Skill Standards for IT Professionals, Version 3

Part 2 : Career

INFORMATION-TECHNOLOGY PROMOTION AGENCY, JAPAN

IT Skill Standards Center

Ministry of Economy, Trade and Industry

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Introduction

"Part 2: Career," describes the *career framework*, *outline of career*, and *KPI, Key Performance Indicator.* They are the components of the skill standards. It is a feature of the skill standards to assess the level of IT human resource by KPI, which is based on experience and performance. In this part, the indexes of assessing expert engineers and of demonstrating career, which will be the goal of long-term career development, are defined.

Figure 1 is the total constitution of Part 2: Career.

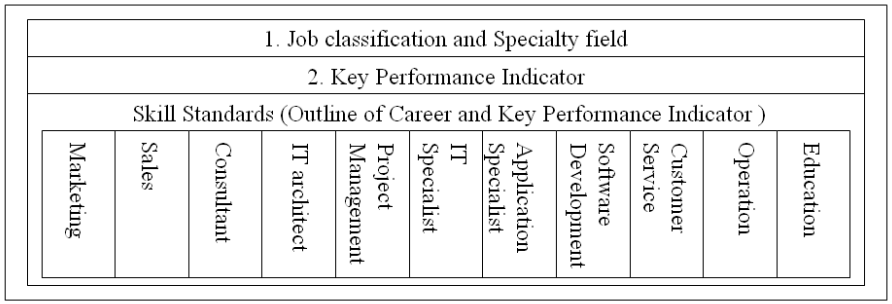

Figure 1. "Total constitution of Part 2: Career,"

●Records of revision date

－1 April 2006 First edition: Version 1

－31 October 2006 Version 2 2006 released

－31 March 2008 Version 3 released

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1. Job Category and Specialty field

1.1 Career Framework[1]

Career framework references the internationally well-known IT service frameworks. The horizontal axis of the framework represents job category and specialty fields, and the vertical axis of the framework represents career level.

There are 11 job categories such as “consultant,” “project management,” “IT specialist,” and so on. In total, 35 specialty fields are set on the job category in the skill standards.
Job categories shown on the horizontal axis of the framework are determined by the IT service processes and the difference of skills to practice their jobs.
It also provides seven levels of achievement per career, which is based on skill and performance, for each specialty field. The colored cells in the career framework defined the levels in each career and specialty field. The levels that are not assumed in the market are shown by cells without colors.

The skill standards represent only the levels of business capability as expert engineer. If the levels are same across different careers or specialty fields, the levels of business capability are the same even though the area of activities and deliverables differ. It should be noted that the levels in the skill standards does not represent the levels of “positions.”

In ITSS V3, job categories of level 1 and 2 are integrated into one category with common basic knowledge of specialty fields, KPI, Skill Proficiency and etc. Knowledge and skills required in this level are defined from the point of view of facilitating to obtain a broad knowledge for HR rather than assessing HR on experience and performance. It is important for HR in level 1 & 2 to acquire basic knowledge and skills in daily duties before learning specialized skills.

[1] The name of figure has been changed from “Skill Framework” to “Career Framework” in the revised edition of the skill standards, Version 2.

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Job Categories	Marketing			Sales			Consultant		IT Architect			Project Management				IT Specialist						Application Specialist		Software Development			Customer Service			IT Service Management				Education	
Specialty Fields	Marketing Management	Sales Channel Strategy	Market Communication	Consulting Sales by Visiting Customers	Product Sales by Visiting Customers	Sales via Media	Industry	Business Function	Application Architecture	Integration Architecture	Infrastructure Architecture	Systems Development	IT Outsourcing	Network Service	Software Product Development	Platform	Network	Database	Common Application Infrastructure	Systems Management	Security	Business Application System	Business Application Package	Operating System	Middleware	Application Software	Hardware	Software	Facility Management	Operations Management	Systems Management	Operation	Service Desk	Training Planning	Instructions
Level 7																																		
Level 6																																		
Level 5																																		
Level 4																																		
Level 3																																		
Level 2																																		
Level 1																																		

Figure 2. Career Framework

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1.2 The Relation of IT Investment Phases and Job category

Focusing on a process of IT investment, Figure 3 shows the relation of main activities for each job category in the skill standards, and each IT Investment phase.

