

TAL Service Fulfilment Specifications



Expertise Catalogue
For Technology and AI Quality, Risk, and
Assurance Management

DOCUMENT CONTROL

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Preface

About TAL

Test Assurance Ltd (TAL) specialises in technology quality, risk management and assurance across operational, information, digital, cloud and AI-enabled technologies. We design and deploy appropriate governance arrangements, processes, practices and controls to strengthen our clients' technology projects, service delivery and operational outcomes.

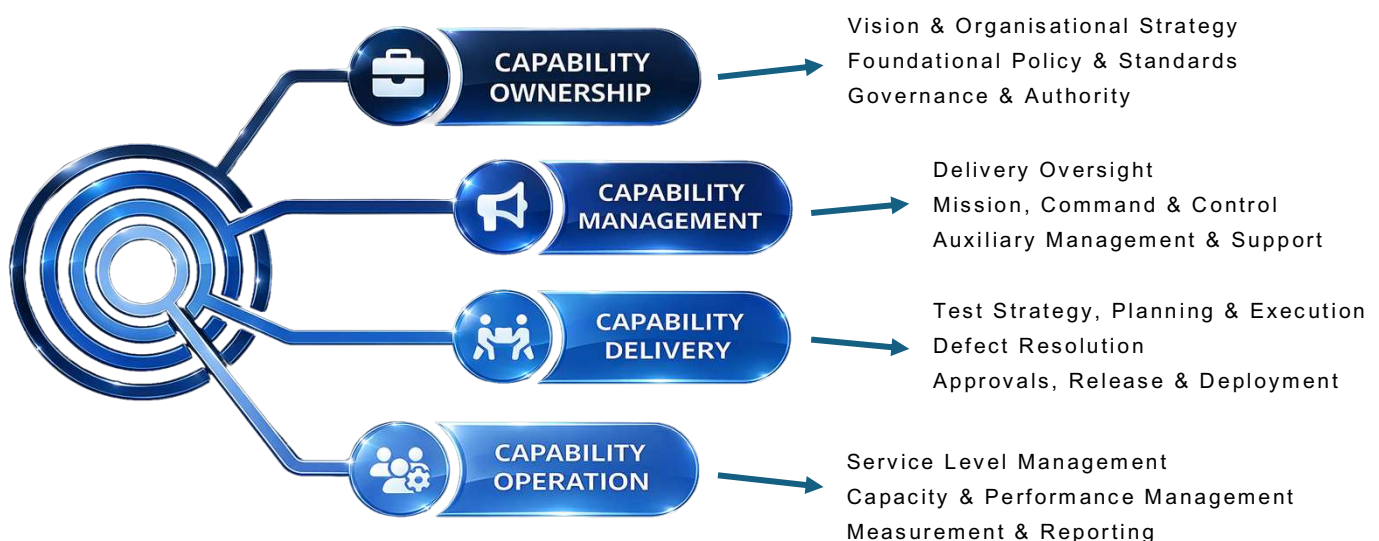
Our approach to consultancy and service provision is infused with our core values. Chief among these is 'collaboration': working successfully with clients by breaking down silos between critical organisational entities and fostering cross-functional alignment.

Through clear lines of communication, we maintain 'transparency', increase the value of feedback, improve knowledge sharing and support the responsible resolution of issues. Coupled with this is our 'adaptability'—the ability to anticipate and respond to changing circumstances, environments, risks and technologies.

This flexibility extends to our engagement models, enabling different levels of 'accountability' according to the client's needs. TAL may assume ownership and management of a defined service scope or provide specialist expertise within a client-managed arrangement. In either case, critical roles are positioned within defined governance and operating structures, with clear accountability for the teams and capabilities involved.

Catalogue Context

The diagram below summarises the functional layers through which the *IT-TRAC*[®] framework structures Technology Quality and Risk Management.



The *IT-TRAC*[®] framework provides the architecture for governing, overseeing, delivering and operating quality and testing capabilities. The *RISTA*[®] reference model provides a framework for AI Governance and Assurance, including AI Management Systems and AI Verification, Validation, and Testing.

Depending on the engagement, these structures may be applied independently or in combination to connect technology delivery and assurance activity with organisational objectives, risks and decision-making requirements.

The TAL Expertise Catalogue describes the human expertise available to support these capabilities and service arrangements. It provides clients and suppliers with a framework for the roles, competencies, experience, and qualifications that may be required across Technology Quality and Risk Management, AI Governance and Assurance, AIMS, and AIVVT. The catalogue can support resource-supply arrangements, defined managed services or another agreed combination of TAL expertise and capabilities.

Domains of Expertise

The roles defined in this catalogue contribute to one or more of TAL's Service Domains and supporting capabilities. These encompass Quality & Test Governance, Quality & Test Oversight, Test Delivery and Exceptions Management, AI Governance and Assurance, AIMS and AI Verification, Validation and Testing. The expertise required for an engagement is determined by its scope, operating context, risks, intended outcomes and the level of accountability assigned to TAL.

That expertise may be applied at different levels of responsibility:

- **Capability Ownership:** Provides strategic governance, direction and accountability for the defined capabilities, ensuring that they remain aligned with organisational objectives and intended outcomes.
- **Capability Management:** Translates strategic direction into actionable plans and coordinates the architecture, practices, controls, evidence and resources required to manage the capabilities effectively.
- **Capability Delivery:** Applies the relevant expertise and practices to deliver defined project, service or assurance outcomes, manage risks and produce the evidence required to support informed decisions.
- **Capability Operation:** Sustains the capabilities within the operational environment through appropriate oversight, service management, performance evaluation, monitoring and continual improvement.

TAL's Response to AI and AIMS

The increasing use of artificial intelligence, machine learning, automation and data-driven decision-making is changing what organisations require from quality assurance. Demonstrating that a system works as intended is no longer sufficient. Clients must also understand how AI-enabled behaviour is produced, how data and model outputs affect it, where human oversight is required, and what ethical or residual risks remain.

TAL addresses these needs through **AISTA®**, its reference model for AI Solutions Testing and Assurance.

AISTA® builds on the four **IT-TRAC®** domains by providing the additional structure needed to keep AI, assurance, and audit activities distinct yet aligned through a common evidence base. It supports the evaluation of AI behaviour, related risks and controls, and AIMS readiness, providing a defensible basis for conclusions, findings and decisions.

This catalogue reflects that broader capability by bringing together TAL's established Quality and Test expertise with the specialist expertise required for AI Verification, Validation and Testing, AI Governance and Assurance, and AIMS assessment, development and audit.

Service Domains

TAL's *Service Domains* are grounded in the **IT-TRAC®** framework and presented as practical service groupings that can be selected, combined and tailored for each client engagement. They extend the framework where needed to reflect TAL's work in AI, AIMS and **AISTA®**.

Service Domain	Description
Quality & Test Governance	Establishes the policies, standards, operating models, quality risk data, decision structures and management frameworks needed to govern quality and testing effectively.
Quality & Test Oversight	Provides independent or embedded assurance, assessment, audit and validation of quality and testing activity across projects, programmes, portfolios or supplier delivery arrangements.
Test Delivery & Exceptions	Supports the planning, management, execution, reporting and control of testing activity, including specialist testing, defect management, release readiness and exception handling.
AI Assurance and AIMS	Supports AI assurance, AI management system readiness, ISO/IEC 42001-aligned control evaluation, AIMS capability build, AIMS audit and AISTA® -aligned AI assurance activity.

Bespoke Services

TAL's Service Domains provide the main structure for describing how expertise is applied, but they are not intended to limit the testing support TAL can provide.

Where a client requires testing expertise not covered by a named Service Offer, TAL can shape a bespoke service by drawing on the relevant roles, skills, and delivery controls from this catalogue. This allows specialist, role-based or blended engagements to be supported while keeping the work aligned to the underlying *IT-TRAC*® structure.

Bespoke services may draw on a wide range of testing and assurance capabilities, including specialist analysis and execution, automation, non-functional testing, test data and environment support, UAT and model office support, mobile, cybersecurity and AI testing, defect management, evidence management and reporting.

Benefits of TAL Skills and Expertise

TAL's expertise is uniquely geared toward identifying and addressing critical challenges in technology quality, risk management and assurance. By leveraging the *IT-TRAC*® framework and, where relevant, the *AISTA*® reference model, we help organisations recognise and resolve shortfalls in quality, testing, AI governance and assurance maturity; disconnects between governance, assurance, testing and technology delivery; resourcing and scalability issues; weaknesses in supplier assurance; and low visibility of quality, risk, test and assurance management information (MI). These efforts are crucial in reducing the risk of project, service and change failures. The benefits of TAL's expertise include:

- **Enhanced Risk Mitigation and Cost Optimisation:** TAL's risk-based approach, driven by the *IT-TRAC*® framework and the *AISTA*® reference model, where AI technology is in scope, ensures that potential issues are identified and mitigated early and efficiently. This is achieved through both the applied expertise and interconnected practices across governance, assurance, testing, and exception management, thereby amplifying risk awareness. This can support the continuing identification and realisation of opportunities to reduce delivery and operational costs.
- **Strategic Alignment with Organisational Goals:** TAL's defined roles span a broad spectrum of expertise, underpinning the creation of adaptive service packages that can more easily align with the client's organisational goals. In addition to this flexibility, the *IT-TRAC*® framework incorporates Technology Quality and Risk Management capabilities, while the *AISTA*® reference model provides a supporting structure for AI, governance, assurance and testing. Together, these can help align technology quality, testing, risk and assurance activities with the enterprise's strategic direction and improve overall outcomes.
- **Competitive Advantage:** By supporting high-quality technology delivery and applying effective testing, risk management, and assurance practices aligned with business objectives, TAL's expertise can provide clients with a distinct edge in competitive markets. Our focus on efficient delivery, informed decision-making, supplier assurance and scalability helps clients bring solutions into operation with confidence, speed and precision.
- **Operational Excellence:** The *IT-TRAC*® modules are geared towards maximising the effectiveness of quality, risk and assurance management by streamlining test execution and driving operational efficiency. This can contribute to smoother workflows, faster resolution of defects and assurance findings, and a reduced risk of project, service or change delays and failures.
- **Improved Stakeholder Confidence:** By providing transparent, timely visibility into quality, risk, test and assurance MI, TAL helps ensure that stakeholders are consistently informed about the status, evidence, risks and outcomes associated with technology delivery. This clear communication supports informed decision-making and fosters trust and confidence, reducing the risk of misunderstandings and delivery derailment.

Intro to TAL Expertise

1. Skills and Expertise Overview

TAL's Technology Quality and Risk Management capabilities, outlined in Sections 1.1 to 1.4 below, represent the **IT-TRAC**® framework and are reflected in the expertise defined in this catalogue. These capabilities can be deployed collectively to establish or support an effective Quality & Test function or individually to address particular client requirements. The catalogue also encompasses AI Governance and Assurance capabilities supported by the **AISTA**® reference model. These include the assessment, development, and auditing of AI Management Systems (AIMS), as well as the independent verification, validation, and testing of AI systems.

Within these service lines, TAL focuses on delivering structured, scalable and sustainable practices through appropriately skilled expertise and comprehensive support.

1.1 Outline Requirements for Quality & Test Governance

Quality & Test Governance is a capability that owns the quality of enterprise technology delivery and forms the foundation of a Quality & Test function. This foundation establishes the vision and strategic objectives of the function, defines the test policy, architecture, and standards, and undertakes process, asset, resource and risk management across the enterprise.

The capability is accountable for aligning with relevant industry regulations and standards, continually monitoring and measuring test maturity, and optimising the utilisation of test resources.

Primary competencies include:

- **Foundational Strategy and Authority:** Developing the strategic vision, policies and standards for the Quality & Test function.
- **Enterprise Test Architecture:** Designing the organisational construct consisting of the quality and test workforce, processes, infrastructure, and data.
- **Commercial and Supply Chain Alignment:** Integrating the Quality & Test Management capabilities with demand management, forecasting and budgeting, procurement process support and supplier QA.
- **Strategic Evolution and Adaptive Planning:**
 - Extracting quality risk data to produce management information and key performance indices.
 - Managing risks and escalations.
 - Driving enhancements in skills, processes, the utilisation of resources and the yield and quality of risk data.
 - Expanding the Quality & Test body of knowledge.

These competencies enable consistency, mitigate regulatory risks, and enhance resource utilisation, establishing a foundation of high-quality, resilient testing practices that align with client business objectives.

1.2 Outline Requirements for Quality & Test Oversight

Quality & Test Oversight provides an impartial layer of assurance and support to ensure testing activities meet quality standards and remain aligned with project objectives. This capability continually evaluates test processes, conducts independent assessments, and supports corrective actions to optimise effectiveness across the project lifecycle.

As a critical accountability within Quality & Test Oversight, adherence to policy and standards must be measured, assurance reports generated, and related issues and risks proactively addressed.

Primary competencies include:

- **Situational Awareness:** Understanding the unique aspects of each programme or project scenario to determine the level of risk and applicability of procedures.
- **Oversight and Monitoring:** Tracking and measurement of test progress in line with project timelines and objectives.
- **Test Assurance and Auditing:** Evaluating compliance with test management standards and the effectiveness of testing.
- **RAID Management:** Identifying, monitoring and supporting the management of risks, assumptions, issues and dependencies, including appropriate escalation and coordination.
- **Support and Coordination:** Providing project teams with the necessary assets, resources, tools, and guidance.
- **Stakeholder Reporting and Feedback:** Generating assurance reports to keep stakeholders informed about test policy adherence and test delivery quality.

These competencies promote transparency, provide objective insights into test quality, and enhance stakeholder confidence by maintaining rigorous standards and supporting continuous improvement.

1.3 Outline Requirements for Test Delivery Management

Test Delivery Management ensures that all testing activities are efficiently coordinated, aligned with project objectives, and adapted to meet evolving project needs. This capability involves developing test strategies, planning resources, and coordinating test design, execution, and reporting. By managing the entire test lifecycle, Test Delivery Management maintains alignment with project schedules, optimises resource allocation, and ensures thorough, effective test coverage.

Primary competencies include:

- **Collaboration and Resource Management:** Managing resources and working with stakeholders to ensure alignment with project goals.
- **Test Planning and Analysis:** Proficiency in analysing project requirements and defining test requirements comprising the functional and non-functional features and properties to be tested, including their specific characteristics, attributes and associated scenarios.
- **Test Design:** Expertise in creating detailed test designs that align with business workflows and operational needs, ensuring comprehensive test coverage.
- **Test Execution:** Skills in executing manual and automated tests with precision, checking and recording results and identifying any deviations from the test plan.
- **Results Evaluation and Reporting:** Assessing test outcomes against exit criteria, reporting on progress, and determining whether the defined testing objectives have been met.
- **Test Completion:** Producing closing reports to inform stakeholder decisions, advising stakeholders on the extent and outcomes of testing, any limitations in the evidence, and the resulting product-quality position.

These competencies promote effective test coordination, minimise project delays, and provide essential quality insights that support data-driven decisions and seamless project handovers.

1.4 Outline Requirements for Test Exceptions Management

Test Exceptions Management is essential for addressing unexpected quality issues and ensuring they are tracked, evaluated, and handled appropriately (rejected, deferred, closed, or accepted as residual risk). This capability manages the defect lifecycle, from logging and assessment through resolution and re-testing, allowing teams to proactively address issues before they impact project delivery. By establishing a structured approach to handling anomalies, Test Exceptions Management reduces quality risks and supports smoother project delivery.

Primary competencies include:

- **Defect Logging and Vetting:** Ensuring defects are correctly logged and reviewed to confirm their validity and impact. This process involves checking whether the defect is reproducible and relevant, helping prioritise defects for resolution.
- **Defect Lifecycle Tracking:** Managing defects from the point of identification to resolution, recording and monitoring each significant step of the process to maintain traceability.
- **Root Cause Analysis (RCA) Management:** Expertise in coordinating and overseeing root cause analysis to establish and address the underlying causes of defects.
- **Fix Verification and Re-testing:** Coordinating defect fixes and scheduling re-tests to determine whether the relevant issues have been resolved.
- **Regression Test Planning:** Scoping and scheduling regression tests to confirm fixes have not introduced new defects.

These competencies provide a structured approach to issue resolution, inform quality-driven decision-making, and minimise disruption through the systematic management of defects.

1.5 Outline Requirements for AI Governance, AIMS and Assurance

AI Governance and Assurance support the establishment, assessment and continual improvement of the arrangements through which organisations manage AI systems responsibly. This includes governance structures, policies, processes and controls and, where relevant, the establishment, operation or assessment of an AI Management System. These capabilities are supported by

the **RISTA**[®] reference model and, for AIMS-related engagements, the applicable requirements of ISO/IEC 42001. They help organisations establish accountability, manage AI-related risks, and maintain appropriate evidence throughout the AI lifecycle.

Depending on the engagement, TAL may assess an existing AI Management System, support its development and implementation, or conduct an independent audit against defined requirements. The scope and independence requirements of each activity are established for the engagement. Audit activity is kept separate from design, implementation or advisory responsibilities that would compromise the required independence or impartiality. TAL audit activity does not constitute accredited certification unless expressly arranged through an appropriately accredited certification body.

Primary competencies include:

- **AI Management System and Lifecycle Governance:** Establishing, implementing and improving an AIMS and integrating governance and assurance throughout the AI system lifecycle.
- **AI Governance, Policy and Accountability:** Establishing organisational context, policies, objectives, roles, ownership, accountability, decision rights, oversight and escalation arrangements.
- **AI Risk and Control Management:** Identifying, analysing, evaluating and treating AI risks and designing, assessing and monitoring proportionate organisational, technical and lifecycle controls.
- **Standards, Regulation and Obligations Management:** Interpreting applicable legislation, standards, contractual requirements, internal policies and ethical commitments and translating them into defined requirements and controls.
- **AI Assurance Strategy, Planning and Architecture:** Defining assurance objectives, scope, independence, depth, sequencing, responsibilities, evidence requirements and decision points.
- **Audit, Assessment and Assurance Judgement:** Conducting audits, gap assessments and control evaluations; exercising independent challenge; evaluating evidence; and forming defensible assurance conclusions.
- **AIMS Performance Evaluation and Continual Improvement:** Establishing objectives, performance measures, monitoring, internal audit, management review, corrective action and continual-improvement arrangements.
- **Stakeholder Engagement, Reporting and Organisational Adoption:** Engaging governing bodies and multidisciplinary stakeholders, communicating risk and assurance conclusions, and enabling competence, awareness and organisational change.

These competencies increase organisational accountability, improve the quality and traceability of AI governance evidence, support readiness for regulatory scrutiny or certification assessment, and enable the continual improvement of AI management arrangements.

1.6 Outline Requirements for AI Verification, Validation and Testing

AI Verification, Validation and Testing (AIVVT) provides structured, evidence-based assessment of AI systems throughout their lifecycles. Supported by the **RISTA**[®] reference model, AIVVT applies a collection of test types and techniques to determine whether an AI system has been implemented as specified and demonstrates an acceptable level of performance and task fulfilment for its intended purpose and operating context.

AIVVT addresses characteristics of AI systems that may require particular consideration, including probabilistic behaviour and decision-making, dependence on data with variable quality and integrity, and the potential to adapt throughout their operational lifecycles. It also considers the needs of users, affected parties and other relevant stakeholders.

AI systems place greater emphasis on societal and ethical risks, as well as on considerations such as transparency, user controllability, and intervenability. These assurance considerations and risks, together with functional and non-functional requirements, intended use, operating context and the type of AI technology involved, determine the precise test scope and approach for each solution.

The scope of AIVVT excludes AI model development, training, retraining and remediation.

Primary competencies include:

- **AIVVT Strategy and Lifecycle Planning:** Translating defined assurance objectives and AI risks into proportionate verification, validation and testing strategies, plans, levels, techniques and acceptance criteria.
- **AI System, Requirements and Test-Basis Analysis:** Understanding the AI system, model, data pipelines, architecture, integrations and intended context and assessing whether requirements and assurance objectives are sufficiently clear and testable.

- **Data Quality Verification and Testing:** Evaluating data provenance, lineage, completeness, accuracy, representativeness, labelling, leakage, bias, preparation, protection, versioning and fitness for purpose.
- **Model Verification, Validation and Performance Evaluation:** Determining whether the model has been built correctly, satisfies specified criteria and is suitable for its intended purpose, users and operating context, including the evaluation of performance, degradation and drift.
- **AI Trustworthiness and Risk-Based Testing:** Evaluating robustness, resilience, safety, bias, fairness, explainability, transparency, security, privacy and adversarial resistance according to identified risks.
- **System Integration, Human Oversight and Operational Validation:** Testing the end-to-end sociotechnical solution, including conventional software, interfaces, workflows, users, human intervention, contestability, operational monitoring and incident controls.
- **Test Engineering, Execution and Exception Management:** Designing tests and test data; controlling environments and tooling; executing tests; and managing results, defects, anomalies, retesting, regression and exceptions.
- **Test Evidence, Results Evaluation and Release Readiness:** Maintaining traceability; evaluating coverage and results; reporting limitations and residual risks; and supporting acceptance, release, continued operation and revalidation decisions.

These competencies underpin objective insight into AI system behaviour, supporting informed confidence in its deployment and continued use.

2. Scope of Skills and Expertise

TAL's expertise can be tailored to meet a wide range of client needs, from establishing or supporting complete organisational capabilities to addressing specific governance, assurance, quality, testing or operational challenges. The roles outlined in this catalogue can be deployed across Technology Quality and Risk Management, AI Governance and Assurance, AIMS and AI Verification, Validation and Testing, offering flexibility to meet different delivery models and operational contexts.

Some key scenarios are outlined in the following subsections:

2.1 Readiness and Maturity Assessments

TAL offers readiness and maturity assessments across Technology Quality and Risk Management, AI Governance and Assurance, and AI Management Systems. These assessments evaluate existing capabilities, governance arrangements, processes, controls and evidence; identify areas requiring improvement; and provide recommendations for targeted capability development or planned organisational change.

For organisations preparing for internal audit, certification assessment or other formal assurance activity, TAL can conduct a Pre-Audit AI Management System Assessment against the applicable requirements of ISO/IEC 42001. This evaluates the readiness of the organisation's AIMS, identifies gaps in governance, controls, lifecycle processes and supporting evidence, and provides a structured basis for prioritising improvement before the formal audit or assessment.

2.2 Formation and Implementation of Organisational Capabilities

2.2.1 Complete Quality & Test Function

TAL can assist clients in building and deploying a complete Quality & Test Function as part of their Target Operating Model. This scenario is ideal for organisations looking to combine all the capabilities of the *IT-TRAC*[®] framework to establish a mature, structured approach to quality and testing that aligns with their business objectives. The function can operate as an internal team or be managed by TAL, offering a fully integrated test management and assurance mechanism.

2.2.2 AIMS Advisory and Capability Building

Following an assessment, or where an organisation has otherwise identified the need to establish or strengthen its AI Management System, TAL can provide targeted advisory and capability-building support. We work with the client to turn the applicable requirements into governance and operating arrangements that are proportionate, practicable and integrated with the organisation's existing management and delivery environment.

The engagement is shaped around the areas where support is required and is intended to leave the client with an AIMS that it can operate, evaluate, and continually improve.

2.3 Portfolio, Programme, Project, and BAU Change Delivery

TAL's expertise can support enterprise portfolios, individual programmes and projects, and change delivered within business-as-usual environments. Depending on the nature of the engagement, TAL can deploy Technology Quality and Risk Management, AI Governance and Assurance, or AI Verification, Validation and Testing capabilities independently or in combination.

The modular structures provided by the **IT-TRAC**[®] framework and **AISTA**[®] reference model enable the relevant expertise to be applied proportionately to the delivery and operational risks involved. The principal delivery scenarios are outlined below.

2.3.1 Test Delivery Management

TAL can provide expert teams to fulfil a Test Delivery Management capability, ensuring a structured, efficient, and risk-aware approach to testing across our clients' portfolios. Using the **IT-TRAC**[®] framework, our teams develop test strategies, plan tests, coordinate resources, implement effective test design, execute tests, and manage defects. The entire capability is overseen by the appropriate level of expertise to monitor, control, evaluate, and report on progress and status.

2.3.2 Test Exceptions Management

The Test Exceptions Management capability identifies and captures issues and defects, and tracks their progress toward resolution. TAL applies a methodical approach to ensure that all exceptions, including defects and process deviations, are managed systematically. Our consultants focus on root cause analysis, corrective actions, retesting, and regression testing, enabling clients to efficiently mitigate issues and maintain high-quality project outcomes.

2.3.3 Quality & Test Oversight

TAL's expertise in Quality & Test Oversight provides clients with independent assurance and support for their technology delivery efforts, adding an impartial layer of stewardship. Whether project test activities are managed by internal teams or third-party suppliers, TAL expands the scope of reviews through structured test assessments, test witnessing, defect management validation, and test-quality audits. This adaptable approach enables a targeted, objective evaluation of testing practices, resulting in actionable plans for quality improvement at the portfolio, programme, or project level.

2.3.4 AI Governance and Assurance

Since 2023, TAL's work to operationalise AI standards has accelerated the development of our AI governance and assurance expertise. Applied across solution delivery and operations, this expertise enables us to help clients rapidly establish clear accountability, manage AI-related risks and maintain the controls and evidence needed to support responsible decisions. The work is integrated with the client's existing governance and delivery arrangements and appropriately scaled according to the intended use and risk profiles of the AI systems involved.

Where independent evaluation of an AI Management System is required, TAL deploys qualified ISO/IEC 42001 Lead Auditors to conduct a first-party or second-party audit against the ISO/IEC 42001 standard and other defined requirements. The audit scope, criteria and independence arrangements are established for the engagement, and the resulting findings provide an objective basis for corrective action and continual improvement.

TAL audit activity does not constitute accredited certification unless expressly arranged through an appropriately accredited certification body.

2.3.5 AI Verification, Validation and Testing

TAL can provide AI Verification, Validation and Testing throughout solution delivery and operation, applying an evidence-based approach to determine whether an AI system meets its defined requirements and is suitable for its intended purpose and operating context. The scope and approach are shaped by the system's characteristics, identified risks, applicable obligations and the decisions the resulting evidence must support.

AIVVT remains separate from model development, training, retraining and remediation. Its findings support informed decisions concerning acceptance, release, monitoring, revalidation and continued use.

2.4 Tooling Implementation and Management

Selecting and implementing appropriate tooling is essential to the efficient and controlled operation of quality, testing, governance and assurance activities. TAL helps clients define their requirements and select, integrate and manage tooling that supports the capabilities relevant to their operating environment. This may include conventional quality and testing, AI governance and AIMS, or AI Verification, Validation and Testing.

Our support takes into account the client's existing technology estate, operating model, information and security requirements, and the evidence and traceability required across the applicable lifecycle. TAL can assist with tool evaluation and implementation through to adoption and ongoing management, helping ensure that the resulting tooling remains effective as organisational needs and technologies evolve.

2.5 Supplier and Third-Party Management

Organisations increasingly depend on complex supply chains for technology services, specialist capabilities and AI-enabled systems. These arrangements can introduce quality, delivery, governance and assurance risks that must remain visible and appropriately managed, whether or not the suppliers operate within a formal SIAM model.

TAL provides supplier governance and assurance expertise to help clients establish clear expectations, evaluate supplier performance and evidence, and manage risks across the supply chain. Where AI is involved, this includes considering whether third-party AI provisions are appropriately governed and whether the supplier arrangements support the client's own AI governance and AIMS requirements. Our expertise integrates with the client's existing commercial, procurement and delivery arrangements to support informed oversight and proportionate assurance.

2.6 Technical Authoring

Technical Authoring is an inherent skill used across all of TAL's capabilities. We translate complex technical, governance and assurance subject matter into clear, controlled and usable documentation appropriate to its purpose and intended readership. The resulting material is aligned with the client's operating environment, applicable requirements and existing frameworks, supporting a consistent understanding and application across teams and functions.

The following are common examples of the authoring support TAL can provide.

