processes.

B.2.12 Purchasing (e-CF competence D.4)	**EstQF Level 7**

Performance indicators:

1. Ensures that the whole ICT procurement strategy (including procurement plans) corresponds with the objective and adds value to the organisation.
2. Ensures the regularity, transparency and legitimacy of procurement processes.
3. Prepares an analysis of the feasibility of outsourcing as a service based on cost analysis, security considerations, the characteristics of the market, business strategy objectives and other criteria.

B.2.13 Information and knowledge management (e-CF competence D.10)	EstQF Level 7

Performance indicators:
1. Ensures the availability of appropriate tools to create, develop, maintain, update and distribute information.
2. Maps internal and external information and identifies information needs.

B.2.14 Project and portfolio management (e-CF competence E.2)	EstQF Level 7

Performance indicators:
1. Ensures the existence and implementation of the project management process in accordance with standards and best practices.
2. Manages the portfolio of ICT projects, taking into account the priority of projects, resource needs and the schedule.
3. Delegates tasks and supports team members as necessary.

RECURRING COMPETENCES

B.2.15 IT manager, EstQF Level 7 recurring competence	EstQF Level 7

Performance indicators:
1. Has clear analytical thinking and problem-solving skills.
2. Speaks English at B2 level (see Annex 1).
3. Expresses themselves clearly both verbally and in writing.
4. Creates a positive working environment and communicates professionally.
5. Motivates and recognises the team; sets challenging objectives.
6. Sets objectives for personal development; follows the principle of lifelong learning.
7. Is guided by ethical beliefs and values.

Assessment method(s):
Recurring competences are assessed during the assessment of other competences set out in the occupational qualification standard.

Part C
GENERAL INFORMATION AND ANNEXES

C.1 Information concerning compilation and certification of occupational qualification standard and reference to classification of occupations	
1. ID of occupational qualification standard in register of occupational qualifications	08-10052023-1.1/7k
2. Occupational qualification standard compiled by:	Mikk Saaretalu, Telia Eesti AS Peeter Normak, Tallinna Ülikool Heiki Tähis, Atea AS Enn Õunapuu, Tallinna Tehnikaülikool Jaan Oruaas, Focus IT OÜ Ants Sild, BCS Koolituse AS
3. Occupational qualification standard approved by:	Information Technology and Telecommunication
4. No. of decision of Sectoral Council	23
5. Date of decision of Sectoral Council	10.05.2023
6. Occupational qualification standard valid until	27.03.2024
7. Occupational qualification standard version no.	7

8. Reference to International Standard Classification of Occupations (ISCO 08)	1330 Information and Communications Technology Services Managers
9. Reference to European Qualifications Framework (EQF)	7
C.2 Occupational title in foreign language	
English:	IT manager, EstQF Level 7
C.3 Annexes	
Lisa 1 Language skills level descriptions	