For example, there is an area of activities called “clarification/analysis of issues” in the strategic information planning, which is one of the IT investment phases. In this area, the activity of clarifying business issues and suggesting solutions is set in the “sales” category, the activity of advising for development of solutions is set in the “consultant” and the activity of determining the framework of solutions is set in the “IT architect” .
Some areas of activities are not incorporated into this figure because those do not act in the IT investment phases. Those areas are the “marketing” category, which develops business strategies in an information service organization, the “software development”, which develops software products, and the “education”, which provides training course services to develop engineers who are the targets of the skill standards.
Because of the diversification of business in information services these days, the value area for each job category in phase of IT investment will change according to an individual organization’s business strategies. Therefore, the IT investment aspect may be extended depending on the activities of value creation in each organization.

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IT investment Phase / Job Category	Management strategy formulation		Strategic information planning		Development		Operation and maintenance	
	Formulation of Management goals/vision	Formulation of business strategies	Clarification and analysis of issues (business/IT)	Solution design (structure /pattern)	Component design (system/ operation)	Solution construction (development/ construction)	Solution operation (system/ Operation)	Solution maintenance (system/ operation)
Sales	Confirmation of goals and visions	Confirmation of business strategy	Business issues Solutions proposal					
Consultant	Proposal for goals and visions	Advice for formulation of business strategy	Advice for solution formulation	Solution design				
IT Architect			Formulation of solution framework	Design of solution architecture	Components design	Solution construction		
Project Management			Formulation of basic project plans	Management and control of projects	Management and control of projects	Management and control of projects	Management and control of projects	Management and control of projects
IT Specialist				Formulation of system configuration plan	System components design	Installation and construction of system components	Operation support of System components	Maintenance of system components
Application Specialist				Formulation of application development plan	Application components design	Development of application components	Operation support of application components	Maintenance of application components
Customer Service					Formulation of installation planning	Installation of hardware and software	Maintenance of hardware and software	Maintenance of hardware and software
IT Service Management						Formulation of operation plan /operation management	Operation and management of systems	Operation and management of systems

Main phase of activity Sub phase of activity

Figure 3. IT Investment Phases and Job Category

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1.3 **Outline of Job Category**

(1) Contents of Job Category Outline

The range of the levels and contents in job categories and specialty fields are described in the job category outline.

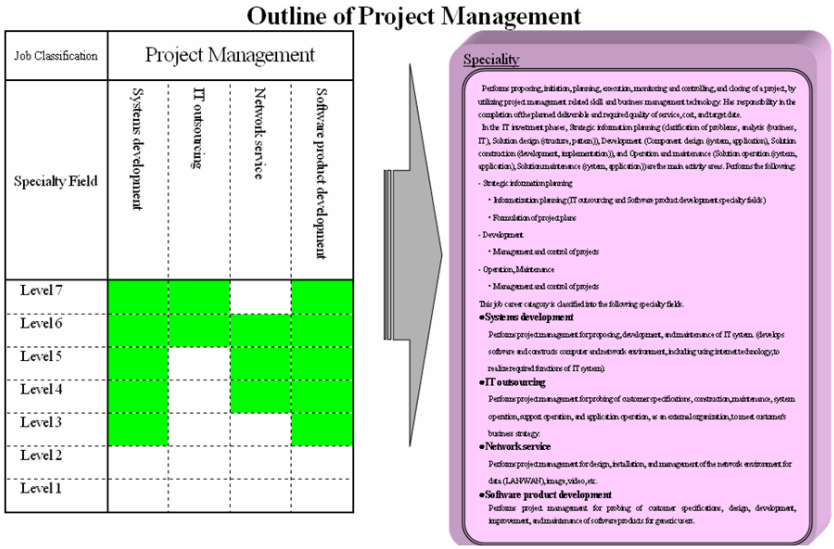

Figure 4. Example of Career and Specialty Field (Project Management)

(2) Description Styles in Job Category Outline

To make the job category easy to understand, descriptions about deliverables and qualities for which each category is responsible are added to the outline. As a result, descriptions include technologies utilized in each job category, phases of active process, and deliverables and qualities.