2.6.1 Policy Authoring

TAL can assist clients in establishing policies that communicate foundational principles, responsibilities and expectations for key management capabilities at the appropriate organisational and delivery levels. Effective policies provide a basis for governing quality and testing practices and for the responsible management of technology and AI. They provide clear organisational direction while allowing the supporting standards, processes and controls to evolve as requirements and risks change.

2.6.2 Standard Authoring

TAL can develop coherent standards that translate policy and strategic direction into clear, repeatable requirements. Precise standards support consistent working practices, provide a basis for governance and assurance, and make expectations easier to apply and evaluate across internal teams and suppliers.

2.6.3 Options Paper Authoring

Options Papers are a particularly useful format for communicating ideas, making sense of complex subjects and presenting a strategic outlook. They provide structured analysis, recommendations and supporting rationale to inform decision-making. TAL uses Options Papers to help clients evaluate alternative technology choices, implementation approaches and ways of working by presenting the relevant evidence and explaining the implications and trade-offs involved.

2.6.4 Strategy Authoring

TAL provides expertise in developing strategies that establish a clear direction for quality, testing, governance and assurance initiatives. Effective strategies connect organisational objectives with defined outcomes, priorities and delivery approaches, providing a practical basis for coordinated implementation.

2.6.5. *Service Definition Authoring*

Service Definitions document the scope, objectives, responsibilities, boundaries and deliverables of a defined service. TAL assists clients in producing clear Service Definitions that establish a shared understanding of service expectations among clients, stakeholders and providers.

2.7 Troubleshooting Expertise

TAL's expertise can be deployed to investigate complex or persistent problems across project and operational environments, including those affecting technology delivery, governance, assurance and AI-enabled systems. We apply structured investigation, relevant domain knowledge, and objective challenge to establish the nature, causes, and potential consequences of the problem and to determine an appropriate course of action.

Our experts work with the client's existing teams and governance arrangements to support corrective action, evaluate its effectiveness and restore confidence in the affected capability or solution.

2.8 Mentoring, Training, and Knowledge Transfer

TAL's experts provide mentoring, training and knowledge transfer to help clients develop their internal capability across the areas of expertise described in this catalogue. The support is tailored to the responsibilities, experience and development needs of the people involved and may be provided as part of a wider engagement or as a focused activity.

By sharing practical experience, established methods and the reasoning behind them, TAL helps clients strengthen professional judgement, retain relevant knowledge and sustain improvements beyond the immediate engagement.

3. Levels of Engagement

TAL offers adaptive levels of engagement based on client needs. This means we can flex between focused expertise aimed at a specific deliverable or outcome and the progressive development or full deployment of a defined combination of capabilities. Depending on the engagement model, TAL may assume ownership and management of the defined service scope or contribute expertise within a client-managed arrangement.

3.1 Scale and Scope of Objectives

- **Full Capability or Service Deployment:** TAL can establish and coordinate a complete function or defined combination of management, delivery and assurance capabilities. This may operate as a TAL-managed service or as a capability established within the client's organisation.
- **Gradual Capability Development:** Organisations can develop their capabilities progressively, addressing immediate priorities before introducing further governance, management, assurance or delivery capabilities as requirements and maturity evolve.
- **Targeted Capability Deployment:** TAL can deploy an individual capability or a coordinated subset of capabilities to address a defined organisational, service, project or operational requirement.
- **Focused Engagement:** Where a specific outcome is required, TAL can provide a discrete service, assessment, audit, module or artefact without requiring the deployment of a wider capability.

3.2 Methodologies and Flexibility

TAL's roles and capabilities are adaptable across a range of methodologies, operating models and delivery environments, including Agile, Waterfall and hybrid approaches. The structures provided by the **IT-TRAC**[®] framework and **AISTA**[®] reference model enable the relevant expertise to be applied in a manner proportionate to the client's objectives, environment and delivery arrangements.

4. The TAL Managed Services Model

At Test Assurance Ltd (TAL), we deliver managed services across defined combinations of our Service Domains, capabilities and service offers. Unlike traditional resource-supply arrangements, in which individuals contribute within a client-managed scope of work, TAL assumes ownership and management of the defined service scope. Depending on the engagement, this

may encompass Technology Quality and Risk Management (including Test Delivery and Exceptions Management), AI Governance and Assurance, AIMS, or another agreed combination of TAL expertise and capabilities.

Every aspect of the defined service is managed strategically and operationally through the assignment, coordination and oversight of the appropriate expertise. The specifics of the service (e.g., its scope and precise boundary, dependencies, expected deliverables, and intended outcomes) are established for each engagement.

4.1 Framework-Informed Expertise

Through the model, TAL deploys people who are familiar with and work in accordance with the applicable TAL frameworks and practices, including the **IT-TRAC**[®] framework and, where relevant, the **AISTA**[®] reference model. They bring the domain knowledge and experience required to adapt rapidly to, and integrate effectively within, the client's operating model. TAL coordinates this expertise centrally to deliver specific, measurable outcomes aligned with the defined service and the client's business objectives.

4.2 End-to-End Management and Oversight

The model ensures that all consultants and teams deployed within the defined service receive continuous management support throughout their engagement — as part of the service. We take responsibility for the performance of our resources, providing proactive oversight to keep the service on track and aligned with defined objectives and goals, supporting consistent quality and effective delivery from start to finish.

4.3 Outcome-Driven

TAL's Managed Services Model is focused on delivering results, not just billing for time. We anticipate that deliverables and outcomes from our experts will be of the highest standard and will be measured against the expectations established for the engagement. Working within the applicable TAL frameworks and practices, including our proprietary **IT-TRAC**[®] framework and, where relevant, the **AISTA**[®] reference model, TAL aims to align service activities with the client's strategic goals and support objectives such as revenue protection or growth, reduced operational expenditure and improved returns on capital investment. This principle focuses every aspect of the defined service on the client's need for risk mitigation, cost optimisation and operational excellence.

4.4 Strategic Alignment and Long-Term Value

Unlike traditional staffing models, TAL's Managed Services approach is built on a long-range view of aligning stable, desired outcomes with the capabilities required to deliver them. We do not simply provide people to fill roles. Through a scaled combination of relevant service capabilities, we offer strategic expertise that ensures the right skills are identified and acquired to support organisational goals over time.

Expertise Catalogue

Generic Competencies:

These competencies are foundational for all roles within the TAL Quality and Test Expertise Catalogue, supporting effective collaboration, strategic alignment, and operational excellence:

- **Exceptional Communication Skills:** Demonstrates high standards in written and verbal communication, including presentation skills, ensuring clarity, precision, and professionalism in all interactions and documentation.
- **Adaptability and Resilience:** Ability to respond effectively to changing demands and challenges, ensuring continuity in quality and testing activities.
- **Collaboration and Teamwork:** Demonstrates effective collaboration across cross-functional teams, fostering a collegial, supportive working environment.
- **Analytical Thinking:** Exhibits a high level of analytical skill, using data-driven insights to inform decision-making and problem-solving.
- **Attention to Detail:** Ensures thoroughness in quality and test activities, maintaining high standards and precision across all tasks.

Expected Behaviours:

The delivery of expertise requires a commitment to professional behaviours that align with TAL's values and enhance organisational performance. These expected behaviours include:

- **Representation of the TAL Service:** Demonstrates professionalism and integrity, exemplifying on behalf of TAL a total commitment to quality and service excellence in all client interactions.
- **Awareness of the Broader Organisational Context:** Understands the bigger picture and the collective goal of delivering operational and strategic excellence, contributing to TAL's mission of high-quality service delivery.
- **Proactive Communication:** Actively engages with stakeholders and shares information to promote continual oversight and elicit the appropriate management actions while ensuring timely updates on relevant developments.
- **Commitment to Excellence:** TAL Experts take personal responsibility and strive for the highest quality in deliverables, consistently seeking to exceed client and organisational expectations.
- **Ethical Integrity:** Acts in a principled and conscientious manner in all professional activities, demonstrating respect for colleagues, clients, and the wider organisation.
- **Continuous Improvement:** Shows an inherent dedication to learning and improving processes, contributing to innovation and enhanced efficiency within the team.

Catalogue Entry Structure: Section Explanations:

Expertise is expressed in the form of roles. The TAL Quality and Test Expertise Catalogue includes several key sections that provide insight into the purpose of the applied skills, their responsibilities, and the qualifications required, as follows:

- **Overview:** Summarises the primary focus of the expertise and its contribution, outlining the level of responsibility required within the broader quality and test function.
- **Highlights:** Headlines the immediate benefits of the expertise.
- **Key Responsibilities:** Lists the primary duties associated with the expertise, focusing on the impact areas where it contributes to quality, governance, and operational goals.
- **Required Skills and Competencies:** Describes the essential skills, aligned with the SFIA level, needed to demonstrate an adequate level of performance. These are core technical competencies.
- **Experience:** Specifies the expected experience level and background relevant to the expertise, providing insight into the depth of knowledge required.
- **Qualifications:** Outlines the formal educational background, certifications, or equivalent experience demonstrating an individual's technical and professional capabilities.

This structure ensures that each entry offers both clients and suppliers a clear understanding of expectations and expertise across TAL's quality and test services and role holders.

EX01 – Chief Technology Assurance Officer (CTAO) [SFIA Level 7]

Overview:

The Chief Technology Assurance Officer (CTAO) provides executive-level client services and establishes a strategic vision for a quality test function, ensuring that the **IT-TRAC**® framework integrates with the organisation's broader operating model. With a focus on enterprise-wide test policy, architecture, governance, and supplier management, the CTO takes ownership of quality and test capabilities, working closely with client leadership to establish and uphold policies and standards, achieve operational excellence across the enterprise, and drive high-quality outcomes.

Highlights:

- Sets the quality and test vision and strategy for the enterprise, ensuring alignment with strategic goals.
- Establishes or reinforces the capability framework (**IT-TRAC**®) to maintain internal and regulatory compliance.
- Promotes a culture of quality by leading capability development and continuous improvement initiatives.

Key Responsibilities:

- Establish and lead the client's Quality & Test vision through the **IT-TRAC**® framework, aligning the organisation's quality and test strategy with business objectives and securing executive commitment to drive a culture of quality.
- Develop and oversee the governance and quality management framework, ensuring alignment with ISO/IEC/IEEE 29119 standards and regulatory requirements to support compliance, risk mitigation, and consistency across quality practices.
- Shape and implement the enterprise test architecture within the structure defined by the **IT-TRAC**® practices, while managing the resources necessary to deliver this framework within agreed planning and budget constraints.
- Direct strategic initiatives for organisational capability improvement, leading programmes to enhance long-term quality performance, embedding quality-focused strategies in business planning and operational management, and supporting continuous improvement.
- Manage executive-level stakeholder relationships, serving as the primary escalation point and ensuring transparency, strategic insights, and performance reporting are delivered to leadership to support data-driven decision-making.
- Oversee supplier engagement and establish a quality-compliant commercial process, ensuring supplier relationships uphold product and service quality standards, aligning with defined quality objectives and mutual benefit across the supply chain.
- Monitor and evaluate the performance of the quality management system and enterprise test architecture, conduct business context and impact analyses, and implement proactive governance measures to support quality goals and operational resilience.

Experience:

- 10+ years of executive/senior leadership in an organisation-wide IT quality governance capacity, e.g., Head of Testing.
- Experience in defining operational structures and policies, and designing and managing the implementation of enterprise-level architecture.
- Proven experience in overseeing supplier engagements, ensuring adherence to contractual obligations and standards while delivering high-quality outcomes.
- Proven ability to communicate and provide executive-level reporting, supporting strategic decision-making with data-driven insights.

Qualifications:

- Will typically hold a degree (BSc, BEng) and one or more professional certifications (Lead-level) in the fields of Business Transformation, Quality Management, Service Management, Security Management, or Risk Management.
- Relevant certifications include but are not limited to: CQI and IRCA Leading Strategic Change and Improvement (PR 306); CQI and IRCA Leading Quality Strategy and Planning (PR 303); CQI and IRCA ISO 9001:2015 Lead Auditor; PECB ISO/IEC 20000 Lead Implementer; PECB ISO/IEC 27001 Lead Implementer.

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Governance	GOVN	7	Directs the definition, implementation and monitoring of the governance framework to meet organisational obligations under regulation, law, or contracts. Provides leadership, direction and oversight for governance activities. Integrates risk management into frameworks, aligning with strategic objectives and risk appetite. Secures resources required to execute activities to achieve the organisation's governance goals with effective transparency. Provides assurance to stakeholders that the organisation can deliver its obligations with an agreed balance of benefits, opportunities, costs and risks.
Quality Management	QUMG	7	Determines the quality strategy and secures commitment from executive leadership. Develops policies for approval and adoption by organisational management. Ensures adequate technology, procedures and resources are in place to support the quality system. Plans and monitors the performance of the quality management system and the internal quality audit schedule. Determines the extent to which quality policies and quality systems meet organisational needs and reviews as necessary.
Stakeholder Relationship Management	RLMT	7	Determines the strategic approach to understanding stakeholder objectives and requirements. Works with all interested parties to identify stakeholders and establish effective relationships. Establishes and promotes the overall vision for how stakeholder objectives are met and determines organisational roles and alignment. Actively manages relationships with the most senior stakeholders and is the ultimate escalation point for issue resolution.
Organisational Capability Development	OCDV	7	Represents and leads organisational capability improvement at the highest level. Determines the need for strategic organisation-level capability improvement to satisfy the organisation's strategic goals and long-term objectives. Liaises with the organisation's functions to establish requirements and identifies, proposes, initiates and leads significant organisational capability improvement programmes. Manages the quality and appropriateness of the work performed and delivers measurable business benefits. Adopts and/or modifies existing capability improvement approaches as necessary.
Strategic Planning	ITSP	6	Sets policies, standards and guidelines for how the organisation conducts strategy development and planning. Leads and manages the creation or review of a strategy that meets the requirements of the business. Develops, communicates, implements and reviews the processes which embed strategic management in the operational management of the organisation.
Enterprise and Business Architecture	STPL	7	Directs the development of enterprise-wide architecture and processes to embed the strategic application of change in the management of the organisation. Directs the creation and review of an enterprise capability strategy to support the strategic requirements of the business. Oversees the creation and implementation of roadmaps to guide long-term enterprise transformation and strategic alignment. Identifies the business benefits of alternative strategies. Ensures compliance between business strategies, enterprise transformation activities and technology directions, setting strategies, policies, standards and practices.
Supplier Management	SUPP	6	Develops organisational policies, standards, and guidelines to ensure effective supplier management across the integrated supply chain. Defines the approach for commercial communications and the management of relationships with suppliers. Establishes a positive and effective working environment with suppliers for mutual benefit. Ensures that resources and tools are in place to conduct benchmarking. Reviews supplier analysis and assesses effectiveness across the supply chain. Manages risks and assures the quality of the services delivered by suppliers.

EX02 – Portfolio Assurance Director [SFIA Level 6]

Overview:

The Portfolio Assurance Director operates at a senior level and is responsible for aligning Quality & Test Oversight with portfolio delivery, providing test assurance across the client's programmes and projects. The expertise lies in leading the definition, monitoring, and evaluation of portfolio-related QA and testing activities, ensuring each component contributes to the overarching goals. The Portfolio Assurance Director uses a combination of Quality Management, Risk Management, and Stakeholder Relationship Management to implement a comprehensive assurance approach. The expertise is used to establish a repeatable process focused on the compliance of the technology portfolio, meeting quality standards and achieving continuous quality improvement.

Highlights:

- Ensures alignment of all programmes and projects with the **IT-TRAC**® framework.
- Provides comprehensive oversight to maintain consistent adherence to standards across the portfolio.
- Enhances risk management by implementing controls and mitigation strategies for portfolio-wide challenges.
- Delivers actionable insights and reporting to support executive decision-making and governance.
- Drives continual improvement in quality practices, leveraging stakeholder feedback and performance metrics.

Key Responsibilities:

- Establish, on the client's behalf, the Quality & Test Oversight capability, enabling the development of Quality Strategies and the definition of Test Assurance Procedures within the **IT-TRAC**® framework.
- Lead the approach to overseeing the client's portfolio of technology projects and programmes, selecting priority initiatives for engagement and test assurance planning, and acquiring suitable resources to pursue required activities.
- Liaise with supplier management teams to develop strong working relationships and drive adherence to quality and test policies, standards, practices, and processes to achieve mutual benefits in high-quality supply chain delivery.
- Develop and execute stakeholder management plans, fostering strong, strategic relationships with senior stakeholders and serving as a single point of contact to facilitate open communication and alignment on portfolio objectives.
- Plan and manage portfolio-level risk management strategies, implementing risk treatment measures within the broader business context and in line with the client organisation's appetite for risk.
- Oversee portfolio-wide assurance of supplier testing, delivery quality, and achievement of the client's objectives.
- Identify and pursue opportunities to improve capabilities, conduct maturity assessments, and recommend enhancements to increase the effectiveness and efficiency of quality and risk management practices.
- Provide comprehensive reporting on portfolio status, quality assurance, and risk management, delivering actionable insights and recommendations that enable clients to make strategic decisions.

Experience:

- 8+ years of experience in portfolio or programme-level assurance, overseeing organisation-wide quality assurance and test management across large-scale initiatives, managing teams of test and assurance experts, assessing/auditing the quality of programme and project delivery.
- Proven experience in strategic planning, test process improvements, and aligning quality targets with delivery objectives.
- Strong background in risk management and executive-level reporting, ensuring the portfolio's testing activities support business goals.

Qualifications:

- Will typically hold a degree (BSc, BEng) and one or more professional certifications (practitioner or lead-level) in the fields of Portfolio Management, Service Management, Security Management, or Risk Management.
- Relevant certifications include, but are not limited to: Axelos MoP Practitioner; Axelos P3O Practitioner; PECB ISO/IEC 20000 Lead Implementer; ISO/IEC 27001:2022 Lead Auditor; PECB ISO 31000 Lead Risk Manager.

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Portfolio Management	POMG	6	Engages and influences senior managers to ensure the portfolio will deliver the agreed business objectives. Leads the definition, planning, scheduling and monitoring of portfolio activities, ensuring alignment with governance standards. Ensures each portfolio component contributes to the overall objectives. Identifies and addresses portfolio-related issues, recommending and monitoring corrective actions. Collects and summarises portfolio measures, reporting on status and ensuring compliance with governance frameworks.
Quality Management	QUMG	6	Achieves and maintains compliance against national and international standards, as appropriate. Prioritises areas for quality improvement by considering strategy, business objectives and results from internal and external audits. Initiates the application of appropriate quality management techniques in these areas. Initiates improvements to processes by changing approaches and working practices, typically using recognised models. Identifies and plans systematic corrective action to reduce errors and improve the quality of the systems and services.
Risk Management	BURM	6	Plans and manages the implementation of organisation-wide risk management processes, integrating tools and techniques aligned with governance frameworks. Considers organisation-wide risk and mitigation activities within the context of business risk as a whole and the organisation's appetite for risk. Provides leadership on risk management, ensuring practices support strategic decision-making and compliance with organisational policies.
Quality Assurance	QUAS	6	Leads, develops and is accountable for an organisational approach and commitment to quality assurance. Ensures quality assurance processes and activities are robust and reliable, and appropriately tailored to the organisation's quality objectives. Plans and resources the organisational quality assurance activities, using internal or third-party resources. Considers the implications of emerging technology, approaches, trends, regulations and legislation. Monitors and reports on quality assurance activities, levels of compliance and improvement opportunities.
Stakeholder Relationship Management	RLMT	6	Leads the development of comprehensive stakeholder management strategies and plans. Establishes and builds long-term, strategic relationships with key stakeholders to support service delivery and change initiatives. Acts as a principal point of contact, ensuring effective communication and alignment. Negotiates and ensures agreements meet stakeholder needs. Oversees the monitoring of stakeholder relationships, capturing lessons learned and providing feedback. Leads initiatives to enhance communication and relationships, promoting collaboration and understanding between all parties.
Supplier Management	SUPP	6	Develops organisational policies, standards, and guidelines to ensure effective supplier management across the integrated supply chain. Defines the approach for commercial communications and the management of relationships with suppliers. Establishes a positive and effective working environment with suppliers for mutual benefit. Ensures that resources and tools are in place to conduct benchmarking. Reviews supplier analysis and assesses effectiveness across the supply chain. Manages risks and assures the quality of the services delivered by suppliers.

EX03 – Principal Quality & Test Consultant [SFIA Level 6]

Overview:

The Principal Quality & Test Consultant delivers strategic consulting services within the **IT-TRAC**® framework, advising clients on the introduction (or modification) and alignment of quality practices, testing standards, and assurance processes within the context of their business objectives. Implemented at the executive and senior levels, this expertise drives operational analysis and business needs assessment. It manages changes to test policies, standards, quality, and test architecture that will underpin the rollout of the **IT-TRAC**® capability structure.

Highlights:

- Drives and governs transformative initiatives to enhance quality and testing maturity across the organisation.
- Provides strategic leadership of a quality and test function, offering improved long-term quality risk management.
- Enables a visible framework to provide transparency of practice and compliance, fostering a culture of accountability.

Key Responsibilities:

- Engage with client executives to define an organisational vision for quality management, ensuring alignment with enterprise goals and strategic priorities.
- Commission assessments of the client's quality management and assurance infrastructure, processes, practices, and controls, leveraging the TAL **IT-TRAC**® framework to identify gaps and inform long-term capability development.
- Collaborate with executive stakeholders to communicate and agree upon the strategic quality and test roadmap, advising on high-impact initiatives and decision-making processes.
- Ensure policies, standards, and strategic test architecture integrate with client operations and adhere to internal, national, and international regulatory requirements, enabling comprehensive compliance across all quality-related activities.
- Set the course and direction for TAL senior consulting teams, guiding the application of the **IT-TRAC**® framework within client environments and setting priorities to achieve strategic quality objectives.
- Establish governance checkpoints and reporting structures to ensure that all quality and testing activities meet or exceed the client organisation's regulatory, operational, and performance standards.
- Contextualise the feed of management information (MI) and key performance indices (KPIs) from the senior consulting teams to deliver meaningful insights to executive decision-makers.
- Act as a trusted advisor on emerging trends and industry standards in quality management and testing, providing clients with forward-looking insights to help future-proof their quality strategies.
- Facilitate knowledge transfer and mentoring programs for client teams and consulting staff, embedding best practices and supporting skill development to ensure sustainable quality improvements.
- Drive continuous improvement initiatives across client quality and testing practices, recommending best-fit tools, methodologies, and frameworks to elevate quality performance in alignment with strategic goals.

Experience:

- 8+ years of consultancy experience in the technology quality management domain, with a demonstrable involvement in quality and test framework design and implementation for large-scale and diverse transformative IT programmes.
- Proven leadership of account-level consulting engagements, working closely with executive and senior stakeholders to deliver high-impact quality and test initiatives.
- Familiar with executive-level communication, presentation and reporting to support a client's strategic decision-making.

Qualifications:

- Will typically hold a degree (BSc, BEng, or equivalent) and one or more professional certifications at the Advanced, Practitioner, Lead Auditor, or equivalent level.
- Relevant certifications include but are not limited to: ICMCI Certified Management Consultant (CMC); PECB ISO/IEC 20000 Lead Auditor; CQI and IRCA ISO/IEC 27001:2022 Lead Auditor; PECB ISO 31000 Lead Risk Manager; ISTQB Certified Tester Advanced Level Test Management (CTAL-TM).

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Consultancy	CNSL	6	Leads and manages the provision of consultancy services and/or a team of consultants. Provides expert advice and guidance in own areas of expertise to both consultants and clients. Engages with clients at a strategic level, establishing consultancy agreements or contracts and maintaining long-term relationships. Manages the completion of engagements, ensuring strategic alignment with client needs and overseeing the transition from consultancy delivery to operational adoption. Oversees the development and delivery of consultancy services within the agreed strategic framework.
Quality Management	QUMG	6	Achieves and maintains compliance against national and international standards, as appropriate. Prioritises areas for quality improvement by considering strategy, business objectives and results from internal and external audits. Initiates improvements to processes by changing approaches and working practices, typically using recognised models. Identifies and plans systematic corrective action to reduce errors and improve the quality of the systems and services.
Quality Assurance	QUAS	6	Leads, develops and is accountable for an organisational approach and commitment to quality assurance. Ensures that quality assurance processes and activities are robust and reliable, and appropriately tailored to the organisation's quality objectives. Plans and resources the organisational quality assurance activities, using internal or third-party resources. Considers the implications of emerging technology, approaches, trends, regulations and legislation. Monitors and reports on quality assurance activities, levels of compliance, and improvement opportunities.
Stakeholder Relationship Management	RLMT	6	Leads the development of comprehensive stakeholder management strategies and plans. Builds long-term, strategic relationships with senior stakeholders (internal and external). Facilitates the engagement of stakeholders in support of the delivery of services and change projects. Acts as a single point of contact for senior stakeholders, facilitating relationships between them. Negotiates to ensure that stakeholders understand and agree on what will meet their needs, and that appropriate agreements are defined. Oversees monitoring of relationships including lessons learned and appropriate feedback. Leads actions to improve relations and open communications with and between stakeholders.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Governance	GOVN	6	Implements the governance framework to enable governance activity to be conducted. Within a defined area of accountability, determines the requirements for appropriate governance reflecting the organisation's values, ethics and wider governance frameworks. Communicates delegated authority, benefits, opportunities, costs, and risks. Leads reviews of governance practices with appropriate and sufficient independence from management activity. Acts as the organisation's contact for relevant regulatory authorities and ensures proper relationships between the organisation and external stakeholders.
Functional Testing	TEST	6	Develops organisational policies, standards and guidelines for functional testing, ensuring they align with business strategy and incorporate a risk-based approach. Plans and leads complex testing initiatives, ensuring alignment with strategic objectives and incorporating a risk-based approach. Manages risks and opportunities, coordinates with other testing activities and drives improvements in functional testing capabilities. Promotes a culture of quality in functional testing, driving adherence to organisational standards and proactive risk mitigation.
Non-Functional Testing	NFTS	6	Develops organisational policies, standards and guidelines for non-functional testing, ensuring they align with business strategy and incorporate a risk-based approach. Plans and leads strategic, complex testing activities, ensuring they align with overall system quality goals. Manages risks and opportunities, coordinating with other types of testing. Develops organisational capabilities to address complex quality validation challenges. Drives continuous automation and improvements in test environments. Promotes a culture of quality in non-functional testing, driving adherence to organisational standards and proactive risk mitigation.

EX04 – Senior AIMS (ISO/IEC 42001) Auditor [SFIA Level 6]

Overview:

The Senior AIMS (ISO/IEC 42001) Auditor oversees the provision of independent assurance over the design, implementation, and effectiveness of Artificial Intelligence Management Systems (AIMS). Practising within the **IT-TRAC**® framework in line with ISO/IEC 42001 and relevant regulatory expectations, this expertise evaluates whether AI governance, risk controls, lifecycle processes, and assurance mechanisms are appropriately defined, implemented, and operated as intended.

The role is assurance-led, not advisory. It supports organisational confidence, regulatory readiness, and executive decision-making by delivering objective, evidence-based audit outcomes across AI-enabled systems, platforms, and operating models.

TAL Auditors will not provide independent assurance over work they were responsible for designing or implementing, or over work where their prior advisory involvement would compromise the required independence or impartiality. TAL audit activity does not constitute accredited certification unless expressly arranged through an appropriately accredited certification body.

Highlights:

- Provides independent confidence in the organisation's AI governance, risk, and control framework
- Demonstrates alignment with ISO/IEC 42001 and emerging AI regulatory expectations.
- Reduces AI-related operational, ethical, and compliance risk through objective assurance.

Key Responsibilities:

- Plan and conduct formal audits of Artificial Intelligence Management Systems (AIMS) against ISO/IEC 42001 requirements, including governance, risk management, lifecycle controls, and assurance mechanisms.
- Evaluate the effectiveness of AI policies, standards, controls, and operating procedures across the AI lifecycle, from design and development through deployment and monitoring.
- Assess organisational approaches to AI risk, ethics, transparency, accountability, and human oversight, identifying gaps and control weaknesses.
- Perform evidence-based assessments of AI-enabled platforms, processes, and decision-making systems, including data usage, model governance, and operational monitoring.
- Document findings, nonconformities, observations, and improvement opportunities in clear, defensible audit reports.
- Engage senior stakeholders to communicate audit outcomes, risk implications, and assurance conclusions without assuming ownership of remediation.
- Monitor corrective action plans and verify closure of items against findings in audit follow-ups.
- Maintain independence from AI design, implementation, and advisory activities to preserve audit integrity.
- Stay current with emerging AI standards, regulations, and assurance practices to ensure audit approaches remain relevant and defensible.