[Description Styles]
Utilize “technology,” practice “active process,” and hold responsibility for “deliverables” and “quality.”

- Technology: Technology components required mainly to carry out one’s duty
- Active Process: Phases of main activity process
- Deliverables: Main product or performance as a result of active process
- Quality: Quality requirements demanded mainly for product or performance

1.4 Job Category and Role

The skill standards classify job categories by IT investment phase and area of activities. The IT investment phase is the process model to produce business outcomes and results. Regardless of the size of the project, it is necessary to perform all activities that are defined in the IT investment phases to create the deliverables in an IT project. Therefore, if assigning human resources in charge of each job category or specialty field based on the definition of the skill standards, they will work to accomplish the project collaborately.
However, generally in an actual project, one covers several roles and activities because of the various restrictions. In these cases, when an organization develops their own specific capability dimensions and criteria and job descriptions referring to the skill standards, they adopt the approach which makes capability model with appropriate role and job categories in their organization, and defines HR images by deriving the skills required for each model. The complete model represents the HR image with roles crossing

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over some careers and specialty fields. However, the activities to create deliverables do not change in general concept. The only difference is that they are responsible for not only their specific job category but also other duties in accordance with each organization's circumstances.

What is expected of professional engineers is to accomplish their assigned duties with high level specialty. They have to achieve successful goals in their specialty. Therefore, when one has to share another category's specialty field because of project restrictions, the project team should be organized by considering the risk of being responsible for duties that are outside one's specialty field.

The ITSS can also be considered a model for training and development. It is important to judge in which job category individuals will develop as their own long term careers. The organization-specific HR images which reflect each organization's role should be developed flexibly according to business strategies for the organization and HRD principles for educational institutes.

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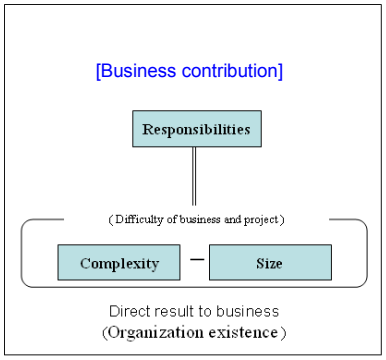
2. Key Performance Indicator (KPI)

KPI defines the level assessment indexes for business capability. It is one of the significant ways to assess the business capability level for IT human resources by KPI, which is based on experience and business performance. This is a feature of the skill standards.

KPI focuses on two contributions that assess human resources who are successful in business. The first is business contribution—the contribution to business outcomes as experience and business performance in successful jobs or projects. The second is the professional contribution—the contributions made within and/or outside the organization by technological improvements and the contributions for development of subordinates, and succession of expertise.



Element / Level	Contribution to business		Contribution to professional society		
	Responsibilities	A number of performances	Degree of specialty	Degree of achievements in technology succession	Developing subordinates
7	Lead others as a responsible person of a team	More than three times	Holds the high specialty sufficient enough to guide others and leads the industry.	More Than 5 ☐Professional community activities such as academic society and committee ☐Publication of a book ☐Publication of a paper outside the company ☐Publication of a paper within the company ☐Invited to speak outside the company ☐Instructor within the company ☐Filing of a patent application	Required
6		More than two times	Holds the high specialty sufficient enough to guide others and contributes to the industry	More Than 4	
5		More than two times	Holds the high specialty sufficient enough to guide others and contributes to the company	More Than 3	
4	As leader of a team	More than two times	Holds the high specialty to guide subordinates	More Than 1	
3	As a member	More than once	Holds the high specialty to practices by him/herself	-	-
2			Carries out activity based on specialty		
1					

Figure 5. Structure of KPI

The ITSS emphasizes continuous professional contribution as well as business contribution. The ITSS takes the viewpoint that HR should be also assessed by the medium and long term growth of the organization and individuals, and organizational survival. Therefore, for IT human resources, it is necessary to satisfy both criteria stipulated by the KPI, which are business contribution and professional contribution.

The definitions of each level of KPI are positioned as the entry criteria for a particular level. On the basis of this, the threshold values, such as the number of business performance or the number of items for expertise succession, which are necessary for assessing the each level, are set.

2.1 Business Contributions

(1) Content of Business Contributions

Business contributions are assessed by three components: the responsibility, which represents the weight of the responsibility of projects for one in charge; the complexity, which represents the degree of difficulty of the project for which one is responsible; and the size. The next figure is an example of the KPI for level 7 in the specialty field of system development in the job category of project management.

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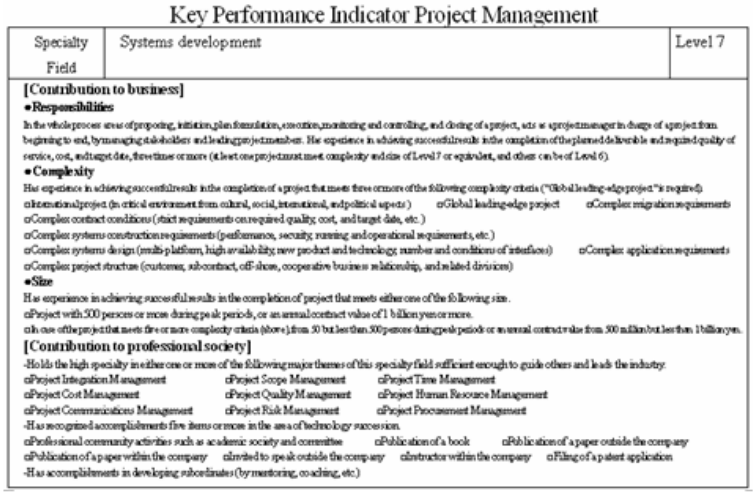

Key Performance Indicator Project Management

Specialty Field	Systems development	Level 7

[Contribution to business]

●Responsibilities

In the whole process areas of proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, acts as a project manager in charge of a project from beginning to end, by managing stakeholders and leading project members. Has experience in achieving successful results in the completion of the planned deliverable and required quality of service, cost, and target date, three times or more (at least one project must meet complexity and size of Level 7 or equivalent, and others can be of Level 6).

●Complexity

Has experience in achieving successful results in the completion of a project that meets three or more of the following complexity criteria ("Global leading-edge project" is required)

□International project (in critical environment from cultural, social, international, and political aspects) □Global leading-edge project □Complex migration requirements

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

□Complex systems construction requirements (performance, security, running and operational requirements, etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces) □Complex application requirements

□Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions)

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

□Project with 500 persons or more during peak periods, or an annual contract value of 1 billion yen or more.

□In case of the project that meets five or more complexity criteria (above), from 50 but less than 500 persons during peak periods or annual contract size from 500 million but less than 1 billion yen.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this specialty field sufficient enough to guide others and leads the industry.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resource Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has recognized accomplishments five items or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Invited to speak outside the company □Instructor within the company □Filing of a patent application

-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

Figure 6. Example of KPI (Project Management)

1. Responsibilities

This component represents the weight of responsibility for the customer. The weight of responsibility is different depending on one responsible for the entire project, one responsible for the sub-project, or a member of the team in a project. The responsibilities according to these positions are set for each level.

2. Complexity

This is the component that represents the degree of difficulty of the project itself. The degree of difficulty of such components as novelty, mission-criticality, and international acknowledgement are set for each level.

3. Size

This component represents the size of the project. Project size (for example, the number of human resources required is 10, 50 or 100 persons) or business size (for example, a budget that is 100 million yen, 1 billion yen, or 5 billion yen) is defined for each level.

When actually assessing the level of IT human resources, assessment will combine these indexes. In other words, as for the each item of the responsibility, complexity, and size included in the business contribution, the business outcomes to achieve and the degree of difficulty of the project are determined by the complexity which represents novelty, international acknowledgement and the degree of social influence, and the size which presents scale. For this reason, if complexity of the project is high even though its size is comparatively small, the project should include requirements which are applicable to business outcomes and project with high difficulty degrees. In addition, the level assessment involves the relationship between the KPI for this difficulty degree of the project and the responsibility of one in charge.

Even if one is in charge of a whole project, the business contribution level depends on the project size and complexity (difficulty degrees of the project). Therefore, a more practical assessment is possible by combining these indexes. For example, one in charge of a medium-sized project assessed at level 5; achieved success in the business whose complexity is higher than usual. So, he/she is considered to satisfy the criteria for level 6.