Experience:

- 8+ years of experience in governance, assurance, audit, or risk roles within technology-enabled or regulated environments, working with executive, risk, compliance, and regulatory stakeholders.
- Demonstrable experience conducting formal audits or independent assessments against management system standards (e.g. ISO-based frameworks).
- Must demonstrate a thorough understanding of the socio-technical impact of AI systems, including ethical, safety and legal implications, as well as what AI-enabled organisations are obligated to implement as policies and controls.

Qualifications

- Will typically hold a degree (BSc, BEng, or equivalent) and one or more professional certifications at the Advanced, Practitioner, Lead Auditor, or equivalent level.
- Relevant certifications include (but are not limited to): ISO/IEC 42001:2023 Artificial Intelligence Management System Lead Auditor; ISO/IEC 27001:2022 Information Security Management System Lead Auditor; ISO 9001:2015 – Quality Management Systems Lead Auditor; PECB, CQI & IRCA, or equivalent accredited audit schemes.

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Governance	GOVN	6	Implements the governance framework to enable governance activity to be conducted. Within a defined area of accountability, determines the requirements for appropriate governance reflecting the organisation's values, ethics and wider governance frameworks. Communicates delegated authority, benefits, opportunities, costs, and risks. Leads reviews of governance practices with appropriate and sufficient independence from management activity. Acts as the organisation's contact for relevant regulatory authorities and ensures proper relationships between the organisation and external stakeholders.
Quality Assurance	QUAS	6	Leads, develops and is accountable for an organisational approach and commitment to quality assurance. Ensures that quality assurance processes and activities are robust and reliable, and appropriately tailored to the organisation's quality objectives. Plans and resources the organisational quality assurance activities, using internal or third-party resources. Considers the implications of emerging technology, approaches, trends, regulations and legislation. Monitors and reports on quality assurance activities, levels of compliance, and improvement opportunities.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Audit	AUDT	6	Leads and manages complex audits and programmes of audit activity. Obtains and manages appropriate specialist expertise to contribute highly specialised technical knowledge and experience. Develops organisational policies, standards and guidelines for the conduct of audits. Ensures the objectivity and impartiality of the audit process. Identifies areas of risk and specifies audit programmes. Ensures audit coverage is sufficient to provide the business with assurance of adequacy and integrity. Authorises the issue of formal reports to management on the effectiveness and efficiency of control mechanisms.
Stakeholder Relationship Management	RLMT	6	Leads the development of comprehensive stakeholder management strategies and plans. Builds long-term, strategic relationships with senior stakeholders (internal and external). Facilitates the engagement of stakeholders in support of the delivery of services and change projects. Acts as a single point of contact for senior stakeholders, facilitating relationships between them. Negotiates to ensure that stakeholders understand and agree on what will meet their needs, and that appropriate agreements are defined. Oversees monitoring of relationships including lessons learned and appropriate feedback. Leads actions to improve relations and open communications with and between stakeholders.
Artificial intelligence (AI) and data ethics	AIDE	6	Sets direction for ethics in AI and data initiatives. Defines governance processes to ensure compliance with ethical standards. Engages with industry bodies and experts to develop and drive industry recommended practices. Develops and implements strategic ethical frameworks. Leads high-level reviews and decision-making processes. Allocates resources to support the organisation's commitment to ethical practices. Ensures the organisation has resources and skills for ethical assurance.

EX05 – Senior AIMS (ISO/IEC 42001) Consultant [SFIA Level 6]

Overview:

The Senior AIMS (ISO/IEC 42001) Consultant advises clients on establishing and continually improving an Artificial Intelligence Management System (AIMS). Operating within the *IT-TRAC*[®] framework, this expertise helps organisations establish pragmatic AI governance, risk management, lifecycle controls and assurance practices aligned with ISO/IEC 42001 and relevant regulatory expectations. The role typically supports readiness planning, design, enablement, implementation, and sustainable adoption of the AIMS, ensuring its controls are both auditable and workable in modern AI delivery environments.

Highlights:

- Accelerates ISO/IEC 42001 adoption, turning complex requirements into implementable, audit-ready operating practices.
- Improves decision-making confidence with traceable assurance evidence, justifiable evaluation, and clear risk visibility.
- Reduces operational risk in AI delivery through proportionate controls across the AI lifecycle.

Key Responsibilities:

- Garner sponsorship and governance to confirm AI accountable owners, align stakeholders, and shape effective working groups and decision forums.
- Define an AIMS implementation roadmap aligned to ISO/IEC 42001 and the client's operating model, including priorities, sequencing, dependencies, and adoption milestones.
- Lead senior/executive-facing briefings, as well as the running of labs and workshops to drive decisions on scope, roles, control intent, evidence expectations, and operating cadence, as required.
- Lead AIMS scope definition (boundaries, AI system inventory coverage, interfaces, applicability, and system transition).
- Establish pragmatic risk management and assurance routines for AI use cases (criteria, thresholds, sampling, escalation triggers, and exception handling) and define the design and implementation approach (operating model alignment, artefacts, control patterns, evidence approach, rollout strategy, change impacts and continual improvement).
- Specify AIMS integration points with platform engineering, quality engineering, and AI-enabled delivery/tooling pipelines (including traceable evidence capture).
- Support readiness assessments, internal audits / pre-assessments, corrective actions, and management review inputs (positioned as enabling "audit preparedness").
- Enable adoption through role-based playbooks, embedded coaching, and alignment with delivery methods (so controls become "how work gets done").
- Define MI/KPIs for AIMS health (control performance, nonconformities, risk themes, assurance coverage, and adoption/competence indicators).

Experience:

- 8+ years of consulting experience leading enterprise governance and operating model change, translating standards and risk requirements into practical delivery and operational routines.
- A demonstrable track record of designing and embedding management-system style controls (policy → objectives → standards → procedures → evidence) that stand up to internal scrutiny and external audit expectations.
- Must exhibit a strong articulation and understanding of modern engineering ecosystems (platform engineering, CI/CD, MLOps/AI pipelines), the efficient integration of controls, and the ability to influence executive and senior stakeholders.

Qualifications:

- Will typically hold a degree (BSc, BEng, MSc, or equivalent experience) and one or more professional certifications at Lead Auditor (or equivalent) level, aligned to management system assurance and AI risk oversight.
- Relevant awarded qualifications include (but are not limited to): ISO/IEC 42001:2023 — Artificial Intelligence Management System Lead Implementer (or Lead Auditor Practitioner); ISO 19011:2018 — (Evidence of ISO 19011 Auditor Training); ISO/IEC 27001:2022 — Information Security Management System Lead Auditor; ISO 9001:2015 — Quality Management Systems Lead Auditor; Recognised testing/assurance qualifications (e.g., ISTQB Advanced Test Manager).

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Consultancy	CNSL	6	Leads and manages the provision of consultancy services and/or a team of consultants. Provides expert advice and guidance in own areas of expertise to both consultants and clients. Engages with clients at a strategic level, establishing consultancy agreements or contracts and maintaining long-term relationships. Manages the completion of engagements, ensuring strategic alignment with client needs and overseeing the transition from consultancy delivery to operational adoption. Oversees the development and delivery of consultancy services within the agreed strategic framework.
Governance	GOVN	6	Implements the governance framework to enable governance activity to be conducted. Within a defined area of accountability, determines the requirements for appropriate governance reflecting the organisation's values, ethics and wider governance frameworks. Communicates delegated authority, benefits, opportunities, costs, and risks. Leads reviews of governance practices with appropriate and sufficient independence from management activity. Acts as the organisation's contact for relevant regulatory authorities and ensures proper relationships between the organisation and external stakeholders.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Stakeholder Relationship Management	RLMT	6	Leads the development of comprehensive stakeholder management strategies and plans. Builds long-term, strategic relationships with senior stakeholders (internal and external). Facilitates the engagement of stakeholders in support of the delivery of services and change projects. Acts as a single point of contact for senior stakeholders, facilitating relationships between them. Negotiates to ensure that stakeholders understand and agree on what will meet their needs, and that appropriate agreements are defined. Oversees monitoring of relationships including lessons learned and appropriate feedback. Leads actions to improve relations and open communications with and between stakeholders.
Organisational Change Management	CIPM	6	Initiates, plans and leads strategic, large and complex change management initiatives. Establishes feedback processes and leads analyses of change management successes. Enables continual improvements to change management methodology, tools and training necessary to enhance the maturity across the organisation.
Quality Management	QUMG	6	Achieves and maintains compliance against national and international standards, as appropriate. Prioritises areas for quality improvement by considering strategy, business objectives and results from internal and external audits. Initiates improvements to processes by changing approaches and working practices, typically using recognised models. Identifies and plans systematic corrective action to reduce errors and improve the quality of the systems and services.
Artificial intelligence (AI) and data ethics	AIDE	6	Sets direction for ethics in AI and data initiatives. Defines governance processes to ensure compliance with ethical standards. Engages with industry bodies and experts to develop and drive industry recommended practices. Develops and implements strategic ethical frameworks. Leads high-level reviews and decision-making processes. Allocates resources to support the organisation's commitment to ethical practices. Ensures the organisation has resources and skills for ethical assurance.

EX06 – Senior AI Assurance Consultant [SFIA Level 6]

Overview:

A senior consultancy role leading risk-based assurance across the AI system lifecycle, combining strong governance literacy with deep assurance execution capability. Leads AIMS diagnostic assessments and runs **AISTA**®-aligned AI assurance across AI system projects and AI-enabled delivery programmes, producing defensible evaluation outcomes, actionable findings, and traceable evidence. Also supports post-assessment advisory and capability-building to embed sustainable assurance behaviours, assets, and operating routines.

Highlights:

- Leads AIMS diagnostics that convert ISO/IEC 42001 intent into clear readiness findings, prioritised corrective actions, and practical next steps (audit-preparedness, not implied certification).
- Delivers decision-grade AI assurance using the **AISTA**® reference model: traceable evidence, defensible evaluation, clear residual risk visibility, and actionable findings closure.
- Integrates assurance into AI-enabled delivery and operational pipelines, ensuring proportionate controls and evidence capture across the AI system lifecycle.

Key Responsibilities:

- Lead AI assurance engagements end-to-end to define scope, objectives, stakeholders, delivery approach, evidence model, and reporting cadence.
- Perform structured diagnostic assessments of AIMS readiness, identifying gaps, risk exposure, corrective priorities, and practical recommendations aligned to ISO/IEC 42001 expectations.
- Define and apply risk-based assurance criteria for AI use cases and systems, including acceptance thresholds, evaluation approaches, sampling depths, and escalation triggers.
- Plan and direct assurance activity using the **AISTA**® Test–Assurance–Audit triad, ensuring appropriate use of methods and techniques to support defensible decisions.
- Specify and evaluate AI testing evidence as part of assurance (e.g., test approach adequacy, results integrity, coverage, robustness/monitoring evidence, and operational readiness signals).
- Review and validate traceability from risk → control → evidence → findings → corrective actions, ensuring evidence quality supports audit-aligned scrutiny.
- Produce clear assurance outputs: findings, recommendations, action ownership, due dates, decision rationale, and closure evidence requirements.
- Support governance and delivery decision forums with recommendations for approval, conditional approval, deferral, or rejection, with transparent residual risk.

Experience:

- 8+ years of consulting experience leading assurance and control evaluations in complex organisations, producing outcomes trusted by executive stakeholders.
- Demonstrable leadership in running diagnostic assessments, evaluation and prioritising pragmatic corrective actions, showing deep practical understanding of assurance execution, including AI testing as an evidence source.
- Proven ability to operate across governance, engineering, delivery, and operational teams, aligning expectations without slowing delivery unnecessarily and integrating assurance into modern delivery ecosystems.

Qualifications:

- Will typically hold a degree (BSc, BEng, MSc, or equivalent experience) and one or more professional certifications at Lead Auditor (or equivalent) level, aligned to management system assurance and AI risk oversight.
- Relevant awarded qualifications include (but are not limited to): ISO/IEC 42001:2023 – Artificial Intelligence Management System Lead Implementer (or Lead Auditor Practitioner); ISO 19011:2018 – (Evidence of ISO 19011 Auditor Training); ISO/IEC 27001:2022 – Information Security Management System Lead Auditor; ISO 9001:2015 – Quality Management Systems Lead Auditor

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Consultancy	CNSL	6	Leads and manages the provision of consultancy services and/or a team of consultants. Provides expert advice and guidance in own areas of expertise to both consultants and clients. Engages with clients at a strategic level, establishing consultancy agreements or contracts and maintaining long-term relationships. Manages the completion of engagements, ensuring strategic alignment with client needs and overseeing the transition from consultancy delivery to operational adoption. Oversees the development and delivery of consultancy services within the agreed strategic framework.
Governance	GOVN	6	Implements the governance framework to enable governance activity to be conducted. Within a defined area of accountability, determines the requirements for appropriate governance reflecting the organisation's values, ethics and wider governance frameworks. Communicates delegated authority, benefits, opportunities, costs, and risks. Leads reviews of governance practices with appropriate and sufficient independence from management activity. Acts as the organisation's contact for relevant regulatory authorities and ensures proper relationships between the organisation and external stakeholders.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Quality Assurance	QUAS	6	Leads, develops and is accountable for an organisational approach and commitment to quality assurance. Ensures that quality assurance processes and activities are robust and reliable, and appropriately tailored to the organisation's quality objectives. Plans and resources the organisational quality assurance activities, using internal or third-party resources. Considers the implications of emerging technology, approaches, trends, regulations and legislation. Monitors and reports on quality assurance activities, levels of compliance, and improvement opportunities.
Audit	AUDT	6	Leads and manages complex audits and programmes of audit activity. Obtains and manages appropriate specialist expertise to contribute highly specialised technical knowledge and experience. Develops organisational policies, standards and guidelines for the conduct of audits. Ensures the objectivity and impartiality of the audit process. Identifies areas of risk and specifies audit programmes. Ensures audit coverage is sufficient to provide the business with assurance of adequacy and integrity. Authorises the issue of formal reports to management on the effectiveness and efficiency of control mechanisms.
Stakeholder Relationship Management	RLMT	6	Leads the development of comprehensive stakeholder management strategies and plans. Builds long-term, strategic relationships with senior stakeholders (internal and external). Facilitates the engagement of stakeholders in support of the delivery of services and change projects. Acts as a single point of contact for senior stakeholders, facilitating relationships between them. Negotiates to ensure that stakeholders understand and agree on what will meet their needs, and that appropriate agreements are defined. Oversees monitoring of relationships including lessons learned and appropriate feedback. Leads actions to improve relations and open communications with and between stakeholders.
Methods & Tools	METL	5	Provides authoritative advice and leadership to promote adoption of methods and tools and adherence to policies and standards. Evaluates and selects appropriate methods and tools in line with agreed policies and standards. Contributes to organisational policies, standards and guidelines for methods and tools. Implements methods and tools at programme, project and team levels including selection and tailoring in line with agreed standards. Manages reviews of the benefits and value of methods and tools. Identifies and recommends improvements that support broader organisational goals.
Artificial intelligence (AI) and data ethics	AIDE	6	Sets direction for ethics in AI and data initiatives. Defines governance processes to ensure compliance with ethical standards. Engages with industry bodies and experts to develop and drive industry recommended practices. Develops and implements strategic ethical frameworks. Leads high-level reviews and decision-making processes. Allocates resources to support the organisation's commitment to ethical practices. Ensures the organisation has resources and skills for ethical assurance.

EX07 – Programme Assurance Manager [SFIA Level 6]

Overview:

The Programme Assurance Manager provides Quality & Test Oversight capability for the client's programme delivery to guide and uphold the capability framework (*IT-TRAC*®) standards. Working at the tactical level, the Programme Assurance Manager directs quality management activities across a programme. Reporting to the Portfolio Assurance Director, the Programme Assurance Manager is instrumental in establishing and driving assurance practices. This expertise manages a team of assurance specialists to assess, witness and audit programmes and projects, capturing salient quality risk data and leveraging both quantitative and qualitative evaluations to provide actionable insights.

Highlights:

- Provides auxiliary programme management through a Quality & Test function.
- Provides second-level assurance for technology programme test outputs.
- Orchestrates *IT-TRAC*® framework assurance activities in line with the agreed assurance plan.
- Ensures assurance teams are mobilised to support critical initiatives in achieving quality objectives.
- Oversees programme risk management activities related to quality and testing.

Key Responsibilities:

- Plan and manage programme assurance activities from initiation through to transition, engaging the appropriate personnel to implement the assurance procedures.
- Establish and maintain programme-specific quality and test oversight within the *IT-TRAC*® framework, ensuring risk-based approaches and adherence to organisational standards.
- Manage and mentor a team of Assurance Specialists, providing cross-project guidance and practice support.
- Establish measurement standards and enable controls to capture, record, and utilise quality and risk data, incorporating quantitative metrics and subjective quality assessments to provide a holistic view of programme performance.
- Implement and oversee programme quality risk management processes, providing transparent risk reporting to stakeholders (via Assurance Reporting) and leveraging expert input to mitigate and manage identified risks.
- Manage programme stakeholder relationships by facilitating communication and decision-making to ensure alignment with stakeholder expectations, acting as the point of contact for programme-related quality and risk concerns.
- Report on programme performance metrics, offering insights and recommendations based on measured data, supporting strategic decision-making, and aligning reporting practices with organisational standards for quality and risk management.
- Oversee supplier performance to ensure alignment with programme objectives, resolving conflicts, and using supplier performance data to support continuous improvement.
- Lead assurance activities such as Test Quality Audits across functional and cross-functional areas, identifying non-compliance issues, and recommending corrective actions to elevate programme quality.

Experience:

- 8+ years of experience in programme-level quality and test assurance, with a proven ability to manage complex testing activities across multiple projects.
- Experience managing teams of quality assurance specialists, ensuring consistent and high-quality outcomes.
- Proven background in operational execution of test management practices within large programmes.
- Strong skills in executive reporting and data-driven decision support.

Qualifications:

- Will typically hold a degree (BSc, BEng) and one or more professional certifications (advanced or practitioner-level) in the fields of Quality Management, Service Management, Programme/Project Management, or Security Management.
- Relevant certifications include but are not limited to: Axelos PRINCE2 Practitioner; APMG ISO/IEC 20000 Practitioner; Axelos ITIL 4 Specialist: Drive Stakeholder Value; CQI/IRCA ISO/IEC 27001:2022 Internal Auditor.

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Programme Management	PGMG	6	Plans, schedules, monitors, and reports on programme-related activities. Ensures appropriate and effective governance arrangements and comprehensive reporting and communication policies are in place and followed. Maintains an awareness of current technical developments that may provide opportunities to the programmes. Ensures that programmes are managed to realise agreed business benefits within agreed timescales.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Quality Management	QUMG	6	Achieves and maintains compliance against national and international standards, as appropriate. Prioritises areas for quality improvement by considering strategy, business objectives and results from internal and external audits. Initiates the application of appropriate quality management techniques in these areas. Initiates improvements to processes by changing approaches and working practices, typically using recognised models. Identifies and plans systematic corrective action to reduce errors and improve the quality of the systems and services.
Quality Assurance	QUAS	5	Plans, organises and conducts formal reviews and assessments of complex domains, cross-functional areas, and the supply chain. Evaluates, appraises and identifies non-compliances with organisational standards and determines the underlying reasons for non-compliance. Prepares and reports on assessment findings and associated risks. Ensures that appropriate owners for corrective actions are identified. Identifies opportunities to improve organisational control mechanisms. Oversees the assurance activities of others, providing advice and expertise to support assurance activity.
Stakeholder Relationship Management	RLMT	5	Identifies the communications and relationship needs of stakeholder groups. Facilitates open communication and discussion between stakeholders. Acts as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. Provides informed feedback to assess and promote understanding. Facilitates business decision-making processes. Captures and disseminates technical and business information.
Supplier Management	SUPP	5	Manages suppliers to meet key performance indicators and agreed targets. Manages the operational relationships between suppliers and ensures potential disputes or conflicts are raised and resolved. Performs benchmarking and makes use of supplier performance data to ensure that performance is adequately monitored and regularly reviewed. Use suppliers' expertise to support and inform development roadmaps. Manages implementation of supplier service improvement actions. Identifies constraints and opportunities when negotiating or renegotiating contracts.
Measurement	MEAS	5	Establishes measurement objectives and the scope of measurement for functions, teams and projects. Plans and implements improvements to measurement capability. Provides advice and guidance for effective use of measures and measurement. Selects measures appropriate to the context and organisational objectives. Reviews data collection and storage mechanisms to support measurement. Contributes to organisational policies, standards, and guidelines for measurement.

EX08 – Programme Test Delivery Manager [SFIA Level 6]

Overview:

The Programme Test Delivery Manager leads structured, efficient, and risk-aware test delivery across a multi-project programme within the **IT-TRAC**® framework. Operating at the tactical programme level, this role ensures the Essential Test Mechanism (ETM) is realised end-to-end across constituent projects, test levels, and test cycles, establishing consistent planning, mobilisation, controls, and reporting.

The role directs programme-wide test delivery governance (in the operational sense), including test strategy formation, multi-stream planning, cross-project resource coordination, environment and data readiness, and the execution management of integrated test schedules. It provides senior stakeholders with decision-grade management information by translating test progress, quality signals, and risk exposure into actionable insights and clear recommendations.

Highlights:

- Drives efficient, risk-focused testing across all stages of project delivery, aligned with **IT-TRAC**® standards.
- Delivers testing that mirrors real-world conditions, achieving critical coverage and insight into business readiness.
- Fosters transparent stakeholder communication, collaborative issue resolution, and data-driven insights, identifying patterns and enabling long-term quality and test improvements, and underpinning stakeholder decision-making.

Key Responsibilities:

- Oversee test basis review, and quality risk assessments, ensuring outputs are categorised per the standards-defined Quality Models, to clarify foundational objectives and requirements, technological complexities and potential exposure.
- Develop test strategies aligned with the **IT-TRAC**® framework that address identified quality risks by modelling the test lifecycle, defining the test infrastructure and data requirements, the test organisation, and management controls.
- Acquire and manage test resources, including technology, personnel, and other enablers needed to fulfil the test lifecycle requirements outlined in the test strategy.
- Liaise with the Test Delivery Managers to ensure teams are coordinated in line with the programme test strategy and the capability framework standards across multiple cycles (e.g., levels/stages or sprints/releases).
- Oversee the establishment and monitoring of test infrastructure (environments, tools, and data), ensuring live operational conditions can be replicated.
- Oversee centralised defect management through the coordination, investigation, documentation, and resolution of issues while working with teams to identify trends and implement long-term solutions.
- Report on test progress and quality metrics to key stakeholders, using data effectively to provide actionable insights into risk levels, quality status, and overall test performance.
- Manage test closure activities, ensuring all testing is complete, necessary approvals are obtained, handover and archiving are realised, and conduct lessons learned exercises to support continuous improvement.

Experience:

- 10+ years of test management experience, at least 5 of which have been spent managing test **programmes**.
- Proven experience in managing resources and schedules to meet testing objectives and project timelines.
- Demonstrable understanding of quality risk controls and reporting, ensuring programme or project issues are resolved swiftly and efficiently, and project stakeholders are provided with clear insights to support informed decision-making.

Qualifications:

- Will typically hold a higher education qualification (HNC or above) and one or more professional certifications in Test Management, Project Management, or Service Management.
- Relevant certifications include but are not limited to: ISTQB Certified Tester Advanced Level Test Management (CTAL-TM); GAQM Certified Software Quality Manager (CSQM); ASQ Certified Software Quality Engineer (CSQE); Axelos ITIL 4 Foundation; Axelos PRINCE2 Foundation.

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Programme Management	PGMG	6	Plans, schedules, monitors, and reports on programme-related activities. Ensures appropriate and effective governance arrangements and comprehensive reporting and communication policies are in place and followed. Maintains an awareness of current technical developments that may provide opportunities to the programmes. Ensures that programmes are managed to realise agreed business benefits within agreed timescales.
Functional Testing	TEST	5	Leads functional testing efforts across all development stages, ensuring alignment with functional requirements and focusing on risk-based prioritisation. Provides authoritative advice on testing methods, tools and frameworks. Monitors and improves test coverage, collaborates with teams to address challenges and ensures compliance with standards. Leads efforts to improve the efficiency and reliability of functional testing. Identifies improvements and contributes to organisational policies, standards and guidelines for functional testing
Non-Functional Testing	NFTS	5	Plans and drives non-functional testing across all stages, ensuring alignment with requirements and prioritising risk-based strategies. Provides expert advice on non-functional methods, tools and frameworks. Leads the setup and maintenance of advanced test environments. Monitors the application of testing standards, ensuring they reflect real-world conditions. Troubleshoots and resolves complex issues, working closely with stakeholders. Leads efforts to improve the efficiency and reliability of non-functional testing. Identifies improvements and contributes to organisational policies, standards and guidelines for non-functional testing.
User acceptance testing	BPTS	5	Plans and manages user acceptance testing activity. Specifies the testing environment. Manages the creation of test cases and scenarios, ensuring they reflect realistic operational conditions and coverage needs. Ensures entry and exit criteria are set and met before user acceptance testing starts or ends. Specifies required user resources. Ensures users receive appropriate training and support. Ensures tests and results are documented, analysed and reported, highlighting issues and risks to stakeholders. Provides authoritative advice on acceptance testing planning and execution.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Stakeholder Relationship Management	RLMT	6	Leads the development of comprehensive stakeholder management strategies and plans. Establishes and builds long-term, strategic relationships with key stakeholders to support service delivery and change initiatives. Acts as a principal point of contact, ensuring effective communication and alignment. Negotiates and ensures agreements meet stakeholder needs. Oversees the monitoring of stakeholder relationships, capturing lessons learned and providing feedback. Leads initiatives to enhance communication and relationships, promoting collaboration and understanding between all parties.
Problem Management	PBMG	5	Ensures that appropriate action is taken to anticipate, investigate and resolve problems in systems and services. Ensures that such problems are fully documented within the relevant reporting systems. Enables development of problem solutions. Coordinates the implementation of agreed remedies and preventative measures. Analyses patterns and trends and improves problem management processes.
Measurement	MEAS	5	Establishes measurement objectives and the scope of measurement for functions, teams and projects. Plans and implements improvements to measurement capability. Provides advice and guidance for effective use of measures and measurement. Selects measures appropriate to the context and organisational objectives. Reviews data collection and storage mechanisms to support measurement. Contributes to organisational policies, standards and guidelines for measurement.

EX09 – Test Architect [SFIA Level 5]

Overview:

The provision of Test Architecture is at the core of the *IT-TRAC*® framework. The Test Architect defines the blueprint for the mechanisms and infrastructure required to support Governance, Oversight, Delivery, and Exceptions Management across the client's enterprise. The Test Architect delivers capability framework standards and designs management processes, controls, and other required assets (environment, tooling, and data management systems). The Architect will select suitable tools and methodologies and guide assurance and risk management practices to maintain alignment with the organisation's governance standards.

Highlights:

- Designs a robust test architecture that reflects the *IT-TRAC*® capability framework and the needs of the client.
- Establishes foundational processes, controls, and tools for efficient, enterprise-wide testing.
- Tailors and integrates the best tools and methodologies to meet diverse project needs flexibly and consistently.

Key Responsibilities:

- Design and implement the test architecture framework that represents the *IT-TRAC*® capabilities, i.e., Quality & Test Governance, Assurance, Test Delivery and Exceptions Management
- Create the foundational elements — processes, controls, infrastructure, data management, and tools — needed for effective testing across the client's enterprise.
- Select and tailor testing tools and methodologies to establish the foundational elements and ensure compatibility with diverse project needs.
- Manage the structure and integrity of 'test data', establishing reliable data generation processes that support test accuracy, compliance, and ease of access across multiple testing environments.
- Define the managed 'quality risk data' structures and associated metadata to support KPI generation, management information, and traceability.
- Collaborate with other architecture teams (business, solution, service) to ensure the test architecture aligns with broader technical strategies, adapting as required to evolving requirements.
- Assess and adapt the architecture to accommodate new or emerging technologies, changing business needs, or advancements in testing practices, ensuring continuous alignment with *IT-TRAC*® standards.
- Promote best-fit methods and tools to strengthen the organisation's testing capabilities, continuously assessing and recommending technology or process enhancements that align with the *IT-TRAC*® framework.

Experience:

- 5+ years of experience in test architecture or related fields, focusing on designing and implementing scalable test solutions.
- Proven experience in developing and managing test automation frameworks and optimising test environments.
- Strong background in collaborating with development and quality teams to align test architecture with project requirements and goals.
- Experience in tool selection and technical evaluation of testing technologies to maintain an innovative and effective testing ecosystem.

Qualifications:

- Will typically hold a higher education qualification (HNC or above) and one or more professional certifications in Test Management, Automation, or Solution Architecture.
- Relevant certifications include but are not limited to: ISTQB Certified Tester Advanced Level Test Management (CTAL-TM); TOGAF Enterprise Architecture Foundation; Axelos ITIL 4 Strategist: Direct, Plan and Improve; ISTQB Certified Tester Advanced Level Test Automation Engineering (CTAL-TAE).

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Enterprise and Business Architecture	STPL	5	Contributes to creating and reviewing a systems capability strategy which meets the business's strategic requirements. Determines requirements and specifies effective business processes, through improvements in technology, information or data practices, organisation, roles, procedures and equipment.
Solution Architecture	ARCH	5	Leads the development of solution architectures in specific business, infrastructure or functional areas. Leads the preparation of technical plans and ensures appropriate technical resources are made available. Ensures appropriate tools and methods are available, understood and employed in architecture development. Provides technical guidance and governance on solution development and integration. Evaluates requests for changes and deviations from specifications and recommends actions. Ensures relevant technical strategies, policies, standards and practices (including security and cost management) are applied correctly.
Functional Testing	TEST	5	Provides authoritative advice on testing methods, tools and frameworks. Monitors and improves test coverage, collaborates with teams to address challenges and ensures compliance with standards. Leads efforts to improve the efficiency and reliability of functional testing. Identifies improvements and contributes to organisational policies, standards and guidelines for functional testing
Non-Functional Testing	NFTS	5	Provides expert advice on non-functional methods, tools and frameworks. Leads the setup and maintenance of advanced test environments. Monitors the application of testing standards, ensuring they reflect real-world conditions. Troubleshoots and resolves complex issues, working closely with stakeholders. Leads efforts to improve the efficiency and reliability of non-functional testing. Identifies improvements and contributes to organisational policies, standards and guidelines for non-functional testing.
Measurement	MEAS	5	Establishes measurement objectives and the scope of measurement for functions, teams and projects. Plans and implements improvements to measurement capability. Provides advice and guidance for effective use of measures and measurement. Selects measures appropriate to the context and organisational objectives. Reviews data collection and storage mechanisms to support measurement. Contributes to organisational policies, standards and guidelines for measurement.
Data management	DATM	5	Devises and implements master data management processes. Derives data management structures and metadata to support consistency of information retrieval, combination, analysis, pattern recognition and interpretation, throughout the organisation. Plans effective data storage, sharing and publishing within the organisation. Independently validates external information from multiple sources. Assesses issues that might prevent the organisation from making maximum use of its information assets. Provides expert advice and guidance to enable the organisation to get maximum value from its data assets.
Methods and Tools	METL	5	Provides advice, guidance and expertise to promote adoption of methods and tools and adherence to policies and standards. Evaluates and selects appropriate methods and tools in line with agreed policies and standards. Contributes to organisational policies, standards, and guidelines for methods and tools. Implements methods and tools at programme, project and team levels including selection and tailoring in line with agreed standards. Manages reviews of the benefits and value of methods and tools. Identifies and recommends improvements.

EX10 – AIMS (ISO/IEC 42001) Auditor [SFIA Level 5]

Overview:

The AIMS (ISO/IEC 42001) Auditor provides independent assurance over the design, implementation, and effectiveness of Artificial Intelligence Management Systems (AIMS). Practising within the **IT-TRAC**® framework in line with ISO/IEC 42001 and relevant regulatory expectations, this role assesses whether AI governance, risk controls, lifecycle processes, and assurance mechanisms are appropriately defined, implemented, and operating as intended.

The role is assurance-led, not advisory. It supports organisational confidence and readiness by delivering objective, evidence-based audit outputs across AI-enabled systems, platforms, and operating routines.

TAL Auditors will not provide independent assurance over work they were responsible for designing or implementing, or over work where their prior advisory involvement would compromise the required independence or impartiality. TAL audit activity does not constitute accredited certification unless expressly arranged through an appropriately accredited certification body.

Highlights:

- Delivers objective, evidence-based audit activity to validate AIMS design and operational effectiveness.
- Identifies control gaps and nonconformities that expose AI-related operational, ethical, and compliance risk.
- Produces clear, defensible findings and supports corrective-action verification without assuming remediation ownership.

Key Responsibilities:

- Support the planning and execution of AIMS audits against ISO/IEC 42001 requirements, including governance, risk management, AI system lifecycle controls, and assurance mechanisms.
- Collect and evaluate audit evidence across policies, standards, procedures, records, and operational practices, including sampling and traceability checks.
- Assess organisational approaches to AI risk, ethics, transparency, accountability, and human oversight, identifying control weaknesses and opportunities for improvement.
- Review evidence relating to the management of AI-enabled platforms, the related processes, and decision-making systems, including model governance, data usage, and monitoring practices.
- Document audit observations, nonconformities, and conclusions in clear audit working papers and reports.
- Communicate audit outcomes and risk implications to stakeholders, maintaining impartiality and independence.
- Track corrective action plans and support follow-up activity to verify closure against audit findings.
- Maintain awareness of emerging AI standards, regulatory themes, and assurance practices to ensure audit approaches remain relevant and defensible.

Experience:

- 5+ years of experience in assurance, audit, risk, or governance roles within technology-enabled and/or regulated environments.
- Demonstrable experience contributing to audits or independent assessments against management system standards (ISO-based frameworks).
- Proven ability to evidence, document, and communicate assurance outcomes clearly to delivery, risk, and operational stakeholders.

Qualifications:

- Will typically hold a degree (BSc, BEng, or equivalent) and one or more professional certifications in management system audit or assurance (practitioner/advanced level).
- Relevant certifications include (but are not limited to): ISO/IEC 42001:2023 – Artificial Intelligence Management System Auditor / Lead Auditor (where held); ISO/IEC 27001:2022 – Information Security Management System Internal Auditor / Lead Auditor; ISO 9001:2015 – Quality Management Systems Internal Auditor / Lead Auditor; CQI & IRCA, PECB, or equivalent recognised audit schemes.

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Audit	AUDT	5	Plans, organises and conducts audits of complex domain areas, cross-functional areas and across the supply chain. Confirms the scope and objectives of specific audit activities with management. Aligns with the scope of the audit programme and organisational policies. Determines appropriate methods of investigation to achieve the audit objectives. Presents audit findings to management describing the effectiveness and efficiency of control mechanisms. Provides general and specific audit advice. Collaborates with professionals in related specialisms to develop and integrate findings.
Quality Assurance	QUAS	5	Plans, organises and conducts formal reviews and assessments of complex domain areas, cross-functional areas and across the supply chain. Evaluates, appraises and identifies non-compliances with organisational standards and determines the underlying reasons for non-compliance. Prepares and reports on assessment findings and associated risks. Ensures appropriate owners for corrective actions are identified. Identifies opportunities to improve organisational control mechanisms.
Artificial intelligence (AI) and data ethics	AIDE	5	Provides expert advice to integrate ethics into AI and data projects and programmes. Oversees governance and assurance activities. Reviews and approves impact assessments and audits. Promotes awareness of ethical principles and their application across the organisation. Contributes to the development of policy, standards and guidelines related to AI and data ethics.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Stakeholder Relationship Management	RLMT	5	Identifies the communications and relationship needs of stakeholder groups. Translates communications/stakeholder engagement strategies into specific activities and deliverables. Facilitates open communication and discussion between stakeholders. Acts as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. Provides informed feedback to assess and promote understanding. Facilitates business decision-making processes. Captures and disseminates technical and business information.

EX11 – AIMS (ISO/IEC 42001) Consultant [SFIA Level 5]

Overview:

The AIMS (ISO/IEC 42001) Consultant supports clients in establishing and improving an Artificial Intelligence Management System (AIMS) aligned to ISO/IEC 42001 and relevant regulatory expectations. Operating within the *IT-TRAC*[®] framework, the role helps translate management system intent into practical operating routines, artefacts, and evidence patterns that can be sustained in modern AI-enabled delivery environments.

This role is advisory and enablement-focused, supporting design and rollout activities under senior direction where required.

Highlights:

- Converts ISO/IEC 42001 requirements into practical AIMS artefacts and operating routines that teams can adopt.
- Strengthens AIMS control implementation through pragmatic risk management routines, clear expectations for evidence, and traceability.
- Enables audit readiness through structured readiness inputs, corrective action support, and measurable control health.

Key Responsibilities:

- Support stakeholder mobilisation and working-group setup by preparing role/accountability mappings, workshop content, and decision inputs.
- Assist in defining AIMS scope (AI system inventory coverage, boundaries, interfaces, applicability, and transition approach).
- Develop and tailor AIMS artefacts (policy inputs, standards mapping, procedures, templates, registers, and evidence expectations) aligned to ISO/IEC 42001.
- Support development of an AIMS implementation roadmap (sequencing, dependencies, priorities, and adoption milestones).
- Define pragmatic risk management and assurance routines for AI use cases (criteria, thresholds, sampling, escalation triggers, and exception handling).
- Specify evidence capture approaches that integrate with delivery pipelines (platform engineering, quality engineering, CI/CD, and MLOps/AI tooling).
- Support readiness assessments and internal pre-assessments, consolidating findings, corrective actions, and management review inputs.
- Assist adoption enablement through role-based guidance, playbooks, and embedded coaching to align controls with delivery ways of working.
- Support MI/KPI definition for AIMS health (control performance, findings, risk themes, assurance coverage, and adoption indicators).

Experience:

- 5+ years' experience in consulting, operating model enablement, governance, risk, or assurance-related delivery in complex organisations.
- Experience translating standards, policy intent, and risk controls into practical procedures, templates, and working routines.
- Demonstrable ability to work with engineering and delivery teams to integrate controls without undue delivery friction.

Qualifications:

- Will typically hold a degree (BSc, BEng, MSc, or equivalent experience) and one or more relevant professional certifications (practitioner/advanced level).
- Relevant certifications include (but are not limited to): ISO/IEC 42001:2023 — Lead Implementer / Lead Auditor (where held); ISO 19011:2018 — Auditor training (evidence of training); ISO/IEC 27001:2022 — Lead Auditor / Implementer; ISO 9001:2015 — Lead Auditor / Practitioner; Recognised testing/assurance qualifications (e.g., ISTQB Advanced Test Manager)

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Consultancy	CNSL	5	Takes full responsibility for understanding client requirements including data collection, analysis and resolving issues. Manages the scope and delivery of consultancy engagements to meet agreed objectives. Identifies, evaluates and recommends options. Collaborates with, and facilitates, stakeholder groups, as part of formal or informal consultancy agreements. Seeks to fully address client needs and implements solutions if required. Enhances the capabilities and effectiveness of clients by ensuring proposed solutions are fully understood and appropriately exploited.
Artificial intelligence (AI) and data ethics	AIDE	5	Provides expert advice to integrate ethics into AI and data projects and programmes. Oversees governance and assurance activities. Reviews and approves impact assessments and audits. Promotes awareness of ethical principles and their application across the organisation. Contributes to the development of policy, standards and guidelines related to AI and data ethics.
Quality Management	QUMG	5	Ensures projects, teams and functions have appropriate practices in place and are meeting required organisational quality levels. Advises on the application of appropriate quality management techniques and standards. Determines areas where existing processes should change after analysing audit findings. Facilitates improvements to processes by changing approaches and working practices, typically using recognised models. Takes responsibility for controlling updating and distributing organisational standards.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Stakeholder Relationship Management	RLMT	5	Identifies the communications and relationship needs of stakeholder groups. Translates communications/stakeholder engagement strategies into specific activities and deliverables. Facilitates open communication and discussion between stakeholders. Acts as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. Provides informed feedback to assess and promote understanding. Facilitates business decision-making processes. Captures and disseminates technical and business information.
Organisational Change Management	CIPM	5	Develops the change management approach and a change management plan in collaboration with sponsors, users and project teams. Creates and implements action plans to ensure readiness for change before going live. Acquires change management resources and develops their capabilities to deliver the required changes. Gathers feedback to allow timely improvements to the change management plan and approach. Assesses risks and takes preventative action. Develops and communicates tailored change management plans for senior stakeholder groups. Provides guidance to support change sponsors.
Methods and Tools	METL	5	Provides authoritative advice and leadership to promote adoption of methods and tools and adherence to policies and standards. Evaluates and selects appropriate methods and tools in line with agreed policies and standards. Contributes to organisational policies, standards and guidelines for methods and tools. Implements methods and tools at programme, project and team levels including selection and tailoring in line with agreed standards. Manages reviews of the benefits and value of methods and tools. Identifies and recommends improvements that support broader organisational goals.

EX12 – AI Assurance Consultant [SFIA Level 5]

Overview:

The AI Assurance Consultant delivers risk-based assurance across the AI system lifecycle, applying structured evaluation methods to provide defensible confidence in AI use cases, systems, and AI-enabled delivery practices. Operating within the **IT-TRAC**® framework and aligned with the **AISTA**® reference model, the role performs assurance activities that combine evidence review, testing signals, control evaluation, and transparent reporting of residual risk.

The role may contribute to AIMS diagnostic assessments and support post-assurance improvement actions, working under senior leadership where required.

Highlights:

- Provides decision-supporting assurance for AI systems through traceable evidence, defensible evaluation, and clear visibility of residual risk.
- Validates AI control objectives, operational practice through structured sampling, and evidence and test results review.
- Reinforces assurance adoption, producing actionable findings, closure expectations, and repeatable evidence patterns.

Key Responsibilities:

- Deliver AI assurance activities to a defined scope: objectives, evaluation approach, evidence expectations, sampling depth, and reporting cadence.
- Support the AIMS diagnostic assessment activity by gathering evidence, mapping to control intent, and consolidating readiness findings.
- Define and apply risk-based assurance criteria for AI use cases and AI systems (thresholds, acceptance intent, escalation triggers, and exception handling).
- Evaluate AI testing evidence as part of assurance (test approach adequacy, results integrity, coverage, robustness/monitoring signals, and operational readiness indicators).
- Review traceability from risk → control → evidence → finding → corrective action, confirming evidence quality and defensibility.
- Produce assurance outputs: findings, rationale, recommended actions, ownership expectations, and closure evidence requirements.
- Support delivery and governance forums with transparent reporting of confidence, limitations, and residual risk to inform approval/conditional approval/deferral decisions.
- Contribute to improvement actions and capability uplift by developing or tailoring playbooks, checklists, and evidence templates to embed repeatable assurance behaviours.

Experience:

- 5+ years' experience in assurance, evaluation, audit-support, quality engineering, risk, or control assessment in complex delivery environments.
- Demonstrable experience producing assurance findings based on structured evidence and communicating outcomes to senior stakeholders.
- Familiarity with AI-enabled delivery contexts (data pipelines, model lifecycle practices, monitoring) and the use of testing as an assurance evidence source.

Qualifications:

- Will typically hold a degree (BSc, BEng, MSc, or equivalent experience) and one or more relevant professional certifications aligned to assurance, audit, risk, or testing.
- Relevant certifications include (but are not limited to): ISO/IEC 42001:2023 — Lead Implementer / Lead Auditor (where held); ISO 19011:2018 — Auditor training (evidence of training); ISO/IEC 27001:2022 — Lead Auditor / Implementer; ISO 9001:2015 — Lead Auditor / Practitioner; Recognised testing/assurance qualifications (e.g., ISTQB Advanced Test Manager).

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Quality Assurance	QUAS	5	Plans, organises and conducts formal reviews and assessments of complex domain areas, cross-functional areas and across the supply chain. Evaluates, appraises and identifies non-compliances with organisational standards and determines the underlying reasons for non-compliance. Prepares and reports on assessment findings and associated risks. Ensures appropriate owners for corrective actions are identified. Identifies opportunities to improve organisational control mechanisms.
Audit	AUDT	5	Plans, organises and conducts audits of complex domain areas, cross-functional areas and across the supply chain. Confirms the scope and objectives of specific audit activities with management. Aligns with the scope of the audit programme and organisational policies. Determines appropriate methods of investigation to achieve the audit objectives. Presents audit findings to management describing the effectiveness and efficiency of control mechanisms. Provides general and specific audit advice. Collaborates with professionals in related specialisms to develop and integrate findings.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Artificial intelligence (AI) and data ethics	AIDE	5	Provides expert advice to integrate ethics into AI and data projects and programmes. Oversees governance and assurance activities. Reviews and approves impact assessments and audits. Promotes awareness of ethical principles and their application across the organisation. Contributes to the development of policy, standards and guidelines related to AI and data ethics.
Stakeholder Relationship Management	RLMT	5	Identifies the communications and relationship needs of stakeholder groups. Translates communications/stakeholder engagement strategies into specific activities and deliverables. Facilitates open communication and discussion between stakeholders. Acts as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. Provides informed feedback to assess and promote understanding. Facilitates business decision-making processes. Captures and disseminates technical and business information.
Methods and Tools	METL	5	Provides authoritative advice and leadership to promote adoption of methods and tools and adherence to policies and standards. Evaluates and selects appropriate methods and tools in line with agreed policies and standards. Contributes to organisational policies, standards and guidelines for methods and tools. Implements methods and tools at programme, project and team levels including selection and tailoring in line with agreed standards. Manages reviews of the benefits and value of methods and tools. Identifies and recommends improvements that support broader organisational goals.
Consultancy	CNSL	5	Takes full responsibility for understanding client requirements including data collection, analysis and resolving issues. Manages the scope and delivery of consultancy engagements to meet agreed objectives. Identifies, evaluates and recommends options. Collaborates with, and facilitates, stakeholder groups, as part of formal or informal consultancy agreements. Seeks to fully address client needs and implements solutions if required. Enhances the capabilities and effectiveness of clients by ensuring proposed solutions are fully understood and appropriately exploited.

EX13 – Senior Quality & Test Consultant [SFIA Level 5]

Overview:

The Senior Quality & Test Consultant supports the implementation and refinement of quality and testing practices within the **IT-TRAC**® framework, helping clients align these practices with their business objectives. This role provides hands-on consulting expertise to define test policies, quality standards, risk controls, and implement tailored quality frameworks. Working closely with senior stakeholders, the Senior Consultant delivers operational analysis and facilitates the deployment of quality and test management practices that strengthen client capabilities.

Highlights:

- Supports the real-world realisation of the **IT-TRAC**® framework capabilities.
- Drives data-driven reporting to gain actionable insights into quality risks and support portfolio-level decision-making.
- Delivers tactical quality and testing initiatives, ensuring compliance with quality frameworks and regulatory requirements.

Key Responsibilities:

- Lead quality requirements analysis and definition for complex enterprises and initiatives, gathering consensus on quality, testing and assurance needs and recommendations in collaboration with client stakeholders.
- Assist in designing and implementing the **IT-TRAC**® framework, supporting principal consultants and assurance directors to tailor the framework to client needs and objectives.
- Conduct portfolio-level quality and testing assessments, applying the **IT-TRAC**® framework to establish consistent practices and guide strategic quality improvements.
- Coordinate consulting teams to implement quality and testing practices across client portfolios, ensuring compliance with **IT-TRAC**® standards and regulatory requirements.
- Plan and conduct quality assurance reviews and assessments to manage quality risks, identify non-compliance issues, implement corrective actions, establish preventative controls and maintain alignment with standards.
- Guide risk activities at the portfolio level to advise stakeholders on risk management practices and monitoring quality risks.
- Provide expertise in testing methods and tools to guide the selection and adaptation of solutions intended to improve test efficiency and support the **IT-TRAC**® framework.
- Oversee data curation and reporting of quality metrics and performance indicators, ensuring accuracy and generating insights that inform decision-making.
- Identify and recommend quality process improvements, optimising control mechanisms to foster a culture of continuous improvement within client portfolios.

Experience:

- 5+ years of experience in quality and test consulting, focused on implementing quality management frameworks and test strategies across varied client environments.
- Proven experience in consulting and supporting senior stakeholders in executing impactful quality and test initiatives.
- Skilled in producing actionable insights and facilitating operational improvements that align with client objectives.

Qualifications:

- Typically holds a higher education qualification (HNC or above) and one or more professional certifications (advanced or practitioner-level) in Consultancy, Quality Management, Service Management, Security Management, Risk Management, or Test Management.
- Relevant certifications include but are not limited to: IC Professional Consulting (Level 7); APMG ISO/IEC 20000 Practitioner; CQI and IRCA ISO/IEC 27001:2022 Internal Auditor; PECB ISO 31000 Risk Manager; ISTQB Certified Tester Advanced Level Test Management (CTAL-TM).

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Consultancy	CNSL	5	Takes responsibility for understanding client requirements, collecting data, delivering analysis and problem resolution. Identifies, evaluates and recommends options. Collaborates with, and facilitates stakeholder groups, as part of formal or informal consultancy agreements. Seeks to fully address client needs and implements solutions if required. Enhances the capabilities and effectiveness of clients, by ensuring that proposed solutions are fully understood and appropriately exploited.
Stakeholder Relationship Management	RLMT	5	Identifies the communications and relationship needs of stakeholder groups. Translates communications/stakeholder engagement strategies into specific activities and deliverables. Facilitates open communication and discussion between stakeholders. Provides informed feedback to assess and promote understanding. Facilitates business decision-making processes. Captures and disseminates technical and business information.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to stakeholders. Engages specialists and domain experts as necessary.
Quality Management	QUMG	5	Ensures that projects, teams and functions have appropriate practices in place and are meeting required organisational quality levels. Advises on the application of appropriate quality management techniques and standards. Determines areas where existing processes should change from analysing audit findings. Facilitates improvements to processes by changing approaches and working practices, typically using recognised models. Takes responsibility for controlling updating and distributing organisational standards.
Quality Assurance	QUAS	5	Plans, organises and conducts formal reviews and assessments of complex domain areas, cross-functional areas, and across the supply chain. Evaluates, appraises and identifies non-compliances with organisational standards and determines the underlying reasons for non-compliance. Prepares and reports on assessment findings and associated risks. Ensures that appropriate owners for corrective actions are identified. Identifies opportunities to improve organisational control mechanisms. Oversees the assurance activities of others, providing advice and expertise to support assurance activity.
Functional Testing	TEST	5	Leads functional testing efforts across all development stages, ensuring alignment with functional requirements and focusing on risk-based prioritisation. Provides authoritative advice on testing methods, tools and frameworks. Monitors and improves test coverage, collaborates with teams to address challenges and ensures compliance with standards. Leads efforts to improve the efficiency and reliability of functional testing. Identifies improvements and contributes to organisational policies, standards and guidelines for functional testing.
Non-Functional Testing	NFTS	5	Plans and drives non-functional testing across all stages, ensuring alignment with requirements and prioritising risk-based strategies. Provides expert advice on non-functional methods, tools and frameworks. Leads the setup and maintenance of advanced test environments. Monitors the application of testing standards, ensuring they reflect real-world conditions. Troubleshoots and resolves complex issues, working closely with stakeholders. Leads efforts to improve the efficiency and reliability of non-functional testing. Identifies improvements and contributes to organisational policies, standards and guidelines for non-functional testing.

EX14 – Contract Manager [SFIA Level 5]

Overview:

Contract Management plays a crucial role in supporting Quality & Test Governance within the *IT-TRAC*[®] framework by overseeing supplier relationships, managing contractual obligations, and ensuring adherence to performance standards and compliance requirements. Working closely with quality and test teams, the Contract Manager uses metrics, benchmarking, and risk management strategies to evaluate supplier performance, drive continual improvement, and ensure that all test-related contracts and schedules meet the client's strategic goals.

Highlights:

- Ensures compliance with quality and performance standards across all contractual obligations.
- Mitigates risks through proactive supplier management and strategic issue resolution.
- Drives cost efficiency by monitoring Call-Off expenditures and optimising financial planning.
- Fosters strong stakeholder relationships, ensuring transparency and effective communication.
- Identifies and implements continual improvement initiatives to elevate service quality and supplier performance.

Key Responsibilities:

- Oversee contractual compliance and performance monitoring for quality and test-related services, using key performance indicators to ensure suppliers fulfil their obligations and align with *IT-TRAC*[®] standards.
- Manage supplier relationships and implement service improvement actions, addressing issues promptly, facilitating resolution, and optimising supplier performance using benchmarking data and service quality assessments.
- Support financial oversight of quality and test contracts, tracking expenditures, providing data for financial planning, and ensuring compliance with budgetary and audit requirements.
- Conduct formal reviews and assessments of supplier performance in collaboration with the quality assurance team, identifying areas of non-compliance and recommending improvements to reinforce organisational control mechanisms.
- Develop and apply risk management strategies specific to contractual obligations, ensuring that potential risks are identified, assessed, and mitigated across quality and test governance areas.
- Provide regular contract performance reporting to stakeholders, highlighting adherence to SLAs, KPIs, and quality targets.
- Engage and communicate with stakeholders, managing expectations and fostering strong relationships by implementing an effective stakeholder engagement plan that addresses issues and collects feedback to improve contract effectiveness.
- Identify opportunities for continual improvement through regular contract evaluations, negotiating necessary contract adjustments, and securing authorisations to refine terms and drive quality improvements across the supply chain.

Experience:

- 5+ years of experience in contract management within IT, quality assurance, or a related field, with a strong focus on managing supplier performance.
- Proven experience in contract quality management and financial oversight of service agreements.
- Demonstrated ability to positively contribute to contract negotiations, ensuring alignment with programme or project needs and quality obligations.
- Experience in stakeholder engagement and maintaining effective supplier relationships.

Qualifications:

- Typically holds a higher education qualification (HNC or above) and one or more professional certifications (advanced or practitioner-level) in Contract Management, Service Management, or Supplier Quality Management.
- Relevant certifications include, but are not limited to: WorldCC CCM Practitioner; ITIL 4 Practitioner: Supplier Management; ITIL 4 Specialist: Drive Stakeholder Value Certification; ASQ Certified Supplier Quality Professional (CSQP).

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Contract Management	ITCM	5	Oversees and measures the fulfilment of contractual obligations. Uses key performance indicators to monitor and challenge performance and identify opportunities for continual improvement. Develops strategies to address under-performance and compliance failures, including the application of contract terms. Identifies where changes are required, evaluates the impact, and advises stakeholders about the implications and consequences. Negotiates variations and seeks appropriate authorisation. Actively supports and engages with experts and stakeholders to ensure continual improvements are identified through review and benchmarking processes. Develops and implements change management protocols.
Supplier Management	SUPP	5	Manages suppliers to meet key performance indicators and agreed targets. Manages the operational relationships between suppliers and ensures potential disputes or conflicts are raised and resolved. Performs benchmarking and makes use of supplier performance data to ensure that performance is adequately monitored and regularly reviewed. Use suppliers' expertise to support and inform development roadmaps. Manages implementation of supplier service improvement actions. Identifies constraints and opportunities when negotiating or renegotiating contracts.
Financial Management	FMIT	4	Monitors and maintains financial records to agreed requirements for compliance and audit. Assists with identifying and calculating process, service, project and component costs for financial planning and budgeting. Collates required financial data and reports for analysis and to facilitate decision-making.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Quality Assurance	QUAS	5	Plans, organises and conducts formal reviews and assessments of complex domain areas, cross-functional areas, and across the supply chain. Evaluates, appraises and identifies non-compliances with organisational standards and determines the underlying reasons for non-compliance. Prepares and reports on assessment findings and associated risks. Ensures that appropriate owners for corrective actions are identified. Identifies opportunities to improve organisational control mechanisms. Oversees the assurance activities of others, providing advice and expertise to support assurance activity.
Stakeholder Relationship Management	RLMT	4	Deals with problems and issues, managing resolutions, corrective actions, lessons learned, and the collection and dissemination of relevant information. Implements stakeholder engagement/communications plan. Collects and uses feedback from customers and stakeholders to help measure the effectiveness of stakeholder management. Helps develop and enhance customer and stakeholder relationships.