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(2) Description Styles of Business Contribution

1. Responsibilities

Responsibility is determined comprehensively from multiple indexes. It includes such indexes as degree of support from superiors and project members, degree of independence, authority over the goal or process, relationship between business outcomes and personnel assessment (directly or indirectly), and contribution to the organizational goal. The activity phase, position and role, assessment target, and the number of achievement are described as the responsibility.

[Description Style]

Lead the “responsible area” as “role” in the “activity phase.” Have experiences and business performance that achieve the “quality condition” for success more than “number of times for business performance.”

- Activity phase: Phases where one mainly performs
- Role: Duty to perform in the activity phase.
- Responsible area: Range of duties, such as the team under one’s management.
- Quality condition: Quality requirement to be fulfilled.
- Number of times for business outcomes: The number of times for experiences and/or performance to achieve success

Roles for every level are prescribed basically as follows

Level	Role	Notes
Level 7	Leads others as a person in charge	One’s responsible target covers not only for his/her field of specialty, but also for all fields and all job categories
Level 6		
Level 5		One’s responsible target covers his/her field of specialty.
Level 4	Leader of a team	
Level 3	Member	—
Level 2		
Level 1		

However, level 4 in Project Management is also set as the person in charge in order to indicate the fact that the responsibility for the job category is high.

In addition, the number of times for business performance is clearly showed at every level in numerical values, and the criterion is standardized.

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The number of business performance for every level is as follows.

Level	Number of times for business performance	Minimum number of times to satisfy requirements (complexity and size) for each level
Level 7	3+	Level 7 one or more cases Level 6+ other cases
Level 6	3+	Level 6 one or more cases Level 5+ other cases
Level 5	3+	Level 5 one or more cases Level 4+ other cases
Level 4	2+	Level 4 one or more cases Level 3+ other cases
Level 3	1+	Level 3 one or more cases
Level 2		Level 2 one or more cases
Level 1		Level 1 one or more cases

However, in IT Service Management, service period is added besides number of business outcomes.

Indexes for each level are the minimum requirements (entry criteria) to determine the particular level. Therefore, the number of business performance under the conditions of each level is set one time or more.

The number of business performance in level 4 is two times or more to remove contingency, and three times or more in level 5 or above to assure certainty.

2. Complexity

Complexity is judged comprehensively from the required degree of knowledge and skills, the degree containing requirements, degree of peculiarity of the goal and/or process, and the proportion of factors such as standards and negotiation.

As for complexity, the complexity factors are listed for every job category, and the necessary number of items is clearly stated.

Level	Size requirements defined at a particular level	Size requirements defined at next level below
Level 7	3+ items	5+ items
Level 6 and below	2+	4+

However, level 3 is stated as “ ether one” for job categories do not have level 2 and 1 such as Project Management.

The items listed as complexity requirements are defined in the expressions that indicate complexity in every job category / specialty field.

Furthermore, the condition “international” is essential in only level 7 as a complexity requirement. Level 7 is defined as the level that is recognized as possessing experience and business performance for leading the development of advanced services and market conversion in the whole market. The level is required to have the business performance domestic and abroad. It means that the performances are appreciated not only as the

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outcomes in foreign countries, but also as the outcomes that are unprecedented or internationally-accepted within the country.

3. Size

Size is the range of tasks and projects assumed as the job category, and it is determined comprehensively by such indexes as number of stakeholders, number of processes, project duration, and funds and/or order amount. The criterion defines whether the target range of size indexes is the whole project or the team creating the outcomes for which each job category is responsible. In addition to the size requirements defined for a particular level, size requirements that are applicable to the high complexity are included. However, at the lower levels where the size is no object, only the size requirement defined at a particular level is specified.

2.2 Professional Contributions

(1) Description of Professional Contributions

Professional contributions are to assess the value creation in a specific area as typified by improvement and diffusion of expertise, the expertise succession and the contribution activities for development of subordinates. It defines the indexes for creation and succession of technology and development of subordinates from a perspective of enhancing HR value as professionals and raising social concern in professional development.