EX15 – Quality Manager [SFIA Level 5]

Overview:

The Quality Manager in an IT programme setting is responsible for ensuring that all aspects of programme delivery meet established quality standards and align with corporate governance and risk management policies. This role focuses on operationalising quality processes, monitoring compliance, and implementing continuous improvement initiatives while coordinating across multiple teams and stakeholders. With a firm grounding in both the **IT-TRAC**® framework and quality assurance practices, the Quality Manager serves as the central figure in translating quality and test policies into effective programme practices.

Highlights:

- Bridges gaps between development, testing, and operations, ensuring all teams adhere to a unified quality framework.
- Proactively identifies and mitigates planning and operational risks, contractual and compliance risks, safety, security, environmental risks, and reputational risks.
- Underpins high-quality technology programme outcomes, reducing defects and improving product reliability.
- Drives continuous improvement initiatives that streamline processes, reduce rework, and enhance team productivity.

Key Responsibilities:

- Develop and maintain controlled quality policies and standards (ownership, versioning, approvals, publication).
- Operationalise policies and standards into a programme-level quality approach aligned to delivery and supplier plans.
- Define quality requirements, criteria, and the planned cadence of quality activities (reviews, gates, audits, reporting).
- Tailor and embed quality plans and controls across constituent projects/suppliers, ensuring consistent adoption.
- Conduct quality audits, assessments and reviews to confirm adherence to standards and identify nonconformities and improvement opportunities.
- Coordinate with programme leadership, assurance functions, and delivery teams to communicate expectations, track compliance, and resolve quality issues.
- Identify, assess, and manage quality-related risks, applying the appropriate risk treatment and escalating any issues that threaten programme resilience or standards alignment.
- Maintain and govern quality artefacts, ensuring changes are controlled and communicated.
- Analyse assurance/audit findings and performance data to drive corrective and preventative actions, verifying closure and effectiveness.
- Maintain a continual improvement backlog using metrics, stakeholder feedback, and lessons learned, embedding changes into ways of working.
- Define and maintain key metrics, indicators, measures and reporting routines to provide stakeholders with actionable quality and risk insight.

Experience:

- 5+ years of experience in quality management or related roles, preferably within a technology or testing environment.
- Proven track record in establishing quality frameworks, conducting audits, and supporting quality assurance initiatives across complex projects.
- Experience in stakeholder engagement, providing quality insights, and supporting decision-making processes at various levels of the organisation.

Qualifications:

- Will typically hold a higher education qualification (HNC or above) and one or more professional certifications in Quality Management, Service Management, Project Management, Risk Management, or Auditing.
- Relevant certifications include, but are not limited to: CQI and IRCA Practitioner level courses in Quality Management; BSI ISO 9001:2015 Requirements; BSI ISO 9001:2015 Internal Auditor; APMG ISO/IEC 20000 Practitioner; PECB ISO 31000 Risk Manager; ASQ Certified Software Quality Engineer (CSQE); GAQM Certified Software Quality Manager (CSQM).

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Quality Management	QUMG	5	Ensures that projects, teams and functions have appropriate practices in place and are meeting required organisational quality levels. Advises on the application of appropriate quality management techniques and standards. Determines areas where existing processes should change from analysing audit findings. Facilitates improvements to processes by changing approaches and working practices, typically using recognised models. Takes responsibility for controlling updating and distributing organisational standards.
Quality Assurance	QUAS	5	Plans, organises and conducts formal reviews and assessments of complex domain areas, cross-functional areas, and across the supply chain. Evaluates, appraises and identifies non-compliances with organisational standards and determines the underlying reasons for non-compliance. Prepares and reports on assessment findings and associated risks. Ensures that appropriate owners for corrective actions are identified. Identifies opportunities to improve organisational control mechanisms. Oversees the assurance activities of others, providing advice and expertise to support assurance activity.
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Audit	AUDT	5	Plans, organises and conducts audits of complex domain areas, cross-functional areas, and across the supply chain. Confirms the scope and objectives of specific audit activity with management. Aligns with the scope of the audit program and organisational policies. Determines appropriate methods of investigation to achieve the audit objectives. Presents audit findings to management describing the effectiveness and efficiency of control mechanisms. Provides general and specific audit advice. Collaborates with professionals in related specialisms to develop and integrate findings.
Stakeholder Relationship Management	RLMT	5	Identifies the communications and relationship needs of stakeholder groups. Translates communications/stakeholder engagement strategies into specific activities and deliverables. Facilitates open communication and discussion between stakeholders. Acts as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. Provides informed feedback to assess and promote understanding. Facilitates business decision-making processes. Captures and disseminates technical and business information.
Business Intelligence	BINT	3	Sources and prepares data for analysis and performs standard business intelligence analysis activities. Creates and delivers standard reports in accordance with stakeholder needs and conforming to agreed standards. Investigates the need for new or revised business intelligence analysis. Contributes to the recommendation of improvements. Engages with stakeholders under direction.

EX16 – Test Delivery Manager [SFIA Level 5]

Overview:

The Test Delivery Manager delivers structured, efficient, and risk-aware testing across the client's programmes and projects within the **IT-TRAC**® framework. Operating at both the tactical (project management) and dynamic (operational) levels, the role ensures the Essential Test Mechanism (ETM) is realised end-to-end, managing test strategy, planning, resourcing, design, execution scheduling, and delivery controls.

To underpin risk-based decisions, the Test Delivery Manager establishes fit-for-purpose test metrics and reporting, providing stakeholders with decision-grade management information on test progress, quality signals, and risk exposure.

Highlights:

- Drives efficient, risk-focused testing across all stages of delivery, aligned with **IT-TRAC**® standards.
- Delivers testing that reflects real-world conditions, achieving critical coverage and insight into readiness.
- Enables transparent stakeholder communication, collaborative issue resolution, and data-led decisions.

Key Responsibilities:

- Review the test basis and perform quality risk assessment and categorisation in line with the ISO/IEC 25010 Product Quality Model, clarifying requirements, complexity, and exposure.
- Develop and maintain test strategies aligned with **IT-TRAC**®, defining the end-to-end test lifecycle, environments, tooling and data approach, test organisation, roles, and delivery controls.
- Plan and coordinate test delivery across multiple cycles (e.g., levels/stages or sprints/releases), ensuring alignment with delivery schedules and quality objectives.
- Mobilise and manage test resources and enablers (people, environments, tools, and data) to meet lifecycle commitments.
- Embed risk management into test delivery through preventative controls, early issue identification, and mitigation.
- Oversee test definition and design, maintaining a controlled inventory of test cases and scripts.
- Establish and assure test environments and data that replicate live operational conditions to support realistic execution.
- Manage test execution scheduling and day-to-day coordination, ensuring entry/exit criteria, progress tracking, and coverage expectations are met.
- Oversee defect management, coordinating investigation, documentation, resolution, and trend analysis to drive corrective and preventative improvements.
- Report on test progress, defect and risk status to stakeholders, providing actionable insight to support delivery and release decisions.
- Manage test closure, ensuring completion approvals, certification, handover, archiving, and lessons learned are completed to support continual improvement.

Experience:

- 5+ years of experience in test and defect management, overseeing test delivery activities across multiple projects.
- Proven experience in managing resources and schedules to meet testing objectives and project timelines.
- Demonstrable understanding of risk mitigation, ensuring programme or project issues are resolved swiftly and efficiently and the ability to provide clear reporting and insights to project stakeholders, supporting informed decision-making.

Qualifications:

- Will typically hold a higher education qualification (HNC or above) and one or more professional certifications in Test Management, Project Management, or Service Management.
- Relevant certifications include but are not limited to: ISTQB Certified Tester Advanced Level Test Management (CTAL-TM); GAQM Certified Software Quality Manager (CSQM); ASQ Certified Software Quality Engineer (CSQE); Axelos ITIL 4 Foundation; Axelos PRINCE2 Foundation.

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Risk Management	BURM	5	Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme. Implements consistent and reliable risk management processes and reporting to key stakeholders. Engages specialists and domain experts as necessary. Advises on the organisation's approach to risk management.
Functional Testing	TEST	5	Leads functional testing across development stages, ensuring alignment with requirements and risk-based priorities. Provides authoritative advice on methods, tools and frameworks, monitors coverage and improves testing efficiency and reliability.
Non-Functional Testing	NFTS	5	Plans and drives non-functional testing across development stages, ensuring alignment with quality attributes and risk-based priorities. Provides expert advice on methods, tools and environments, troubleshoots complex issues and improves testing capability.
User Acceptance Testing	BPTS	5	Plans and manages user acceptance testing activity. Specifies the testing environment. Manages the creation of test cases and scenarios, ensuring they reflect realistic operational conditions and coverage needs. Ensures entry and exit criteria are set and met before user acceptance testing starts or ends. Specifies required user resources. Ensures users receive appropriate training and support. Ensures tests and results are documented, analysed and reported, highlighting issues and risks to stakeholders. Provides authoritative advice on acceptance testing planning and execution.
Stakeholder Relationship Management	RLMT	5	Identifies the communications and relationship needs of stakeholder groups. Translates communications/stakeholder engagement strategies into specific activities and deliverables. Facilitates open communication and discussion between stakeholders. Provides informed feedback to assess and promote understanding. Facilitates business decision-making processes. Captures and disseminates technical and business information.
Problem Management	PBMG	5	Ensures that appropriate action is taken to anticipate, investigate and resolve problems in systems and services. Ensures that such problems are fully documented within the relevant reporting systems. Enables development of problem solutions. Coordinates the implementation of agreed remedies and preventative measures. Analyses patterns and trends and improves problem management processes.

EX17 – Quality & Test Consultant [SFIA Level 4]

Overview:

The Quality & Test Consultant works closely with client teams and senior consultants to implement quality and testing practices that align with the **IT-TRAC**® framework. This role supports the development of high-value documentation, assists in the execution of test strategies, and ensures adherence to established standards and risk management practices. The Quality & Test Consultant is responsible for gathering data, monitoring testing activities, and providing insights that aid decision-making and quality improvement initiatives.

Highlights:

- Produces valuable technical documentation and artefacts.
- Executes the **IT-TRAC**® framework practices, providing hands-on test management and assurance while engaging in valuable knowledge transfer.
- Maintains accuracy in high-value data and reporting, enabling insightful quality and test metrics for decision-making.

Key Responsibilities:

- Support the implementation of quality management and testing practices as defined by the **IT-TRAC**® framework, ensuring programme and project delivery teams consistently apply agreed standards, templates, and controls.
- Support requirements/test basis review activities by capturing quality characteristics, constraints, and assumptions, and assisting senior staff to translate these into risk-focused test objectives and coverage priorities.
- Assist Project Managers and Test Delivery Managers by coordinating test-related planning and tracking activities (milestones, dependencies, readiness checkpoints, entry/exit criteria), escalating risks and blockers as required.
- Support test strategy and test planning activities, preparing and maintaining controlled artefacts (e.g., scope assumptions, test plans, schedules, traceability views), ensuring alignment with agreed lifecycle patterns and standards.
- Maintain accurate and current quality risk data (e.g., risks, issues, decisions, exceptions, defects themes, readiness criteria outcomes) to support management information reporting and KPI/BI outputs.
- Plan and conduct quality assurance assessments (within agreed scope) to verify adherence to organisational standards, capturing non-compliances, supporting root cause analysis, and documenting corrective actions and follow-up evidence.
- Support risk management routines by identifying, documenting, monitoring and reporting risks and vulnerabilities, tracking mitigations, and maintaining transparent status across RAID-style logs/register.
- Engage stakeholders to communicate test progress, quality findings, and improvement actions, ensuring status reporting is clear, timely, and aligned to stakeholder expectations and agreed reporting cadences.
- Author and maintain technical documentation and artefacts, ensuring they are clear, controlled, and usable (e.g., standards-aligned work instructions, test artefact packs, reporting packs, assessment outputs).
- Capture lessons learned and improvement opportunities from delivery and assurance activity, and contribute recommendations for process, control, tooling, or reporting improvements for review by senior consultants.

Experience:

- 3+ years of experience in quality and test consulting, focused on implementing quality management frameworks and test strategies across varied client environments.
- Proven experience in delivering consulting services and supporting senior stakeholders in executing impactful quality and test initiatives.
- Skilled in producing actionable insights and facilitating operational improvements that align with client objectives.

Qualifications:

- Typically holds a higher education qualification (HNC or above) and one or more professional certifications in Consultancy, Quality Management, Service Management, Security Management, Risk Management, or Test Management.
- Relevant certifications include but are not limited to: IC Professional Consulting (Level 5); APMG ISO/IEC 20000 Foundation; PECB ISO/IEC 27001 Foundation; PECB ISO 31000 Foundation; ISTQB Certified Tester Advanced Level Test Management (CTAL-TM).

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Consultancy	CNSL	4	Takes responsibility for elements of a larger consulting engagement. Collaborates with clients as part of formal or informal consultancy engagements. Understands client requirements by collecting data and delivering analysis. Works collaboratively to develop and implement solutions. Seeks to address client needs within the defined scope of responsibility. Ensures that proposed solutions are properly understood and appropriately exploited.
Stakeholder Relationship Management	RLMT	4	Deals with problems and issues, managing resolutions, corrective actions, lessons learned, and the collection and dissemination of relevant information. Implements stakeholder engagement/communications plan. Collects and uses feedback from customers and stakeholders to help measure the effectiveness of stakeholder management. Helps develop and enhance customer and stakeholder relationships.
Risk Management	BURM	4	Carries out risk management activities within a specific function, technical area or project of medium complexity. Identifies risks and vulnerabilities, assesses their impact and probability, develops mitigation strategies and reports to the business. Involves specialists and domain experts as necessary.
Methods and Tools	METL	4	Provides advice and guidance to support the adoption of methods and tools and adherence to policies and standards. Tailors processes in line with agreed standards and evaluation of methods and tools. Reviews and improves usage and application of methods and tools.
Quality Management	QUMG	4	Assists in the development of new or improved practices and organisational processes or standards. Assists projects, functions or teams in planning the quality management for their area of responsibility. Facilitates localised improvements to the quality system or services.
Quality Assurance	QUAS	4	Plans, organises and conducts assessment activity and determines whether appropriate quality control has been applied. Conducts formal assessments or reviews for given domain areas, suppliers, or parts of the supply chain. Collates, collects and examines records, analyses the evidence and drafts all or part of formal compliance reports. Determines the risks associated with findings and non-compliance and proposes corrective actions. Provides advice and guidance in the use of organisational standards.
Functional Testing	TEST	4	Selects appropriate functional testing approaches, considering risk, criticality and complexity. Develops, automates and executes comprehensive test plans and cases. Configures environments to mirror real-world usage, collaborates with stakeholders to refine requirements and manages scalable automated testing frameworks. Identifies and mitigates risks during testing, provides detailed analysis and reports on functional test activities and results, including work done by others.
Non-Functional Testing	NFTS	4	Selects suitable non-functional testing approaches, considering system criticality and complexity. Develops, automates and executes test plans for end-to-end system attributes. Configures and manages complex, test environments, ensuring alignment with production conditions. Applies risk-based strategies to prioritise test efforts and collaborates across teams to ensure comprehensive automated test coverage. Troubleshoots issues in real-time, ensuring prompt resolution. Analyses and reports on test activities, results and risks, including the work of others.
Project Management	PRMG	4	Defines, documents and executes small projects or sub-projects. Works independently or with a small team, actively participating in all project phases. Applies appropriate project management methods and tools. Identifies, assesses and manages risks effectively. Prepares realistic project plans ((including scope, schedule, quality, risk and communication plans), ensuring stakeholder involvement and alignment with organisational governance standards. Tracks activities against the project schedule, managing stakeholder involvement as appropriate. Monitors costs, times, quality and resources used. Takes action where these exceed agreed tolerances.

EX18 – AI Test Consultant [SFIA Level 4]

Overview:

The AI Test Consultant provides specialist test analysis and execution for AI-enabled systems and data-driven technology solutions. Working within the **IT-TRAC**® framework and aligned with the **AISTA**® reference model, the role supports the Test Delivery Manager in planning, carrying out and reporting AI-focused testing. This work is delivered within the agreed test strategy and delivery plan, ensuring AI-related testing remains practical and aligned with the wider delivery context, targeting behavioural and data-related output, bias, explainability, robustness and operational constraints.

Where testing identifies ethical, compliance, assurance, or residual-risk concerns, the role records the evidence and escalates them through the Test Delivery Manager or to appropriate AI governance, risk, and control stakeholders.

Highlights:

- Provides specialist AI-focused test analysis, design and execution for AI-enabled behaviours and operational scenarios.
- Supports **AISTA**®-aligned evidence capture for AI testing activity.
- Identifies and reports AI-related defects, anomalies, limitations, and gaps in test coverage.

Key Responsibilities:

- Review AI-related requirements, user stories, acceptance criteria and operational scenarios to understand where testing needs to focus, identifying relevant risks, coverage needs and test conditions.
- Design and execute AI-focused testing in line with the agreed test strategy, test plan, and **AISTA**® reference model.
- Validate AI-enabled behaviours and outputs against expected outcomes, tolerances, business rules, acceptance criteria and agreed evaluation measures.
- Record unexpected results or results that are unclear or difficult to interpret to enable proper review and follow-up.
- Identify and report AI-related defects, anomalies, data issues, unexpected behaviours, evidence gaps and potential risks using the agreed test and defect management tools.
- Maintain traceability between requirements, risks, test cases, datasets, results, defects and supporting evidence, so that test conclusions can be understood and challenged where needed.
- Provide clear updates on AI test progress, coverage, defect trends, issues requiring escalation and readiness inputs.
- Identify and escalate ethical, compliance, assurance, or residual-risk concerns through the agreed escalation procedure to the Test Delivery Manager or appropriate AI governance, risk, and control stakeholders.
- Contribute to continuous improvement by identifying reusable AI test scenarios, useful data patterns, evidence templates and practical improvements to AI testing methods.

Experience:

- 3+ years of experience in software testing, quality engineering, automation support or related technology delivery roles, with exposure to AI-enabled systems, data-driven products, machine learning concepts or algorithmic decision support.
- Proven experience in designing and executing a variety of test types for complex digital systems, and testing data-driven features, rules-based systems, analytics outputs, AI-enabled workflows or automation-assisted processes.
- Skilled in applying structured thinking to unexpected outputs, edge cases, inconsistent behaviours or data-related anomalies; working with developers, data specialists, automation engineers, product owners or business users.

Qualifications:

- Typically holds a higher education qualification (HNC or above) and one or more professional certifications or equivalent practical experience in software testing, quality assurance, computing, data, digital delivery or technology.
- Relevant certifications include but are not limited to: ISTQB® Certified Tester Foundation Level (CTFL); ISTQB® Certified Tester AI Testing (CT-AI); ISTQB® Certified Tester Advanced Level Test Analyst (CTAL-TA); ISTQB® Certified Tester Advanced Level Technical Test Analyst (CTAL-TTA);
- Equivalent experience demonstrating practical test analysis skills, clear evidence capture, data-aware testing discipline, awareness of responsible AI considerations and the ability to work effectively within an agreed test delivery framework.

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Functional Testing	TEST	4	Selects appropriate functional testing approaches, considering risk, criticality and complexity. Develops, automates and executes comprehensive test plans and cases. Configures environments to mirror real-world usage, collaborates with stakeholders to refine requirements and manages scalable automated testing frameworks. Identifies and mitigates risks during testing, provides detailed analysis and reports on functional test activities and results, including work done by others.
Non-Functional Testing	NFTS	4	Selects suitable non-functional testing approaches, considering system criticality and complexity. Develops, automates and executes test plans for end-to-end system attributes. Configures and manages complex, test environments, ensuring alignment with production conditions. Applies risk-based strategies to prioritise test efforts and collaborates across teams to ensure comprehensive automated test coverage. Troubleshoots issues in real-time, ensuring prompt resolution. Analyses and reports on test activities, results and risks, including the work of others.
Process Testing	PRTS	4	Selects and applies appropriate testing approaches based on business criticality, risk and process complexity. Develops, automates and executes detailed test plans focusing on end-to-end process validation. Ensures automated test environments accurately simulate real business processes and workflows. Collaborates closely with stakeholders to refine business requirements and ensure full coverage. Identifies and mitigates risks throughout the testing process and addresses issues. Provides detailed analysis and reports on the impact of test results on business operations, including work done by others.
Artificial Intelligence (AI) and Data Ethics	AIDE	4	Engages stakeholders to communicate ethical considerations and influence design decisions. Conducts detailed impact assessments and makes recommendations. Manages ethical reviews to ensure compliance with standards. Evaluates risks and proposes measures to address ethical concerns. Leads discussions with stakeholders on ethical issues. Designs and executes ethical impact assessments. Prepares reports based on audit findings.
Machine Learning	MLNG	3	Applies established machine learning techniques and algorithms to solve business problems. Selects and prepares data for model training and evaluation. Trains, optimises and validates machine learning models using standard tools and frameworks. Deploys models into production and monitors their performance. Communicates results and limitations to stakeholders.
Data Management	DATM	4	Devises and implements data governance and master data management processes for specific subsets of data. Assesses the integrity of data from multiple sources. Advises on transformation of data between formats or media. Maintains and implements data handling procedures. Enables data availability, integrity and searchability through formal data and metadata structures and protection measures.
Measurement	MEAS	4	Identifies and prioritises appropriate measures, scales and targets. Supports projects, functions or teams in the development of measurement methods. Specifies base and derived measures which support agreed information needs. Specifies how to collect and store the data for each required measure. Provides guidance on collection of data. Designs reports and reporting formats.
Methods and Tools	METL	4	Engages with stakeholders to understand requirements and recommends appropriate solutions. Provides advice and guidance to support the adoption of methods and tools and adherence to policies and standards. Tailors processes to meet specific needs while ensuring they align with established standards and are informed by evaluations of methods and tools. Reviews and improves usage and application of methods and tools.

EX19 – Cybersecurity Test Consultant [SFIA Level 4]

Overview:

The Cybersecurity Test Consultant provides specialist security testing capability for technology products, services, platforms and delivery environments. Working within the **IT-TRAC**® framework, the role supports the Test Delivery Manager in planning, executing and reporting risk-based cybersecurity testing in line with an agreed test strategy and delivery plan. This work focuses on testing security controls, identifying vulnerabilities, assessing technical weaknesses, and providing clear evidence to support remediation, retesting, and release-readiness decisions. This may include application, API, infrastructure, cloud, mobile, integration, configuration or operational security testing, depending on the client environment and agreed scope.

Where testing identifies material security, compliance, assurance, or residual-risk concerns, the role records the evidence and escalates the concern through the Test Delivery Manager or to appropriate security, risk, and control stakeholders.

Highlights:

- Identifies vulnerabilities, control weaknesses, security misconfigurations and exploitable risks.
- Produces clear security testing evidence, findings, risk insight and remediation recommendations.
- Supports release, assurance and operational readiness decisions through structured security test reporting.

Key Responsibilities:

- Review the security testing requirements, technical scope, risks and rules of engagement to understand where testing should focus.
- Design and execute testing in line with the agreed test strategy and delivery plan, covering applications, APIs, infrastructure, cloud services, mobile solutions, and configuration settings.
- Test security controls using appropriate tools, techniques, and test patterns in a safe, ethical, and controlled manner.
- Record vulnerabilities, security defects and related risks and link to clear supporting evidence.
- Present coherent findings and rationally explain their relationship with the technical evidence, risks, and recommended remediation priorities.
- Retest fixed faults and areas of vulnerability after remediation to confirm effective resolution, recording any residual risk.
- Report on cybersecurity test progress, coverage, findings, issues requiring escalation and readiness inputs.
- Ensure testing is conducted in line with the agreed rules of engagement, client policies, security procedures and data protection requirements.
- Escalate significant security, compliance, assurance or residual-risk concerns through the agreed route to the Test Delivery Manager or relevant security, risk and control stakeholders.

Experience:

- 5+ years of experience in cybersecurity testing, penetration testing, non-functional testing, technical test assurance, security engineering, vulnerability assessment or related technology delivery roles.
- Proven experience in planning and executing penetration testing, vulnerability scanning or other security testing across a range of architectural layers and a variety of infrastructure, network, platform, APIs, and application technologies.
- Capable of operating within agreed rules of engagement, legal constraints, information security requirements and data protection obligations while using recognised security testing tools, techniques and methodologies.

Qualifications:

- Typically holds a higher education qualification (HNC or above) and one or more professional certifications, or equivalent practical experience in cybersecurity within a technology delivery or operational environment.
- Relevant certifications include but are not limited to: ISTQB® Certified Tester Foundation Level (CTFL); ISTQB® Certified Tester Advanced Level Technical Test Analyst (CTAL-TTA); CREST Registered Penetration Tester (CRT), CREST Practitioner Security Analyst (CPSA); CompTIA Security+; CompTIA PenTest+.
- Equivalent experience demonstrating practical security testing competence, ethical testing discipline, strong evidence capture, clear reporting and the ability to work safely within agreed rules of engagement.

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Penetration Testing	PENT	4	Selects appropriate testing approaches using in-depth technical analysis of risks and typical vulnerabilities. Produces test scripts, materials and test packs and tests new and existing networks, systems or applications. Provides advice on penetration testing to support others. Records and analyses actions and results and modifies tests if necessary. Provides reports on progress, anomalies, risks and issues associated with the overall project.
Non-Functional Testing	NFTS	4	Selects suitable non-functional testing approaches, considering system criticality and complexity. Develops, automates and executes test plans for end-to-end system attributes. Configures and manages complex, test environments, ensuring alignment with production conditions. Applies risk-based strategies to prioritise test efforts and collaborates across teams to ensure comprehensive automated test coverage. Troubleshoots issues in real-time, ensuring prompt resolution. Analyses and reports on test activities, results and risks, including the work of others.
Functional Testing	TEST	4	Selects appropriate functional testing approaches, considering risk, criticality and complexity. Develops, automates and executes comprehensive test plans and cases. Configures environments to mirror real-world usage, collaborates with stakeholders to refine requirements and manages scalable automated testing frameworks. Identifies and mitigates risks during testing, provides detailed analysis and reports on functional test activities and results, including work done by others.
Methods and Tools	METL	4	Engages with stakeholders to understand requirements and recommends appropriate solutions. Provides advice and guidance to support the adoption of methods and tools and adherence to policies and standards. Tailors processes to meet specific needs while ensuring they align with established standards and are informed by evaluations of methods and tools. Reviews and improves usage and application of methods and tools.
Risk Management	BURM	4	Carries out risk management activities within a specific function, technical area or project of medium complexity. Identifies risks and vulnerabilities, assesses their impact and probability, develops mitigation strategies and reports to the business. Involves specialists and domain experts as necessary.
Quality Assurance	QUAS	4	Plans, organises and conducts assessment activity and determines whether appropriate quality control has been applied. Conducts formal assessments or reviews for given domain areas, suppliers, or parts of the supply chain. Collates, collects and examines records, analyses the evidence and drafts all or part of formal compliance reports. Determines the risks associated with findings and non-compliance and proposes corrective actions. Provides advice and guidance in the use of organisational standards.
Stakeholder Relationship Management	RLMT	4	Deals with problems and issues, managing resolutions, corrective actions, lessons learned, and the collection and dissemination of relevant information. Implements stakeholder engagement/communications plan. Collects and uses feedback from customers and stakeholders to help measure the effectiveness of stakeholder management. Helps develop and enhance customer and stakeholder relationships.

EX20 – Defect Manager [SFIA Level 4]

Overview:

The Defect Manager coordinates the process that ensures defects are handled consistently and in a controlled manner from capture through to closure. Operating within the **IT-TRAC**® framework, this expertise provides structure for defect triage, prioritisation and escalation, towards resolution. It also monitors the quality of defect records, tracks and reports progress through the defect lifecycle, and identifies patterns from root-cause and trend analyses. These insights help test managers, delivery leads and release stakeholders understand the current defect position and make better-informed decisions.

Highlights:

- Streamlines the defect lifecycle to ensure timely, effective issue resolution.
- Reduces the risk and costs of post-deployment (external) failure.
- Utilises data insights to identify defect trends and recommend process and product improvements.

Key Responsibilities:

- Define and implement defect management processes, including setting up and administering test and defect management tools, ensuring consistency and alignment with organisational standards.
- Ensure all defects are accurately recorded, coordinating with test management and test teams to validate flagged issues
- Facilitate defect triage meetings to verify severity ratings, prioritise and assign defects to Technical SMEs within an appropriate defect resolver group.
- Obtain regular progress updates on defect fixes from resolver groups and technical SMEs, ensuring defect records are maintained accurately and up to date.
- Track and manage issues, risks, and exceptions associated with defect management, including monitoring the performance of defect resolver groups and reporting on resource constraints.
- Escalate unresolved defects or critical issues to the appropriate level of Quality & Test management.
- Monitor and analyse defect trends, identify root causes, and provide insights to support continuous improvement in defect and quality management.
- Collaborate with release and deployment teams to ensure that high-priority defects are addressed prior to release and that any deferred issues are documented.
- Provide clear communication and reporting on defect status, severity, and resolution progress to stakeholders to support informed decision-making.
- Recommend process improvements to optimise defect handling and triage efficiency, thereby enhancing testing and quality outcomes throughout the project lifecycle.

Experience:

- 3+ years of experience in defect management, testing, or quality assurance in a business technology delivery environment.
- Hands-on experience with defect tracking tools (e.g., JIRA, Backlog) and familiarity with Agile, DevOps, or CI/CD practices.
- Demonstrable proficiency in cross-functional coordination to manage the defect lifecycle, real-time reporting, resolution processes and retest scheduling.

Qualifications:

- Typically holds a higher education qualification (HNC or above) and one or more professional certifications (advanced or practitioner-level) in Test Management, Quality Analysis, Test Analysis, or Security Management.
- Relevant certifications include but are not limited to: ISTQB Certified Tester Advanced Level Test Management (CTAL-TM); GAQM Certified Software Quality Analyst (CSQA); ISTQB Certified Tester Advanced Level Test Analyst (CTAL-TA)

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Problem Management	PBMG	4	Initiates and monitors actions to investigate and resolve problems in systems, processes and services. Determines problem fixes and remedies. Collaborates with others to implement agreed remedies and preventative measures. Supports analysis of patterns and trends to improve problem management processes.
Methods and Tools	METL	4	Engages with stakeholders to understand requirements and recommends appropriate solutions. Provides advice and guidance to support the adoption of methods and tools and adherence to policies and standards. Tailors processes to meet specific needs while ensuring they align with established standards and are informed by evaluations of methods and tools. Reviews and improves usage and application of methods and tools.
Measurement	MEAS	4	Identifies and prioritises appropriate measures, scales, and targets. Supports projects, functions, or teams in developing measurement methods. Specifies base and derived measures which support agreed information needs. Specifies how to collect and store the data for each required measure. Provides guidance on collection of data. Designs reports and reporting formats.
Release Management	RELM	4	Plans and schedules releases in line with business requirements and objectives. Coordinates release activities across multiple teams and stakeholders. Manages the release lifecycle, ensuring timely and quality deliverables. Ensures releases meet defined quality, security and compliance standards. Communicates release plans, progress and outcomes to stakeholders. Conducts post-release reviews and identifies areas for improvement.

EX21 – Automation Engineer [SFIA Level 4]

Overview:

The Automation Engineer is responsible for designing, developing, and executing automated testing solutions that support continuous integration and quality assurance objectives. Operating within the **IT-TRAC**® framework, this role ensures that automation strategies align with organisational goals, enhancing test efficiency, reliability, and repeatability. With a focus on scripting, integration, and data management, the Automation Engineer is crucial to optimising testing processes and delivering robust, high-quality outcomes across software delivery projects.

Highlights:

- Supports seamless integration within CI/CD pipelines, enabling smooth software releases and deployments.
- Reduces manual testing efforts, delivering enhanced efficiency and accelerating project timelines.
- Utilises advanced testing and scripting techniques to deliver reliable and repeatable test outcomes.

Key Responsibilities:

- Implement automated test solutions aligned with the agreed test approach, coding standards, and **IT-TRAC**® ways of working, to improve repeatability, coverage, and delivery confidence.
- Design, develop, verify, and maintain automated test scripts and supporting utilities (e.g., data builders, API helpers, reporting hooks), ensuring they are readable, maintainable, and version-controlled.
- Collaborate with engineers and testers to identify automation candidates, define pragmatic automation scope, and maintain a healthy automation backlog aligned to risk and delivery priorities.
- Integrate automated tests into CI/CD workflows (build validation, smoke/regression gates), supporting fast feedback and consistent execution across environments.
- Maintain test execution reliability by analysing failures, distinguishing product defects from test fragility, and implementing fixes to reduce flaky results and improve signal quality.
- Support test environment and configuration readiness for automation (accounts, secrets/credentials handling, stubs/mocks where appropriate, execution permissions), escalating constraints and risks when required.
- Manage test data needs for automation by supporting controlled data creation, transformation, masking/synthetic data usage, and integrity checks to enable reliable test execution.
- Produce and maintain automation documentation and evidence (coverage notes, execution instructions, pipeline integration notes, run outputs), supporting traceability and auditability where required.
- Contribute to test reporting by surfacing meaningful quality signals (run status, trend patterns, defect correlation), and supporting the preparation of test metrics for stakeholders.
- Support ongoing improvement by proposing enhancements to frameworks, tooling, and pipeline integration, and assisting with proof-of-concept evaluations under direction.

Experience:

- 3+ years of experience in test automation, scripting, and deployment within agile or DevOps environments.
- Proficiency with automation tools and scripting languages commonly used in software testing, such as Selenium, Jenkins, and Python.
- Strong experience integrating automated testing into CI/CD pipelines and managing test data for complex testing scenarios.

Qualifications:

- Typically holds a higher education qualification (HNC or above) and one or more professional certifications in Test Analysis, Quality Engineering, Automation and Continuous Delivery.
- Relevant certifications include but are not limited to: ISTQB Certified Tester Advanced Level Test Automation Engineering (CTAL-TAE); DevOps Institute AIOps Foundation, DevOps Institute Continuous Testing Foundation (CTF); DevOps Institute DevOps Engineering Foundation; ISTQB Certified Tester Advanced Level Technical Test Analyst (CTAL-TTA).

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Functional Testing	TEST	4	Selects appropriate functional testing approaches, considering risk, criticality and complexity. Develops, automates and executes comprehensive test plans and cases. Configures environments to mirror real-world usage, collaborates with stakeholders to refine requirements and manages scalable automated testing frameworks. Identifies and mitigates risks during testing, provides detailed analysis and reports on functional test activities and results, including work done by others.
Non-Functional Testing	NFTS	4	Selects suitable non-functional testing approaches, considering system criticality and complexity. Develops, automates and executes test plans for end-to-end system attributes. Configures and manages complex, test environments, ensuring alignment with production conditions. Applies risk-based strategies to prioritise test efforts and collaborates across teams to ensure comprehensive automated test coverage. Troubleshoots issues in real-time, ensuring prompt resolution. Analyses and reports on test activities, results and risks, including the work of others.
Methods and Tools	METL	4	Engages with stakeholders to understand requirements and recommends appropriate solutions. Provides advice and guidance to support the adoption of methods and tools and adherence to policies and standards. Tailors processes to meet specific needs while ensuring they align with established standards and are informed by evaluations of methods and tools. Reviews and improves usage and application of methods and tools.
Programming / Software Development	PROG	4	Designs, codes, verifies, tests, documents, amends and refactors complex programs/scripts and integration software services. Contributes to the selection of the software development methods, tools and techniques. Applies agreed standards and tools to achieve well-engineered outcomes. Participates in reviews of own work and leads reviews of colleagues' work.
Systems Integration and Build	SINT	4	Provides technical expertise to enable the configuration of system components and equipment for systems testing. Collaborates with technical teams to develop and agree system integration plans and report on progress. Defines complex/new integration builds. Ensures integration test environments are correctly configured. Designs, performs and reports results of tests of the integration build. Identifies and documents system integration components for recording in the configuration management system. Recommends and implements improvements to processes and tools.
Data Management	DATM	4	Devises and implements master data management processes for specific subsets of data. Assesses the integrity of data from multiple sources. Provides advice on the transformation of data from one format/medium to another. Maintains and implements information handling procedures. Enables the availability, integrity and searchability of information through the application of formal data and metadata structures and protection measures.
Release Management	RELM	4	Plans and schedules releases in line with business requirements and objectives. Coordinates release activities across multiple teams and stakeholders. Manages the release lifecycle, ensuring timely and quality deliverables. Ensures releases meet defined quality, security and compliance standards. Communicates release plans, progress and outcomes to stakeholders. Conducts post-release reviews and identifies areas for improvement.

EX22 – Senior Test Analyst [SFIA Level 4]

Overview:

The Senior Test Analyst coordinates testing activities, from test case design and creation to test execution and defect recording. Acting as a lead tester, their expertise involves managing test schedules, overseeing a team of test analysts and testers, and ensuring that both manual and automated test scripts are effectively implemented. The Senior Test Analyst collaborates closely with Engineers to align automated testing with overall testing objectives and facilitates acceptance of the solutions by working with business users to test real-world scenarios.

Highlights:

- Comprehensive and practical test design for either manual or automated testing.
- A realised test execution schedule that achieves the required coverage.
- Effective defect identification and improved quality.

Key Responsibilities:

- Analyse requirements, user stories, process flows, and quality risks to define test conditions, coverage priorities, and traceability to objectives and acceptance criteria.
- Design and maintain test cases and test data requirements that cover functional needs and agreed non-functional expectations (where applicable), ensuring reusability across test cycles.
- Support definition and validation of acceptance criteria with product owners and business stakeholders, ensuring criteria are testable and mapped to evidence.
- Coordinate day-to-day test execution activities (sequencing, task allocation, dependencies, environment readiness), escalating constraints and risks to the Test Delivery Manager as needed.
- Execute tests and record results accurately, ensuring defects include clear reproduction steps, evidence, severity/impact, and traceability to requirements and acceptance criteria.
- Support defect triage by clarifying expected behaviour, confirming evidence quality, re-test outcomes, and helping identify patterns (recurring causes, environment issues, regression themes).
- Collaborate with the Automation Engineer to identify automation candidates, ensure scripts align to test intent, and use automated runs to strengthen coverage and execution efficiency.
- Use test management tools effectively (e.g., backlog/test case repositories, execution tracking, dashboards) to maintain test assets, execution evidence, and reporting accuracy.
- Support user acceptance testing by preparing UAT packs, briefing business users, coordinating execution, and ensuring outcomes are captured and traceable to acceptance criteria.
- Evaluate usability and accessibility considerations during execution (as scoped), record findings clearly, and support prioritisation of remedial actions.
- Feed into regular test progress, defect, and risk status reporting to support test delivery management.
- Coach and support test team testers in test design, execution discipline, evidence capture, and defect quality, promoting consistent practice adoption.

Experience:

- 3+ years in software testing, with experience in team coordination and test case design.
- Proficiency in both manual and automated testing, including scripting and defect tracking.

Qualifications:

- Typically holds a Further Education qualification (A-Level/ONC or above) and one or more professional certifications in Test Analysis, Quality Engineering, Automation and Continuous Delivery.
- Relevant certifications include but are not limited to: ISTQB Certified Tester Advanced Level Test Analyst (CTAL-TA); ISTQB Certified Tester Advanced Level Technical Test Analyst (CTAL-TTA); GAQM Certified Software Quality Analyst (CSQA); DevOps Institute Continuous Testing Foundation (CTF).

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Functional Testing	TEST	4	Selects appropriate functional testing approaches, considering risk, criticality and complexity. Develops, automates and executes comprehensive test plans and cases. Configures environments to mirror real-world usage, collaborates with stakeholders to refine requirements and manages scalable automated testing frameworks. Identifies and mitigates risks during testing, provides detailed analysis and reports on functional test activities and results, including work done by others.
Non-Functional Testing	NFTS	4	Selects suitable non-functional testing approaches, considering system criticality and complexity. Develops, automates and executes test plans for end-to-end system attributes. Configures and manages complex, test environments, ensuring alignment with production conditions. Applies risk-based strategies to prioritise test efforts and collaborates across teams to ensure comprehensive automated test coverage. Troubleshoots issues in real-time, ensuring prompt resolution. Analyses and reports on test activities, results and risks, including the work of others.
Quality Assurance	QUAS	4	Plans, organises and conducts assessment activity and determines whether appropriate quality control has been applied. Conducts formal assessments or reviews for given domain areas, suppliers, or parts of the supply chain. Collates, collects and examines records, analyses the evidence and drafts all or part of formal compliance reports. Determines the risks associated with findings and non-compliance and proposes corrective actions. Provides advice and guidance in the use of organisational standards.
Methods and Tools	METL	4	Provides advice and guidance to support the adoption of methods and tools and adherence to policies and standards. Tailors processes in line with agreed standards and evaluation of methods and tools. Reviews and improves usage and application of methods and tools.
User Acceptance Testing	BPTS	4	Develops acceptance criteria related to functional and non-functional requirements, business processes, features, user stories and business rules. Designs and specifies test cases and scenarios to test that systems, products and services fulfil the acceptance criteria and deliver the predicted business benefits. Collaborates with project colleagues and stakeholders involved in the analysis, development and operation of products, systems or services to ensure accuracy and comprehensive test coverage. Analyses and reports on test activities, results, issues and risks including the work of others.
User Experience Evaluation	USEV	4	Selects appropriate tools and techniques to evaluate user experiences of systems, products, services or devices. Validates that security, usability and accessibility requirements have been met. Checks operational systems, products, services or devices for changes in usability and accessibility needs. Interprets and presents results of evaluations, prioritises issues and reports on remedial actions. Collates input for future user research.
Risk Management	BURM	4	Carries out risk management activities within a specific function, technical area or project of medium complexity. Identifies risks and vulnerabilities, assesses their impact and probability, develops mitigation strategies and reports to the business. Involves specialists and domain experts as necessary.

EX23 – Junior Test Consultant [SFIA Level 3]

Overview:

The Junior Test Consultant provides essential delivery support to testing and quality teams, contributing to test preparation, execution, and reporting within the **IT-TRAC**® framework. The role assists with test basis review, supports the upkeep of test assets and evidence, and helps maintain accurate test status and risk visibility. Working under the direction of Test Delivery Managers, Senior Test Analysts, and Quality & Test Consultants, the Junior Test Consultant helps ensure test activities are organised, traceable, and consistently documented.

Highlights:

- Produces reliable test support outputs: test packs, evidence, defect records, and status reporting.
- Strengthens testing efficiency by maintaining organised test assets, data, and execution readiness.
- Supports quality visibility by helping capture risks, issues, and progress information accurately.

Key Responsibilities:

- Assist with test basis review by collating requirements, user stories, designs, and supporting artefacts, and preparing inputs for senior review.
- Support the preparation and maintenance of test assets (test cases, scripts, checklists, and test data notes) in line with agreed templates and standards.
- Execute assigned test cases (manual and tool-assisted), record results accurately, and capture evidence as required for auditability and traceability.
- Log defects with clear reproduction steps and supporting evidence, and support re-test activities following fixes.
- Assist senior team members with test cycle organisation: scheduling support, meeting notes/actions, run coordination, and dependency tracking (environments, data, access).
- Maintain project testing documentation and repositories (version control of plans/packs, evidence storage, naming conventions, completion records) as directed.
- Support quality assurance activities by gathering objective evidence, supporting checklist-based reviews, and helping record non-compliance observations for senior validation.
- Support risk and issue tracking by maintaining registers/logs, updating status, and escalating gaps or blockers to the responsible lead.
- Prepare routine reporting inputs (execution progress, defect summaries, test completion metrics), and publish agreed status reports to stakeholders.
- Support change control administration by updating test assets and baselines following approved changes, ensuring superseded versions are clearly archived.
- Participate in lessons learned and continuous improvement activities, capturing feedback on what worked, what didn't, and where templates/processes can be improved.

Experience:

- Typically, a recent University Graduate (BSc or BEng) with demonstrable aptitude in quality and test practices.
- Alternatively, 2+ years of solid testing experience with exposure to risk analysis and basic test management practices.

Qualifications:

- Relevant certifications include, but are not limited to: ISTQB® Certified Tester Foundation Level (CTFL); ISO 9001 Foundation; ITIL Foundation.
- Beneficial additions include focused testing certifications such as ISTQB® Certified Tester – Acceptance Testing (CT-AcT), Model-Based Tester (CT-MBT), Performance Testing (CT-PT), Security Tester (CT-SEC), and Usability Testing.

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Portfolio, Programme and Project Support	PROF	3	Provides administrative services to project boards, project assurance teams and quality review meetings. Uses recommended portfolio, programme and project control solutions for planning, scheduling and tracking. Sets up project files, compiles and distributes reports. Provides guidance on project management software, procedures, processes, tools and techniques.
Risk Management	BURM	3	Undertakes basic risk management activities. Maintains documentation of risks, threats, vulnerabilities and mitigation actions.
Quality Management	QUMG	3	Uses appropriate methods and a systematic approach to developing, maintaining, controlling and distributing quality and environmental standards. Makes technical changes to and controls the updates and distribution of quality standards. Distributes new and revised standards.
Quality Assurance	QUAS	3	Contributes to the collection of evidence and the conduct of formal audits or reviews of activities. Examines records for evidence that appropriate testing and other quality control activities have taken place. Determines compliance with organisational directives, standards and procedures and identifies non-compliances, nonconformances and abnormal occurrences.
Functional Testing	TEST	3	Designs detailed functional test cases and scripts, covering various scenarios and boundary values. Actively participates in requirement and design reviews, refining test plans based on insights gained. Undertakes structured exploratory testing to investigate and verify functionality. Prepares test data, configures environments and automates repeatable tests. Executes tests, logs defects with detailed information and analyses results to assess system functionality.
Non-Functional Testing	NFTS	3	Designs non-functional test cases and scripts, mapping to pre-set criteria for system qualities and characteristics. Prepares and manages test data to reflect real-world scenarios. Configures test environments, collaborates with stakeholders to clarify requirements and automates repeatable tests. Participates in requirement reviews to refine comprehensive test plans. Undertakes exploratory tests to investigate unusual behaviours. Executes tests, troubleshooting issues as they arise. Analyses and reports on test activities, providing thorough coverage of non-functional attributes.
User Acceptance Testing	BPTS	3	Follows agreed standards and techniques to devise test cases and scenarios based on pre-defined acceptance criteria. Analyses and reports on test activities, results, issues and risks.

EX24 – Test Analyst [SFIA Level 2]

Overview:

The Test Analyst pursues agreed test plans, incorporating the required test case design, creation, and execution. Working within the **IT-TRAC**® framework, the Test Analyst is primarily hands-on, conducting test delivery activities, logging defects and collaborating with other testers and automation engineers. This expertise does not have the team coordination responsibilities of a Senior Test Analyst, Test Delivery Manager, or Quality & Test Consultant, but instead works under the direction of a Senior Test Analyst or other senior team member.

This expertise supports the preparation, execution, recording, and reporting of test activities across functional, non-functional, process, and acceptance testing contexts. It helps maintain test assets, prepare test data, and provide accurate status information.

Highlights:

- Develops and implements both manual and automated test cases.
- Logs defects and works with teams to resolve issues in a timely manner.
- Collaborates with automation engineers to align manual and automated testing efforts.

Key Responsibilities:

- Assist in preparing functional, non-functional, process and acceptance test cases under the direction of a Senior Test Analyst, Test Delivery Manager or other nominated lead.
- Create or update test cases, scripts and test assets using agreed templates, methods and tools.
- Support the preparation of test data required for assigned test activities, escalating gaps or constraints where test data is unavailable, incomplete or unsuitable.
- Execute assigned manual or automated tests, record results, and capture evidence.
- Log defects clearly, including reproduction steps, expected and actual results, and supporting evidence.
- Support usability, accessibility or user experience checks where included in scope.
- Work with the Senior Test Analyst, Test Analyst peers, the Automation Engineer, and the wider testing team to maintain consistency in test execution, evidence capture, and defect reporting.
- Participate in Waterfall, Hybrid, Agile or DevOps delivery activities as required, contributing test updates and raising blockers through agreed routes.
- Follow agreed methods, tools, naming conventions, document control and evidence standards.
- Provide test status, defect updates and evidence inputs for reporting and completion checks.
- Contribute practical improvement observations for review by senior team members.

Experience:

- 2+ years in software testing, with experience in both manual and automated test execution.
- Proficiency in both manual and automated testing, including scripting and defect tracking.
- Will usually have been involved in communications and team interactions at a ground-floor level, e.g., collaborating with business users, developers, analysts, or other testers.

Qualifications:

- Typically holds, or is working towards, one or more entry-level qualifications in software testing, quality assurance, service management, business analysis or technology delivery, or already holds a technical qualification, earned through college or an apprenticeship involving practical training in technology-related subjects.
- Relevant certifications include, but are not limited to: ISTQB Certified Tester Foundation Level (CTFL).
- Beneficial additions include focused testing certifications such as ISTQB® Certified Tester Foundation Level Agile Tester (CTFL-AT); ISTQB® Certified Tester – Acceptance Testing (CT-AcT); BCS Foundation Certificate in Business Analysis; ITIL® 4 Foundation; Agile Foundation or Scrum Foundation;

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Functional Testing	TEST	2	Assists in designing functional test cases and creating test scripts. Supports the preparation of test data for functional testing under supervision. Configures test environments to reflect realistic use cases. Executes and records manual and automated functional tests, analysing results and reporting on findings, issues and risks.
Non-Functional Testing	NFTS	2	Assists in designing non-functional test cases and creating test scripts. Supports the preparation of test data for non-functional testing under supervision. Configures test environments. Executes both manual and automated non-functional testing. Implements appropriate test tools based on given non-functional requirements or specifications. Defines test conditions for given non-functional requirements. Analyses and reports on test activities, results, issues and risks.
User Acceptance Testing	BPTS	2	Assists in planning and preparing acceptance tests for systems, products, business processes or services. Assists in collecting feedback from acceptance testing.
Quality Assurance	QUAS	2	Assists with quality assurance tasks under routine supervision. Supports the collection of data and evidence related to quality assurance. Assists in reviewing records to ensure compliance with quality standards. Helps identify and report quality issues and discrepancies.
Methods and Tools	METL	2	Provide routine support using agreed guidelines on the use of well-established methods and tools. Assists in configuring and maintaining methods and tools under routine supervision. Supports the creation and updating of documentation related to methods and tools.
User Experience Evaluation	USEV	2	Assists in preparing and operating the environment, facilities and tools needed to evaluate systems, products, services or devices. Assists in the collection of feedback on prototypes and designs from users and others.

EX25 – Administrative Support [SFIA Level 2]

Overview:

The Administrative Support role provides essential project and organisational support, assisting with key project processes such as communications management, change control, quality management, and the compilation and maintenance of portfolio, programme, and project management reports. Working under direction and within defined procedures, this role ensures that all administrative activities align with organisational procedures, supporting smooth operation and information accessibility across teams. Within a structured environment, the Administrative Support role also contributes to research tasks, helping maintain relevant documentation and resources.

Highlights:

- Maintains organised project records, document control, and meeting logistics.
- Supports timely reporting by accurately collating and updating data.
- Enables smooth team operations through reliable administrative routines.

Key Responsibilities:

- Maintain project and programme files in line with agreed folder structures, naming conventions, metadata, and version control practices, ensuring information remains accessible, up to date, and auditable.
- Administer and maintain the project or programme communications hub (e.g. SharePoint site or equivalent), including page updates, document libraries, navigation structures, permissions (as directed), and housekeeping activities.
- Prepare, format, and publish standard project content using approved templates (e.g., reports, packs, trackers, checklists, status updates), ensuring accuracy, consistent presentation, and adherence to branding and style guidance.
- Support routine reporting by collating agreed status inputs (e.g. actions, milestones, RAID log updates, attendance records) and publishing outputs to the communications hub and distribution lists.
- Schedule meetings, prepare agendas and templates, distribute pre-reads via the project site, capture minutes and actions, and publish agreed outputs, tracking follow-ups to closure.
- Maintain registers and logs as directed (e.g. action log, decision log, RAID log, document register), ensuring updates are accurate, timely, and correctly published to the agreed repositories.
- Perform basic content updates to project pages (e.g., notices, document links, status summaries) under guidance, ensuring information is up to date and clearly presented to stakeholders.
- Conduct basic information gathering under direction (e.g. locating referenced standards, prior templates, or internal guidance materials) and maintain links, references, and document pointers within the project library.
- Support onboarding and coordination tasks, including access requests, distribution lists, and stakeholder contact lists, ensuring the communications hub reflects current participation.
- Follow defined administrative and publishing procedures, escalating issues where content is missing, inconsistent, duplicated, or outdated, and contribute to continuous improvement by highlighting recurring content or information management issues.

Experience:

- 1+ years in an administrative, PMO support, or delivery support role within a structured environment.
- Familiarity with document management and routine coordination (scheduling, minutes, trackers, registers).
- Familiarity with the application software and productivity tools that support document management and task coordination (e.g. M365, SharePoint, Teams, Excel, Confluence, Jira).

Qualifications:

- A relevant entry-level qualification or training in Business Administration or Office Management.
- Any evidence of training in application software and productivity tools for document and data management, as well as task coordination, is beneficial.
- Relevant certifications include, but are not limited to: Axelos P3O Foundation.

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Business Administration	ADMN	2	Assists with administrative tasks for a team. Maintains systems for organising information and documents. Coordinates team activities and acts as a point of contact for internal and external contacts. Uses relevant digital tools and platforms.
Portfolio, Programme and Project Support	PROF	2	Assists with the compilation of reports for projects, programmes, or portfolios. Maintains programme and project files from supplied actual and forecast data. Works under supervision to support the administrative needs of project teams, contributing to routine project activities.
Records Management	RMGT	2	Assists in the collection, delivery and retention of records. Identifies and applies appropriate metadata. Uses established methods to transform records between formats or media, following organisational policies and procedures. Identifies and reports potential risks or issues related to information handling and security. Performs administrative tasks to maintain accessibility, retrievability, integrity, security and protection of records.
Content Design and Authoring	INCA	2	Works with colleagues and stakeholders to understand audience needs and to assimilate source material. Creates draft content to meet the requirements of the audience as clearly, simply and quickly as possible. Applies guidelines and standards to moderate content from others, escalating where appropriate.
Content Publishing	ICPM	2	Uses technical publication concepts, tools, and methods to publish content following agreed procedures and guidelines. Prepares and formats content to meet the needs of the target audience and platform. Obtains and analyses usage data and presents it effectively. Applies principles of usability and accessibility to published information.

EX26 – Tester [SFIA Level 1]

Overview:

The Tester provides entry-level support to test execution activities within the **IT-TRAC**® framework. Working under close supervision, the role executes assigned test scripts, records outcomes, captures evidence and reports issues in line with agreed procedures. This role is intended for clearly bounded engagements where test cases, expected results, tools, data, environments and escalation routes have already been defined. The Tester supports delivery by accurately following prepared scripts, maintaining clear records, and promptly escalating issues to the nominated Test Analyst, Senior Test Analyst, or Test Delivery Manager.

In many TAL engagements, testing activities require a broader level of analysis, judgement, collaboration, and evidence interpretation. In those circumstances, Test Analyst, Junior Test Consultant or Senior Test Analyst expertise will normally be more appropriate. The Tester role is retained within the catalogue to support specific scenarios where supervised, script-led execution capacity is required.

Highlights:

- Executed Test Cases.
- Accurate Defect Recording.
- Collaboration with other team members to achieve testing goals.

Key Responsibilities:

- Execute assigned test cases, following the defined steps, expected results and test instructions as provided.
- Use agreed test tools, repositories and evidence capture methods in line with defined procedures.
- Follow predefined testing guidelines, naming conventions, document control procedures and escalation routes.
- Promptly report any issues with the ability to conduct testing to the nominated lead.
- Record test outcomes accurately, including pass/fail status, and observations, including deviations from expected results (e.g., defect details), per the agreed defect management process, and provide supporting evidence where required.
- Provide simple progress updates on assigned test execution tasks.
- Support retesting activities where fixes have been applied, and clear retest instructions have been provided.

Experience:

- 1+ years of experience in software testing with a focus on test execution and defect reporting.

Qualifications:

- Relevant certifications include, but are not limited to: ISTQB Certified Tester Foundation Level (CTFL).

Required SFIA Skills:

SFIA Skill	Code	Level	Description
Functional Testing	TEST	1	Executes given manual functional test scripts under supervision to verify basic software capabilities. Configures test environments, uses basic automated tools for functionality verification, records results and reports issues.
Non-Functional Testing	NFTS	1	Executes given non-functional test scripts under supervision, focusing on system qualities and characteristics such as performance. Sets up basic test environments and uses standard tools to execute prescribed tests. Records results and reports issues.
Process Testing	PRTS	1	Executes given process test scripts under supervision to verify business workflows and user journeys. Configures basic test environments to simulate business processes. Uses standard testing tools for process validation, records results and reports issues.

Annexes

Annex A: Terminology and Industry Standards

A.1. Terms and Definitions

Term	Definition
Acceptance Testing	Validates that a product or system meets predefined acceptance criteria, ensuring it functions as expected and meets user or stakeholder requirements. Often the final phase before deployment or release.
AI Assurance	A structured approach to evaluating AI-enabled systems, operating practices, controls and evidence to provide confidence that AI risks are understood, managed and communicated.
AI Management System (AIMS)	A management system for establishing, implementing, maintaining and continually improving organisational governance, controls and assurance over AI systems, aligned to ISO/IEC 42001.
AI System	A system that uses machine learning, logic-based, statistical or other computational techniques to generate outputs such as predictions, recommendations, decisions or content that can influence environments, processes or stakeholders.
AI Testing	The structured testing of AI-enabled systems, AI-assisted processes and data-driven technologies to evaluate behaviour, outputs, data dependencies, robustness, bias, explainability, operational constraints and evidence quality.
AIOps	The application of artificial intelligence and machine learning techniques to enhance IT operations, including event correlation, anomaly detection, and predictive analytics, automating and augmenting routine tasks.
AISTA [®] Reference Model	TAL's AI assurance model aligning AI testing, assurance and audit activities so that evaluation evidence, findings and corrective actions are traceable and decision-ready.
Algorithmic Impact	The potential effect of an AI or automated decision-making system on individuals, services, operations, compliance, safety, fairness, or organisational outcomes.
Audit Preparedness	The state of having defined, implemented and evidenced management system controls so that internal or external audit activity can be undertaken efficiently and defensibly.
Automation	Utilises tools and frameworks to create, maintain, and execute automated tests, aiming to increase efficiency, consistency, and repeatability of tests, and to support continuous integration in software development processes.
Bias Testing	Testing designed to identify, evidence and report potential bias in AI-enabled systems, model outputs, decision patterns, datasets or operational behaviours, including bias that may affect fairness, consistency or user outcomes.
Business Intelligence	Processes, tools, and methods used to gather, analyse, and present data that supports decision-making, particularly in understanding quality metrics and trends that inform test and project management strategies.
Capability	A distinct area of expertise or branch of service within the IT-TRAC [®] framework that can be deployed individually or in combination to address client-specific quality and testing needs and deliver specific business outcomes.
Configuration Management	The practice of maintaining the consistency and integrity of test and production environments through control of system changes, ensuring reliable test results and minimising risks of unforeseen impacts on system quality.
Continuous Deployment (CD)	An automated approach within software development that extends continuous integration practices to deploy every change that passes all stages of production testing directly to the production environment.
Continuous Improvement	A commitment to regularly reviewing and enhancing processes, standards, and methods to achieve higher efficiency and quality in testing and quality assurance practices, aligning with evolving organisational needs and standards.
Continuous Integration (CI)	A practice in software development that integrates code changes frequently, allowing automated testing and early detection of defects. It supports faster feedback loops and improved collaboration within development teams.
Cybersecurity Testing	Testing focused on assessing security controls, identifying vulnerabilities, evaluating technical weaknesses and providing evidence to support remediation, retesting and security risk decision-making.
Defect Management	Oversees the defect lifecycle, from identification to resolution, ensuring issues are tracked, prioritised, and addressed efficiently. This process helps maintain product quality and reduces risks associated with software defects.

Term	Definition
Evidence Pattern	A repeatable combination of artefacts, records, logs, test results and approvals used to demonstrate that a control or requirement has been implemented and is operating as intended.
Explainability Testing	Testing that evaluates whether AI-enabled behaviours, outputs or decisions can be understood, interpreted and evidenced sufficiently for the intended users, reviewers or decision-makers.
Function	A critical operational domain, typically represented within the target operating model of an enterprise, defined by its overarching purpose and responsibilities within a structured framework. For example, the <i>IT-TRAC</i> [®] framework defines and structures the capabilities and practices of a Quality & Test Function.
Governance	Establishes a framework to ensure accountability, transparency, and adherence to organisational values, ethics, and regulations. This includes defining policies and monitoring compliance to achieve balance between benefits and risks.
Human Oversight	Governance and operational arrangements that ensure appropriate human review, intervention, accountability and escalation in the design, deployment and operation of AI systems.
<i>IT-TRAC</i> [®] Framework	TAL's proprietary framework for managing test and quality assurance, which encompasses governance, oversight, test delivery, and exception management, aligning testing with organisational objectives and quality standards.
Model Governance	The policies, responsibilities, controls and records used to manage AI or machine learning models through design, validation, deployment, monitoring, change and retirement.
Penetration Testing	Security testing that assesses the effectiveness of security controls by using controlled techniques that emulate likely attacker behaviours to identify vulnerabilities, weaknesses and exploitable risks.
Portfolio Management	The practice of overseeing multiple projects or programmes to ensure they collectively align with organisational goals. It includes prioritising initiatives, managing resources, and assessing portfolio-level risks and quality impacts.
Practice	A structured, repeatable approach or method applied consistently to achieve specific outcomes in quality and testing, e.g., the <i>IT-TRAC</i> [®] framework capabilities comprise established practices.
Quality Assurance	The practice of planned and systematic quality reviews and audits to ensure compliance with quality standards and procedures, identifying nonconformities, and recommending corrective actions to improve organisational control mechanisms.
Quality Management	A systematic approach to ensuring that organisational quality levels are met across projects, functions, or teams. It involves applying appropriate quality management techniques and standards to maintain and improve quality processes.
Records Management	The controlled collection, organisation, retention, protection, retrieval and disposal of records so that information remains accessible, reliable, secure and managed in line with organisational policies and procedures.
Release Readiness	The assessed state of a product, service or change being sufficiently tested, evidenced, risk-assessed and approved to support an informed release, deployment or transition decision.
Residual AI Risk	The remaining AI-related risk after controls, assurance activities and corrective actions have been applied, including limitations and assumptions that must be understood by decision-makers.
Risk Management	The practice of identifying, assessing, and mitigating risks across organisational levels or projects. It includes planning, implementing, and reporting risk management activities to protect against potential quality and operational impacts.
Root Cause Analysis (RCA)	A method of identifying the fundamental cause(s) of defects or issues within testing or operational processes, allowing for targeted corrective actions to prevent recurrence and improve process reliability.
Rules of Engagement	The agreed scope, constraints, permissions, responsibilities, test windows, escalation routes and conduct requirements that govern controlled cybersecurity testing activity.
Service Level Agreement (SLA)	A formal agreement that defines the level of service expected from a service provider, including performance metrics and quality standards, which must be met to satisfy the client's requirements.

Term	Definition
Stakeholder Relationship Management	Builds and manages relationships with stakeholders, ensuring their needs and objectives are understood and addressed, fostering trust, facilitating communications, and maintaining alignment with organisational or project goals.
Supplier Management	Manages relationships with suppliers to ensure they meet agreed quality and performance standards. Includes monitoring supplier compliance, resolving issues, and collaborating for mutual benefits, particularly in quality and service delivery.
Test Architecture	The foundational structure and standards for testing practices, which include the selection of tools, processes, environments, and data management systems to support consistent and scalable test coverage across projects.
Test Delivery Management	Ensures efficient coordination and alignment of all testing activities with project goals. Involves managing the test lifecycle, including planning, resource allocation, execution, and reporting, to support project success and quality.
Testing	The process of planning, designing, executing, and evaluating test activities to ensure that products meet quality standards and requirements. It encompasses manual and automated testing methods to validate and verify product performance.

A.2. Abbreviations and Acronyms

* Specific to the SFIA Skills Framework

Abbreviation/Acronym	Full Form
ADMN*	Business Administration
AI RMF	Artificial Intelligence Risk Management Framework
AIDE*	Artificial intelligence (AI) and data ethics
AIMS	Artificial Intelligence Management System
AIOps	Artificial Intelligence for IT Operations
AISTA	AI System Testing and Assurance
APMG	APMG International (previously Association of Project Management Group)
ARCH*	Solution Architecture
ASQ	American Society for Quality
AUDT*	Audit
BINT*	Business Intelligence
BPTS*	User Acceptance Testing
BSI	British Standards Institution
BURM*	Risk Management
CCM	Certified Contract Manager (typically associated with WorldCC)
CD	Continuous Deployment
CEH	Certified Ethical Hacker
CI	Continuous Integration
CIPM*	Organisational Change Management
CNSL*	Consultancy
CPSA	CREST Practitioner Security Analyst
CQE	Certified Quality Engineer
CQI	Chartered Quality Institute
CREST	Council of Registered Ethical Security Testers

Abbreviation/Acronym	Full Form
CRT	CREST Registered Penetration Tester
CSQA	Certified Software Quality Analyst
CSQE	Certified Software Quality Engineer
CSQM	Certified Software Quality Manager
CSTE	Certified Software Test Engineer
CT-AI	Certified Tester AI Testing
CTAL-TA	Certified Tester Advanced Level Test Analyst
CTAL-TAE	Certified Tester Advanced Level Test Automation Engineering
CTAL-TM	Certified Tester Advanced Level Test Management
CTAL-TTA	Certified Tester Advanced Level Technical Test Analyst
CTAO	Chief Technology Assurance Officer
CTFL	Certified Tester Foundation Level
DATM*	Data Management
FMIT*	Financial Management
GAQM	Global Association for Quality Management
GOVN*	Governance
IC	Institute of Consulting
ICMCI	International Council of Management Consulting Institutes
ICPM*	Content Publishing
IEC	International Electrotechnical Commission
INCA*	Content Design and Authoring
IRCA	International Register of Certificated Auditors
ISTQB	International Software Testing Qualifications Board
ITCM*	Contract Management
ITIL	Information Technology Infrastructure Library
iT-TRAC	Information Technology Test and Risk Assurance Capabilities
ITSP*	Strategic Planning
ISO	International Organization for Standardization
MEAS*	Measurement
METL*	Methods and Tools
MI	Management Information
MLNG*	Machine Learning
NFTS*	Non-Functional Testing
NIST	National Institute of Standards and Technology
OCDV*	Organisational Capability Development
OWASP	Open Worldwide Application Security Project
P3O	Portfolio, Programme, and Project Offices
PBMG*	Problem Management
PECB	Professional Evaluation and Certification Board
PENT*	Penetration Testing

Abbreviation/Acronym	Full Form
PGMG*	Programme Management
POMG*	Portfolio Management
PROF*	Portfolio, Programme and Project Support
PROG*	Programming / Software Development
PRMG*	Project Management
PRTS*	Process Testing
QUAS*	Quality Assurance
QUMG*	Quality Management
RCA	Root Cause Analysis
RELM*	Release Management
RLMT*	Stakeholder Relationship Management
RMGT*	Records Management
ROE	Rules of Engagement
SINT*	Systems Integration and Build
SLA	Service Level Agreement
STPL*	Enterprise and Business Architecture
SUPP*	Supplier Management
TEST*	Functional Testing
TOGAF	The Open Group Architecture Framework
USEV*	User Experience Evaluation
WorldCC	World Commerce & Contracting

A.3. Industry Standards

Standard/Guide/Regulation	Description
CREST	CREST provides professional standards, accreditation and certification for cybersecurity testing and assurance services. It supports consistent, ethical and competent delivery of penetration testing and related security assessment activities.
EU Artificial Intelligence Act	The EU AI Act establishes a risk-based regulatory framework for AI systems, including prohibited practices, high-risk AI obligations, transparency duties and governance requirements relevant to AI assurance planning.
ISO 19011	ISO 19011 provides guidelines for auditing management systems, covering principles, procedures, and competencies required for audit teams. It applies to a range of management system standards, such as quality, environmental, and information security. It supports organisations in conducting effective, objective, and efficient internal or external audits to ensure compliance and continuous improvement.
ISO 31000	ISO 31000 offers guidelines on risk management, helping organisations develop and implement a systematic approach to identifying, assessing, and mitigating risks. The standard provides principles, a framework, and a process to improve risk management in any organisation, enhancing decision-making and resilience to potential disruptions.
ISO 9001	A standard for quality management systems, ISO 9001 provides a framework for organisations to consistently meet customer and regulatory requirements through a process-based approach. It focuses on continuous improvement, customer satisfaction, and the consistent application of quality management practices across all areas of an organisation.
ISO/IEC 20000	ISO/IEC 20000 is the international standard for IT service management, detailing requirements for establishing, implementing, maintaining, and improving a service management system. It enables organisations to develop a consistent approach to service delivery, improving quality, efficiency, and customer satisfaction within IT service environments.

Standard/Guide/Regulation	Description
ISO/IEC 22989	ISO/IEC 22989 establishes AI concepts and terminology, supporting a consistent vocabulary for AI governance, assurance, testing and management system activities.
ISO/IEC 23894	ISO/IEC 23894 provides guidance on AI risk management, helping organisations identify, analyse, evaluate and treat AI-related risks across the AI system lifecycle.
ISO/IEC 25010	ISO/IEC 25010:2023 defines a product quality model for ICT and software products. Its characteristics and subcharacteristics provide a reference model for specifying, measuring and evaluating product quality throughout the lifecycle.
ISO/IEC 27001	ISO/IEC 27001 is the international standard for information security management systems, providing a framework for securing information assets, managing risks, and ensuring compliance with regulatory and client requirements. It covers risk assessment, control implementation, and security management practices to protect data confidentiality, integrity, and availability.
ISO/IEC 27002	ISO/IEC 27002 provides guidance on information security controls that support the implementation of an information security management system. It is used to select, implement and maintain controls that protect confidentiality, integrity and availability.
ISO/IEC 42001	ISO/IEC 42001 specifies requirements for establishing, implementing, maintaining and continually improving an Artificial Intelligence Management System (AIMS). It supports organisations in governing AI responsibly, managing AI-related risks and demonstrating that appropriate controls are defined, operated and improved.
ISO/IEC 5338	ISO/IEC 5338 provides guidance for AI system lifecycle processes, supporting structured management of AI development, operation, monitoring and improvement activities.
ISO/IEC/IEEE 29119	ISO/IEC/IEEE 29119 is a globally recognised standard for software testing, offering best practices, process guidance, and documentation requirements to standardise and improve software testing activities. This standard covers test processes, documentation, and techniques, supporting efficient, quality-focused testing across software development and maintenance environments.
ISTQB®	The International Software Testing Qualifications Board (ISTQB®) provides internationally recognised certifications in software testing. These certifications range from Foundation to Advanced levels and validate professional knowledge and competency in software testing, encompassing fundamental methodologies, processes, and best practices in the field.
ITIL®	Information Technology Infrastructure Library (ITIL®) is a globally accepted framework for IT service management that aligns IT services with business needs. ITIL® promotes efficiency, effectiveness, and continuous improvement in service delivery, focusing on areas such as incident, problem, and change management to enhance customer satisfaction.
MoP® (Management of Portfolios)	MoP® is a framework offering strategic direction for managing a portfolio of programmes and projects. It ensures alignment with organisational goals and optimal resource allocation, enabling organisations to prioritise initiatives that deliver maximum value and achieve strategic objectives.
NIST AI Risk Management Framework (AI RMF)	The NIST AI RMF is a voluntary framework for managing risks associated with AI systems, including governance, mapping, measurement and management of AI risks.
NIST Cybersecurity Framework	The NIST Cybersecurity Framework provides guidance for managing and reducing cybersecurity risk. It supports organisations in identifying, protecting, detecting, responding to and recovering from cybersecurity events.
NIST SP 800-115	NIST SP 800-115 provides technical guidance on information security testing and assessment. It covers planning, execution and reporting of security testing activities, including techniques used to assess systems, networks and applications.
OWASP API Security Top 10	The OWASP API Security Top 10 identifies common and significant API security risks. It supports API security testing by highlighting areas such as authorisation, authentication, data exposure, resource consumption and security misconfiguration.
OWASP Application Security Verification Standard (ASVS)	The OWASP ASVS provides a framework of application security requirements and verification controls. It supports structured application security testing and helps define assurance levels for web applications and services.
OWASP Web Security Testing Guide (WSTG)	The OWASP WSTG provides guidance for testing the security of web applications and web services. It supports structured, repeatable security testing across common vulnerability areas and control categories.
P3O®	Portfolio, Programme, and Project Offices (P3O®) is a framework that provides guidance on designing and managing support structures for portfolios, programmes, and projects. P3O® supports project delivery by establishing effective governance, resource management, and decision-making processes aligned with organisational strategy.
TOGAF®	The Open Group Architecture Framework (TOGAF®) is an enterprise architecture framework that helps organisations design, plan, implement, and manage enterprise information architectures. It provides methodologies and tools to improve efficiency, reduce risks, and ensure alignment with business goals and IT strategies.

Annex B: Professional Qualifications Matrix

This matrix provides a quick reference for professional qualifications and certifications relevant to TAL's expert roles. Requirements will depend on the engagement, responsibilities, client needs and accepted equivalent experience.

Qualification	Awarding Body	Relevant Expertise	SFIA Level
AIOps Foundation	DevOps Institute	Automation Engineer; AI Test Consultant	4
Artificial Intelligence Management System Requirements	BSI or equivalent	AIMS (ISO/IEC 42001) Consultant; AIMS (ISO/IEC 42001) Auditor; AI Assurance Consultant; AI Test Consultant	4-5
Artificial Intelligence Management System Lead Auditor	BSI / PECB / CQI & IRCA or equivalent	Senior AIMS (ISO/IEC 42001) Auditor; Senior AI Assurance Consultant; AIMS (ISO/IEC 42001) Auditor; AI Assurance Consultant	5-6
Artificial Intelligence Management System Lead Implementer	BSI / PECB / CQI & IRCA or equivalent	Senior AIMS (ISO/IEC 42001) Consultant; AIMS (ISO/IEC 42001) Consultant	5-6
Understanding AI Concepts and Terminology	BSI or equivalent	AI Test Consultant; Senior AIMS (ISO/IEC 42001) Auditor; Senior AIMS (ISO/IEC 42001) Consultant; Senior AI Assurance Consultant; AIMS (ISO/IEC 42001) Auditor; AIMS (ISO/IEC 42001) Consultant; AI Assurance Consultant	4-6
ISTQB® Certified Tester AI Testing	ISTQB®	AI Test Consultant; AI Assurance Consultant; Senior AI Assurance Consultant	4-5
ISO 19011 Auditor Training	CQI & IRCA / BSI / PECB or equivalent	AIMS audit and assurance roles; Quality Manager; Programme Assurance Manager	5-6
CCM Practitioner	WorldCC	Contract Manager	5
Certified Management Consultant (CMC)	ICMCI	Principal Quality & Test Consultant	6
Certified Software Quality Analyst (CSQA)®	GAQM	Defect Manager; Senior Test Analyst	4
Certified Software Quality Engineer (CSQE)	ASQ	Quality Manager; Test Delivery Manager	5
Certified Software Quality Manager (CSQM)®	GAQM	Quality Manager; Test Delivery Manager; Programme Test Delivery Manager	5-6
Certified Supplier Quality Professional (CSQP)	ASQ	Contract Manager	5
Certified Tester Foundation Level (CTFL)	ISTQB®	Tester; Test Analyst; Junior Test Consultant; AI Test Consultant; Cybersecurity Test Consultant	1-4
Certified Tester Advanced Level Test Management (CTAL-TM)	ISTQB®	Principal Quality & Test Consultant; Test Architect; Programme Test Delivery Manager; Test Delivery Manager; Senior Quality & Test Consultant; Quality & Test Consultant; Defect Manager	4-6
Certified Tester Advanced Level Test Analyst (CTAL-TA)	ISTQB®	AI Test Consultant; Senior Test Analyst; Quality & Test Consultant	4
Certified Tester Advanced Level Technical Test Analyst (CTAL-TTA)	ISTQB®	Automation Engineer; AI Test Consultant; Cybersecurity Test Consultant; Senior Test Analyst	4

Qualification	Awarding Body	Relevant Expertise	SFIA Level
Certified Tester Advanced Level Test Automation Engineering (CTAL-TAE)	ISTQB®	Test Architect; Automation Engineer; AI Test Consultant	4-5
Continuous Testing Foundation (CTF)	DevOps Institute	Automation Engineer; Senior Test Analyst; AI Test Consultant	4
DevOps Engineering Foundation	DevOps Institute	Automation Engineer	4
CREST Practitioner Security Analyst (CPSA)	CREST	Cybersecurity Test Consultant	4
CREST Registered Penetration Tester (CRT)	CREST	Cybersecurity Test Consultant	4
CompTIA Security+	CompTIA	Cybersecurity Test Consultant; Quality & Test Consultant	4
CompTIA PenTest+	CompTIA	Cybersecurity Test Consultant	4
Certified Ethical Hacker (CEH)	EC-Council or equivalent	Cybersecurity Test Consultant	4
Enterprise Architecture Foundation	TOGAF®	Test Architect	5
ISO 31000 Foundation	PECB	Quality & Test Consultant; AI Test Consultant; Cybersecurity Test Consultant	4
ISO 31000 Risk Manager	PECB	Senior Quality & Test Consultant; Quality Manager	5
ISO 31000 Lead Risk Manager	PECB	Portfolio Assurance Director; Principal Quality & Test Consultant	6
ISO 9001:2015 Requirements	BSI	Quality Manager	5
ISO 9001:2015 Internal Auditor	BSI	Quality Manager; Programme Assurance Manager; Senior Quality & Test Consultant	5-6
ISO 9001:2015 Lead Auditor	BSI / CQI & IRCA / PECB or equivalent	Chief Technology Assurance Officer (CTAO); Senior AIMS (ISO/IEC 42001) Auditor; Senior AI Assurance Consultant	6-7
ISO/IEC 20000 Foundation	APMG	Quality & Test Consultant	4
ISO/IEC 20000 Practitioner	APMG	Programme Assurance Manager; Quality Manager; Senior Quality & Test Consultant	5-6
ISO/IEC 20000 Lead Auditor	PECB	Principal Quality & Test Consultant	6
ISO/IEC 20000 Lead Implementer	PECB	Chief Technology Assurance Officer (CTAO); Portfolio Assurance Director	6-7
ISO/IEC 27001 Foundation	PECB	Cybersecurity Test Consultant; Quality & Test Consultant; AI Test Consultant	4
ISO/IEC 27001:2022 Internal Auditor	CQI & IRCA	Programme Assurance Manager; Senior Quality & Test Consultant; Cybersecurity Test Consultant	4-6
ISO/IEC 27001:2022 Lead Auditor	CQI & IRCA / PECB or equivalent	Portfolio Assurance Director; Principal Quality & Test Consultant; AIMS/AI assurance roles	5-6
ISO/IEC 27001 Lead Implementer	PECB	Chief Technology Assurance Officer (CTAO)	7
ITIL® 4 Foundation	AXELOS	Test Delivery Manager; Programme Test Delivery Manager; Defect Manager	4-6
ITIL® 4 Practitioner: Supplier Management	AXELOS	Contract Manager	5
ITIL® 4 Specialist: Drive Stakeholder Value	AXELOS	Programme Assurance Manager; Contract Manager	5-6
ITIL® 4 Strategist: Direct, Plan and Improve	AXELOS	Test Architect	5
Leading Quality Strategy and Planning (PR 303)	CQI & IRCA	Chief Technology Assurance Officer (CTAO)	7
Leading Strategic Change and Improvement (PR 306)	CQI & IRCA	Chief Technology Assurance Officer (CTAO)	7
MoP® Practitioner	AXELOS	Portfolio Assurance Director	6
P3O® Foundation	AXELOS	Administrative Support	2

Annex C: Engagement Models and Process Outline

C.1. Initial Consultations and Needs Assessment

The engagement process commences with a thorough consultation phase designed to gain a deep understanding of the client's quality management, risk management, governance, and assurance needs, objectives, and regulatory requirements. This phase includes:

- **Client Interviews:** Conversations with key stakeholders to build a picture and understand the organisational goals and objectives, quality expectations, and any associated risk factors.
- **Review of Current Practices:** Assessment of existing quality and test capabilities—expertise, processes, practices, tools, and other resources—to identify relative strengths and areas for improvement.
- **Gap Analysis:** A measurement of the required improvements, i.e., the distance between the existing quality and test capabilities and the desired statement of maturity (the goal).
- **Customised Recommendations:** Tailored proposals that outline the TAL services suited to the identified needs and the client organisation, in order to effect the required quality and test improvements.

C.2. Engagement Levels Continuum

Following the initial consultations and needs assessment, TAL customises the applicable frameworks (*IT-TRAC*® and *AISTA*®) to align with the client's specific requirements. This stage focuses on defining the scope of the engagement, selecting relevant capabilities, and deploying the right consulting team.

C.2.1. Foundational Deployment (Partial Module Engagement)

The foundational deployment of critical modules for a partial capability delivers discrete practices or artefacts to clients who need specific, targeted support. At this level of engagement, the key features of the service are:

- Focus on specific deliverables (e.g., Test Policies, Standards).
- Minimal integration with broader processes.
- Often, one-time or short-term engagements (e.g., One-off Test Quality Audit).

Selected expertise will be commensurate with the required outcome(s).

C.2.2. Focused Capability Deployment (Targeted Capability Engagement)

The focused deployment of a specific branch of the framework delivers a stand-alone capability for clients requiring a fuller range of services, e.g., end-to-end Test Delivery Management. At this level of engagement, the key features of the service are:

- Direct support for select quality and test activities, such as Test Assurance or Defect Management.
- Enhances existing project or operational functions.
- Typically includes a small, specialised team.

Each capability will require certain specialist expertise. See section [C.2.5](#).

C.2.3. Incremental Development (Gradual Capability Development)

An approach to building and expanding capabilities over time, starting with high-priority practices and deliverables and gradually developing a full Quality & Test function, enables phased delivery of the *IT-TRAC*® framework at the client's own pace. At this level of engagement, the key features of the service are:

- Prioritisation of practices and deliverables, based on needs and interdependencies.
- Allows for organisational adaptation to new quality standards, processes, and test assets.
- Ideal for growing organisations or those gradually advancing maturity.

C.2.4. Comprehensive Deployment (Full Deployment of Quality & Test Function)

A programme to deploy the full breadth and depth of the **IT-TRAC**[®] framework delivers a fully integrated Quality & Test function for clients seeking to advance their target operating model towards increased operational excellence. At this level of engagement, the key features of the service are:

- Complete, structured service covering all quality and test management capabilities.
- Integration within the client's governance structure.
- Typically, it involves a robust team and longer-term engagement.

C.2.5. Service Domains and Engagement Scenarios

Building on the capability layers introduced in Section 1 and the About TAL section, the TAL Quality & Test Expertise Catalogue translates TAL's quality and test capabilities into a set of practical Service Domains, applied through the **IT-TRAC**[®] framework and, where relevant, the **RISTA**[®] reference model.

The capability layers explain how our expertise may be owned, managed, delivered or operated within a client engagement. The Service Domains define the expertise applied in practice, the skills required, and how services may be combined to pursue a client's objectives and, within that context and the relevant risk profile, deliver the required outcomes.

Engagements may focus on a single Service Domain or draw on multiple Service Domains. For example, Test Delivery Management may be supported by related capabilities such as defect and quality issue management, test automation, AI verification and validation, and evidence-based reporting.

C.2.5.1 Service Domains

Service Domain	Description
Quality & Test Governance	Establishes the policies, standards, operating models, quality risk data, decision structures and management frameworks needed to govern quality and testing effectively.
Quality & Test Oversight	Provides independent or embedded assurance, assessment, audit and validation of quality and testing activity across projects, programmes, portfolios or supplier delivery arrangements.
Test Delivery & Exceptions	Supports the planning, management, execution, reporting and control of testing activity, including specialist testing, defect management, release readiness and exception handling.
AI Assurance and AIMS	Supports AI assurance, AI management system readiness, ISO/IEC 42001-aligned control evaluation, AIMS capability build, AIMS audit and RISTA [®] -aligned AI assurance activity.

C.2.5.2 Expertise by Service Domain

TAL deploys expertise based on the service domain, client requirements, delivery model, risk profile, and required level of accountability. The expertise listed below is indicative and may be combined where an engagement spans governance, oversight, delivery, assurance or specialist testing.

Service Domain	Core Expertise	Specialist or Supporting Expertise
Quality & Test Governance	Chief Technology Assurance Officer; Portfolio Assurance Director; Principal Quality & Test Consultant; Senior Quality & Test Consultant; Quality Manager	Test Architect; Contract Manager; Programme Assurance Manager; Supplier Management expertise; Measurement and reporting expertise; Administrative Support
Quality & Test Oversight	Principal Quality & Test Consultant; Programme Assurance Manager; Senior Quality & Test Consultant; Quality Manager; Test Architect	Test Delivery Manager; Defect Manager; AI Assurance Consultant; Cybersecurity Test Consultant; Administrative Support

Service Domain	Core Expertise	Specialist or Supporting Expertise
Test Delivery & Exceptions	Programme Test Delivery Manager; Test Delivery Manager; Test Architect; Senior Test Analyst; Test Analyst; Defect Manager; Automation Engineer	Tester; Junior Test Consultant; Quality & Test Consultant; AI Test Consultant; Cybersecurity Test Consultant; Administrative Support
AI Assurance and AIMS	Senior AIMS (ISO/IEC 42001) Consultant; AIMS (ISO/IEC 42001) Consultant; Senior AI Assurance Consultant; AI Assurance Consultant; Senior AIMS (ISO/IEC 42001) Auditor; AIMS (ISO/IEC 42001) Auditor	AI Test Consultant; Quality Manager; Principal Quality & Test Consultant; Programme Assurance Manager; Risk Management expertise; Administrative Support
Cross-domain Support	Quality & Test Consultant; Senior Quality & Test Consultant; Test Delivery Manager; Administrative Support	Automation Engineer; Defect Manager; AI Test Consultant; Cybersecurity Test Consultant; Records Management expertise; Measurement and reporting expertise

C.2.5.3 Service Offers and Typical Expertise

The following table summarises TAL's primary Service Offers and the expertise typically used to support them. Each offer can be tailored or combined to reflect the client's required outcomes; delivery model, risk profile and the level of accountability TAL is expected to take.

Service Domain	Service Offer	Typical Expertise
Quality & Test Governance	Quality & Test Policy and Standards Development	Chief Technology Assurance Officer; Principal Quality & Test Consultant; Quality Manager; Senior Quality & Test Consultant
	Quality & Test Architecture Design	Test Architect; Principal Quality & Test Consultant; Portfolio Assurance Director; Senior Quality & Test Consultant
	Supply Chain Quality Management	Contract Manager; Supplier Management expertise; Principal Quality & Test Consultant; Programme Assurance Manager; Quality Manager
	Strategic Quality Risk and Performance Management	Portfolio Assurance Director; Principal Quality & Test Consultant; Quality Manager; Measurement and reporting expertise; Risk Management expertise
	Quality & Test Management Framework Deployment using <i>IT-TRAC</i> [®]	Chief Technology Assurance Officer; Portfolio Assurance Director; Principal Quality & Test Consultant; Test Architect; Programme Assurance Manager

Service Domain	Service Offer	Typical Expertise
Quality & Test Oversight	Test Capability Maturity Assessment	Principal Quality & Test Consultant; Programme Assurance Manager; Test Architect; Quality Manager; Senior Quality & Test Consultant
	Quality Strategy Development	Chief Technology Assurance Officer; Principal Quality & Test Consultant; Quality Manager; Programme Assurance Manager
	Portfolio or Programme Test Assurance	Portfolio Assurance Director; Programme Assurance Manager; Principal Quality & Test Consultant; Senior Quality & Test Consultant
	Project Test Assessment and Validation	Senior Quality & Test Consultant; Quality & Test Consultant; Test Architect; Test Delivery Manager; Quality Manager
	Test Quality Audit	Quality Manager; Programme Assurance Manager; Senior Quality & Test Consultant; Administrative Support
Test Delivery & Exceptions	Test Strategy Development	Test Architect; Programme Test Delivery Manager; Test Delivery Manager; Senior Quality & Test Consultant
	Test Delivery Management	Programme Test Delivery Manager; Test Delivery Manager; Senior Test Analyst; Test Analyst; Defect Manager; Automation Engineer
	AI Verification, Validation and Testing	AI Test Consultant; Test Delivery Manager; Senior Test Analyst; Automation Engineer; AI Assurance Consultant
	Defect and Quality Issue Management	Defect Manager; Test Delivery Manager; Senior Test Analyst; Quality & Test Consultant; Measurement and reporting expertise
AI Assurance and AIMS	Pre-Audit AI Management System Assessment	Senior AI Assurance Consultant; AI Assurance Consultant; AIMS (ISO/IEC 42001) Consultant; Quality Manager; Administrative Support
	AI Management System Capability Build and Support	Senior AIMS (ISO/IEC 42001) Consultant; AIMS (ISO/IEC 42001) Consultant; Quality Manager; Principal Quality & Test Consultant
	AI Management System Audit (AIMS audit activities are subject to appropriate independence and impartiality arrangements; see the AIMS Auditor role descriptions.)	AIMS (ISO/IEC 42001) Auditor; Senior AIMS (ISO/IEC 42001) Consultant; Quality Manager; Administrative Support

C.2.5.4 Examples of Bespoke Services

The Service Offers listed above describe TAL's primary service groupings for large-scale delivery. However, they do not restrict the expertise that TAL may deploy or the smaller scale at which services may be provided.

Where a client requires a discrete outcome without commissioning a complete function, capability or Service Offer, TAL will define a bespoke service using the relevant roles, skills, methods and controls from this catalogue. Such requirements will be identified and defined during early consultations.

TAL will confirm the required outcome(s) with the client and agree on the appropriate mode of delivery (e.g., project management, change management, or advisory consultation). Decisions made here will need to take into account factors such as scale, complexity, dependencies, and expected impact. The corresponding governance arrangements and delivery constraints will also be agreed.

Bespoke Service	Typical Trigger	Likely Expertise
Strategic Quality and Assurance Advisory	Senior stakeholders need independent guidance on quality, assurance, risk or governance.	Portfolio Assurance Director; Principal Quality & Test Consultant; relevant specialists
Technology Quality Governance and Control Review	The client needs assurance over responsibilities, controls, evidence or oversight arrangements.	Quality Manager; Quality & Test Consultant; Risk Management expertise
AIMS and AI Regulatory Readiness	The client needs to understand its readiness for ISO/IEC 42001 or applicable AI regulatory obligations.	AIMS (ISO/IEC 42001) Consultants (and Auditors); AI Assurance Consultant
First- or Second-Party AIMS Audit	The client requires an internal audit of its AIMS or an assessment of a supplier or other relevant party against defined ISO/IEC 42001 criteria.	AIMS (ISO/IEC 42001) Auditor; relevant AIMS and specialist expertise, subject to audit-independence requirements
Policy Development	The client requires authoritative guiding principles to govern a defined area of quality, assurance, testing, AI, risk, data, controls or related technology practice.	Quality Manager; Principal Quality & Test Consultant; AIMS or AI Assurance specialists; relevant risk, governance and subject-matter expertise
Programme Quality Gap Analysis	The client needs to understand the gaps between a programme's existing quality, risk and assurance management and the capabilities, practices and outcomes required to meet its quality objectives.	Principal Quality & Test Consultant; Quality Manager; Quality & Test Consultant; relevant risk, assurance and specialist expertise
Test Assurance and Readiness Review	The client needs independent confidence in test governance, coverage, evidence or release readiness.	Principal Quality & Test Consultant; Test Architect; Test Delivery Manager
Strategy Development	The client requires a coherent direction and approach for achieving defined quality, assurance, testing, AI or technology-management objectives.	Portfolio Assurance Director; Principal Quality & Test Consultant; relevant strategic and specialist expertise
Specialist Test Delivery	Focused functional, non-functional, automation, mobile, cybersecurity or AI testing is required.	Test Analysts; Automation Engineer; Cybersecurity Test Consultant; AI Test Consultant
Supplier Quality and Assurance Review	The client needs assurance over a supplier's capability, controls, delivery or evidence.	Quality Manager; Quality & Test Consultant; Supplier Management expertise

These examples are illustrative rather than exhaustive and are intended to demonstrate the breadth of outcomes, expertise and delivery configurations available through bespoke TAL services.

C.2.5.5 Engagement Scenario Selection

Engagement scenarios are agreed during consultation and mobilisation, so the service model reflects what the client actually needs to achieve. TAL confirms the relevant Service Domain, Service Offer, bespoke service, accountable lead, supporting expertise, and delivery pattern by considering the client's outcomes, delivery model, governance needs, technology environment, assurance expectations, and the level of accountability they want TAL to take.

Where a client is already working with a defined Operating Model, Lot model, or a defined reference set of roles, TAL can map this catalogue to that structure. This gives the client a clear view of how TAL's expertise fits their terminology, while preserving the applicable TAL capability and framework structure.

C.3. Service Deployment and Onboarding

Once the framework and resources are defined, TAL initiates the service deployment phase, either embedding the selected capabilities within the client's existing structure or establishing a new independent function.

C.3.1. Service Deployment

- **Delivery Roadmap:** Outlining the expected path and progression of the engagement, establishing the principal stages, milestones and dependencies of delivery, which will be subject to refinement as the service proceeds.
- **Service Mobilisation:** Coordinating the resources, client inputs, dependencies, access, and practical arrangements required to initiate the agreed service.
- **Initial Engagement Coordination:** Activating the agreed contact, decision-making, reporting, and escalation arrangements needed to support the commencement of delivery.

C.3.2. Resource Onboarding

- **Assignment Briefing:** Briefing assigned resources on their roles, responsibilities, expected contribution, immediate priorities, and applicable engagement constraints.
- **Client and Engagement Induction:** Familiarising resources with the client organisation, engagement context, delivery environment, relevant policies, security requirements, and established working practices.
- **Access and Resource Enablement:** Coordinating the accounts, permissions, equipment, systems, repositories, environments, information, and other facilities required for resources to commence their assigned roles.
- **Knowledge and Documentation Provision:** Facilitating access to the existing documentation, delivery history, current priorities, known risks and issues, stakeholder expectations, and other contextual information relevant to the assignment.
- **Working Arrangements Integration:** Integrating resources into the applicable communication, collaboration, reporting, meeting, document-control, and escalation arrangements.

C.4. Ongoing Management and Service Adaptation

Following service deployment or resource onboarding, TAL manages and supports the engagement in accordance with its agreed scope, governance arrangements and assigned responsibilities. The nature and extent of these activities will reflect the engagement model, duration, complexity, risk profile and degree of management responsibility assigned to TAL.

- **Performance Monitoring and Review:** Monitoring agreed-upon deliverables, services, resources, risks, dependencies, and performance measures, with reviews conducted at a cadence appropriate to the engagement.
- **Client and Supplier Coordination:** Maintaining the agreed communication, reporting and escalation arrangements between TAL, client stakeholders, suppliers, subcontractors and other relevant parties.
- **Risk, Issue and Dependency Management:** Identifying, assessing and coordinating responses to matters affecting delivery, service effectiveness, quality, assurance or the achievement of agreed outcomes.
- **Service and Resource Adaptation:** Adjusting delivery arrangements, priorities, methods or resource deployment in response to changing circumstances, subject to the engagement's agreed governance and change-control arrangements.
- **Continuous Improvement:** Identifying and implementing proportionate improvements to the services, capabilities, controls, working practices or expertise provided through the engagement.
- **Engagement Evaluation:** Reviewing the continuing suitability and effectiveness of the engagement and identifying any actions, decisions or changes required to support its objectives.

Annex D: Ongoing Performance Evaluation

TAL monitors client engagements and the effectiveness of its deployed services and resources, including its subcontractors. The nature and extent of this evaluation will be determined by the relevant contractual agreement, schedules, service definitions and statements of work.

The performance framework operates at three distinct levels:

- **Strategic Performance:** Measures the longer-term effectiveness of the service and the contributions of expertise in relation to achieving organisational goals. These measures help form an overall value assessment.
- **Framework Performance:** Measures the effectiveness of management capabilities, practices, and operational controls that make up the broader technology quality management function and its activities within the engagement. These measures help assess role efficacy and maturity levels.
- **Internal Performance Review:** Evaluates the contribution, professional performance, and task alignment of TAL teams, consultants and subcontractors. These measures help provide insight into how well the provided expertise fits the needs of the engagement(s).

The measures presented in this Annex are a frame of reference. Engagement-specific measures will be selected and agreed upon during mobilisation and, if necessary, refined during ongoing service management. Note that not every measure will apply to every engagement.

D.1. Strategic Performance Indices

TAL Strategic Performance Indices (SPIs) are designed to provide an executive-level view of the long-term value and effectiveness of the services provided. They are primarily concerned with effective governance, the viability of policy objectives and controls to meet strategic quality, risk, and assurance targets, as well as overall organisational maturity and stakeholder confidence.

SPIs are selected only when the engagement has sufficient scope and duration to produce the evidence required for meaningful evaluation. Those that are selected and produced are interpreted and contextualised with the client's operating environment, known constraints and confounding variables in mind.

Example SPIs:

Strategic Index	What it indicates	Example evidence and cadence
Change Failure Rate Index (CFRI)	Changes resulting in failure, rollback, material incident, or avoidable rework.	Change, release, and incident records; monthly or quarterly
AI Compliance Index (AICI)	Compliance of enterprise AI solutions in use with legal, regulatory, contractual and internal policy requirements.	Compliance assessments, obligation mapping and tracking, missing evidence, nonconformance and remediation records; quarterly and following material change
Stakeholder Satisfaction Index (SSI)	Stakeholder experience of service quality, responsiveness, confidence, and value.	Surveys, interviews, and review feedback; periodically or at key milestones
Quality Risk Reduction Index (QRR)	Movement in the exposure, severity, or recurrence of material technology quality risks.	Risk records and assurance findings; at agreed review points
Strategic Standards Alignment Index (SSAI)	Progress towards agreed organisational, professional, regulatory, or contractual quality expectations.	Assessments, audits, and compliance reviews; periodically or at defined milestones

Because SPIs may reflect contributions and dependencies across all parties, results cannot automatically be attributed to TAL alone. Interpretation should identify material dependencies on client or third-party decisions and activities, particularly where these affect outcomes outside TAL's control. The resulting conclusions may highlight decisions or actions required from the client.

D.2. Framework Performance Indices

Framework Performance Indices (FPIs) evaluate the operational effectiveness of the Technology Quality and Risk Management, AI Governance, AIMS and Assurance arrangements. established or supported through the engagement. They provide insight into how effectively technology quality management capabilities are governed and employed to deliver demonstrably successful outcomes, fulfil the intended scope, while supporting continual improvement.

Services and expertise will be provided in accordance with the TAL *IT-TRAC*¹ Framework¹ and derived from the relevant Service Domains therein (see [C.2.5.1](#)) and also include the potential for Bespoke Services (see [C.2.5.4](#)), forming a client-tailored service configuration and/or the appropriate provision of human expertise. The provision will reflect the priorities, scale, and complexity of an engagement.

Example FPIs

Framework Index	What it indicates	Example evidence and cadence
AI Management System Conformity Index	Conformity and effective implementation of the organisation's AI management system against applicable ISO/IEC 42001 requirements.	AIMS assessments, audits, management reviews, nonconformities and corrective actions; by audit or management-review cycle
EU AI Act Obligation Fulfilment Index	Extent to which applicable EU AI Act obligations have been identified, implemented and adequately evidenced.	AI inventory, regulatory classifications, obligation mappings, assessments and compliance evidence; by regulatory review cycle and following material change
AI Risk and Impact Assurance Index	Extent to which material AI risks and impacts have been identified, assessed, treated and kept under review.	Risk and impact assessments, treatment plans, residual-risk decisions and reassessments; by lifecycle stage and reassessment trigger
Assurance Coverage Index	Extent to which material risks, requirements, assurance claims, controls and lifecycle stages receive appropriate assurance.	Assurance plans, risk and requirement mappings, completed activities and approved exclusions; quarterly or by assurance cycle
Control Effectiveness Index	Whether applicable quality, AI and technology controls are adequately designed, implemented and operating effectively.	Control assessments, operating evidence, exceptions and assurance findings; by control-review cycle
Testing Process Maturity Index	Development of organisational testing capability against an established maturity model.	Maturity assessments, process evidence and improvement plans; at agreed assessment points
Test Effectiveness Index	Effectiveness of testing in identifying material quality concerns before release or operational use.	Test results, defects, escaped defects, incidents and causal analysis; by release or review cycle
Corrective Action Effectiveness Index	Whether assurance findings, control weaknesses and other quality concerns are resolved promptly and without recurrence.	Findings, action plans, closure evidence, overdue actions and recurrence data; monthly or quarterly

The applicable indices will reflect the services commissioned, the responsibilities assigned to TAL, the client's operating context and the availability of reliable evidence. Not every index will apply to every engagement.

FPIs provide management and assurance indicators within the scope of a given engagement. They do not, by themselves, constitute accredited certification, a definitive determination of legal compliance or a statement of assurance beyond what can be supported by the examined evidence.

¹ *IT-TRAC*[®] incorporates the *AISTA*[®] reference model.

D.3. Regular Performance Evaluations

The activities below form part of TAL's standard performance-management practice. Their precise structure, participants and cadence are configured according to the nature, duration, scale and risk profile of each engagement.

Summary of Internal Performance Review Activities:

Activity	Description	Purpose	Illustrative Cadence
Weekly Review Meetings	Internal discussions on project status, risks, and issues.	Provides immediate feedback and resolves concerns.	Weekly
Monthly Performance Evaluations	Formal assessments of individual and team performance.	Tracks progress against KPIs and identifies areas for improvement.	Monthly
Quarterly Skills Assessments	Evaluation of skills development and capability enhancement.	Ensures alignment with competency framework and training needs.	Quarterly
Subcontractor Performance Reviews	Specific evaluation of subcontractor contributions.	Ensures subcontractors meet quality and delivery expectations.	Monthly
Project Retrospectives	Post-project analysis to capture lessons learned.	Facilitates continuous improvement for future projects.	End of project

D.4. Continuous Improvement and Development Plans

TAL is committed to fostering continuous improvement across both internal staff and subcontractors. We take a structured approach to contract and performance management, focusing on subcontractor performance oversight and our consultants' continuous professional development (CPD).

D.4.1. Subcontractor Performance Management

TAL applies proportionate subcontractor management to support consistent delivery and ensure that subcontracted expertise meets the applicable professional, contractual and client-specific expectations.

Key activities include:

- **Onboarding and Integration:** Aligning subcontractors with the engagement, client environment, assigned responsibilities and applicable TAL requirements.
- **Performance Evaluation:** Reviewing delivery, quality, responsiveness, collaboration, conduct and fulfilment of agreed obligations.
- **Feedback and Dialogue:** Providing constructive feedback and enabling subcontractors to identify constraints, risks, support needs and improvement opportunities.
- **Corrective Action Plans:** If performance issues are identified, TAL implements a tailored corrective action plan, including targeted coaching, additional support, or, if necessary, replacement of the resource.
- **Compliance and Assurance Review:** Assessments and audits that confirm adherence to legal requirements, industry standards and regulations, and relevant internal policies.

D.4.2. Continuous Professional Development (CPD) for TAL Consultants

TAL supports the continuing professional development of its consultants so that their knowledge, skills, qualifications, and delivery capabilities remain relevant to client needs and to developments in technology, quality management, testing, assurance, AI, regulation, and professional practice.

Key components include:

- **Skills Assessment and Development Planning:** Reviewing individual capabilities against relevant SFIA skills, role expectations, professional objectives and anticipated client needs.

- **Training and Qualifications:** Supporting structured learning, internal training and engagement-specific preparation, as well as external courses for relevant professional qualifications.
- **Mentoring and Coaching:** Providing access to experienced consultants and specialists for practical guidance, professional challenge and knowledge transfer.
- **Knowledge Sharing:** Using communities of practice, workshops, briefings, case reviews and lessons learned to disseminate experience and effective practices.
- **Performance and Development Feedback:** Incorporating appropriate findings from performance reviews, stakeholder feedback and engagement retrospectives into individual development planning.

D.4.3. Continuous Improvement Initiatives

TAL uses evidence from its engagements and professional practice to identify, prioritise, implement and evaluate improvement opportunities.

Key activities include:

- **Process Optimisation Workshops:** Quarterly workshops to review processes and controls, identify inefficiencies and propose enhancements.
- **Client Feedback Integration:** Incorporating client feedback into service refinement, using insights from stakeholder satisfaction surveys to adjust processes and methodologies.
- **Assessment Against Standards and Models:** Periodically assessing applicable practices, controls and outcomes against relevant standards, models and frameworks, such as ISO/IEC 25010, ISO/IEC/IEEE 29119 and ISO/IEC 42001, to identify gaps and improvement opportunities.
- **Innovation and Tool Adoption:** Ongoing evaluation of testing tools and methodologies to introduce new practices that enhance efficiency and quality.
- **Lessons Management:** Recording, evaluating, sharing and applying lessons from engagements, audits, assessments, performance reviews and corrective actions.

Annex E: Client and Supplier Communication Protocols

Effective communication is essential for successful collaboration between TAL, its clients, suppliers, and subcontractors. The communication protocols cover communication channels, reporting schedules, escalation paths, and key points of contact to ensure clarity, consistency, and alignment among all stakeholders.

E.1. Communication Channels and Key Contact Points

TAL establishes clear communication channels to streamline interactions and prevent miscommunication.

E.1.1. Primary Communication Channels:

TAL's favoured communication tools are those within Microsoft 365, but we are open to alternatives where cost, time and ease of adoption allow.

- Email (typically, MS Exchange/Outlook): For formal communications, status updates, and official documentation sharing.
- Project Management Tools (will vary based on client needs): for tracking project progress and managing tasks and issues.
- Instant Messaging (MS Teams): For quick, informal queries and day-to-day collaboration.
- Scheduled Meetings (MS Teams, if not In-Person): For progress reviews, planning sessions, and strategic discussions.
- Document Repository (typically, MS SharePoint): Centralised platform for document storage and knowledge sharing.

Communication channels and supporting technologies will be agreed for each engagement, taking account of client requirements, security controls, accessibility, and existing working practices.

E.1.2. Key Contact Points:

Contact points are engagement interfaces and may include both TAL's account or service management roles (outside of this catalogue) and assigned operational roles on the ground. They may also sit within the client or supplier organisation or be assigned to suitable catalogue roles depending on the nature of the engagement.

- **Client Account Manager:** commercial relationship, strategic account matters and account-level intervention.*
- **Service Delivery Manager:** operational coordination, service performance, dependencies and service-level escalation.
- **Principal Quality & Test Consultant:** technical direction and complex technical or assurance issues.
- **Subcontractor Lead:** matters requiring coordination with or action by the relevant subcontractor organisation.

E.2. Reporting and Communication Schedule

Reporting arrangements will be agreed for each engagement in accordance with its scope, duration, mode of delivery, governance requirements and stakeholder-specific needs. The examples below illustrate reporting that may be used where relevant.

Illustrative Reporting Arrangements:

Report Type	Audience	Content Focus	Frequency
Weekly Status Report	Client, TAL Team	Project progress, risks, issues	Weekly
Monthly Performance Review	Client, TAL Senior Management	KPI assessment, resource utilisation, deliverable status	Monthly
Quarterly Strategic Review	Client Executive, TAL Leadership	Strategic alignment, trends, continuous improvement	Quarterly
End-of-Project Closure Report	Client, TAL Senior Management	Comprehensive project summary	End of phase/project

* A TAL CTAO or Portfolio Assurance Director may also serve as the Client Account Manager

E.3. Escalation Protocols

Clear escalation paths are established to address issues promptly and minimise disruptions to project delivery.

E.3.1. Illustrative Escalation Levels:

Escalation Level	Responsible Party	Trigger Criteria
Level 1: Project Team	Service Delivery Manager (TAL)	Minor delays, low-impact issues
Level 2: Account Level	Client Account Manager (TAL)	Repeated issues, medium-impact risks
Level 3: Executive Level	Appropriate TAL Senior Leader (TAL)	High-impact issues, client dissatisfaction

E.3.2. Escalation Process

- **Issue Identification:** The project team, client, or subcontractor raises the issue.
- **Direct Escalation:** An issue may be escalated directly to the appropriate level where its severity, urgency, sensitivity, potential impact or required authority warrants immediate senior attention.
- **Initial Assessment and Mitigation:** The responsible party assesses the issue, coordinates appropriate immediate action and determines the required escalation level.
- **Formal Escalation:** If the issue remains unresolved at its current level, it is escalated to the next appropriate level in accordance with the agreed escalation arrangements.
- **Resolution and Follow-up:** Agreed actions, decisions and outcomes are recorded and communicated through the applicable engagement arrangements.

E.4. Client and Supplier Coordination Meetings

Various types of Coordination Meetings will be arranged based on the engagement's delivery model, duration, governance requirements, and participating parties. The examples below are illustrative, and meetings may be combined, adapted or omitted where appropriate.

Meeting Schedule:

Meeting Type	Participants	Focus Area	Illustrative Cadence
Engagement Kick-off	Client, TAL and relevant suppliers or subcontractors	Objectives, responsibilities, immediate priorities and working arrangements	At engagement initiation
Delivery Coordination Meeting	Relevant engagement participants	Progress, risks, issues, dependencies and forthcoming activities	At the agreed delivery cadence
Client Review	Client stakeholders and appropriate TAL representatives	Performance, feedback, decisions and required actions	Periodically or by milestone
Subcontractor Performance Review	Appropriate TAL and subcontractor representatives	Performance, feedback, risks and improvement actions	By the applicable engagement or contract cycle
Retrospective or Lessons Review	Relevant client, TAL and delivery participants	Outcomes, lessons and improvement opportunities	At appropriate milestones or completion

E.5. Document Control and Information-Sharing Protocols

TAL follows strict document control and information-sharing protocols to ensure data integrity, confidentiality, and compliance.

E.5.1. Document Control Protocols:

Subject to the agreed repository in use, and its available features and functions, document controls can be outlined as follows:

- **Version Control:** Documented information is maintained with version history and change logs.
- **Access Control:** Role-based access to document repositories to prevent unauthorised changes.
- **Document Approval:** Key documents are reviewed and approved by contractually agreed authorities.
- **Data Privacy:** Shared information is handled in accordance with applicable data protection requirements, including the UK GDPR where relevant, and the confidentiality obligations agreed with the client.

E.5.2. Information Sharing Guidelines:

- **Sensitive Information:** Shared only via encrypted channels or secure document repositories.
- **Regular Updates:** All stakeholders are notified of significant document updates through project management tools and email alerts.
- **Audit Trail:** Where supported, audit logs of relevant document access and changes are retained for accountability.