At the upper levels of all job categories, the indexes of professional contributions identify contribution activities, such as development of subordinates, community activities inside and outside the organization, writing treatises, and lectures circuit. In order to develop skills, it is necessary to keep succession of skills in the relation with hierarchy of levels in same job category as professionals as well as boss-subordinates and seniors/juniors within the organization. In addition, for human resources in the upper levels, the contribution for the succession of knowledge and findings backed by skills in activities such as professional community activities outside the organization, writing treatises and lectures circuit, is required. Such activities as a professional lead to polishing one's own skills and acquiring the social appraisal for his/her high-level skills.

(2) Description style of professional contributions

It is structured with the point of view of the expertise, contribution area and performance in the expertise succession, and development of subordinates as an engineer.

1. The expertise and the contribution area

Major theme of each specialty field is exemplified, and then the influence degree of the expertise for the field is defined for each level.

[Description style]

<Level 7 ~ Level 3>
"Contributing to the [major theme] for level * and below."

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□**********
□**********
□**********
} (list the major theme for each job category/specialty field)

<Level 2, Level 1>
"Having [targets and learnings] for level *and below."

□**********
□**********
□**********
} (list the learning contents for each level)

・Targets and learnings : defining the knowledge and skills required for targets

The degree of expertise and the contribution area for every level is defined as follows (applicable to level 3 and above).

Level	Degree of expertise	Contribution area
Level 7	Possessing advanced expertise to guide others	Leading the industry
Level 6		Contributing to the industry
Level 5		Contributing to the company
Level 4	Possessing advanced expertise	Developing subordinates
Level 3	Possessing expertise	Performing assigned task by him/her-self

2.Technology succession

It itemizes business performance items of expertise succession common to all job categories and specifies the required number of business performance for every level

[Description style]
"Have [*n*] or more business performance in the following "expertise succession "
□Professional community activities including memberships in an academic society and committee
□Publication of a book
□Publication of a paper outside the company
□Publication of a paper within the company
□Instructor outside the company
□Instructor within the company
□Filing of a patent application

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The number of items *n* is provided as follows.

Level	The required number of business performance
Level 7	Five items or more
Level 6	Four items or more
Level 5	Three items or more
Level 4	One item or more
Level 3	Not applicable (none)
Level 2	
Level 1	

3.Development of subordinates

For all job categories, development of subordinates (mentoring or coaching) is essential in level 4 or above for each specialty field.

2.3 Notes for assessment instruments

Basically, the level of IT human resources in ITSS is assessed by KPI based on the experience and business performance of an engineer. However, on the occasion of release of ITSS V3, ITEE (Information Technology Engineer Examination) can be utilized as the assessment instrument for level 3 and below, by ensuring consistency in levels between ITEE and ITSS. Therefore, ITEE is described as a notation in corresponding level of KPI indexes.

In addition, in case ITEE is not used, KPI remains to be available as the level assessment indexes..

ITEE corresponding to levels of ITSS is as follows:

Level	The classification of ITEE
Level 7	－
Level 6	－
Level 5	－
Level 4	Later（※）
Level 3	Applied ITEE（AP）
Level 2	Fundamental ITEE（FE）
Level 1	IT Passport Examination（IP）

※As for level 4, corresponding classification of ITEE will be announced in the next revision.

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The skill standards (Outline of Career and KPI)

The working draft of Skill Standards for IT Professionals V3 overview English edition

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Additional explanations

Additional explanations A. List of explanation on job categories

Additional explanations B. List of Regulations on Key Performance Indicator

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Additional explanations A. List of explanation on job categories

The explanation on all types of job categories that are defined in the skill standards are shown in the next line. The performance and quality that are required for the relevant category are defined from a viewpoint that aims at establishing each category as a professional in society.

Job Category	Outline
Marketing	Performs design and planning of business strategies such as operation strategies, sales strategies, implementation plans, financial planning, and sales channel strategies, by carrying out forecasts and analysis of market trends for company, business, products and services in order to meet customer needs. Has responsibility for the investment effects, novelty, and customer satisfactions of business strategy planned through market analysis and etc.
Sales	Conclude a contract by checking customer's management policy, providing proposals for problem solving in order to realize the policy and supports for business process improvement, and by implementing proposals for solutions, products, and services. Enhances customer satisfactions, by establishing good relations with customers.
Consultant	Contributes to the realization of customer's business strategies and visions, and problem solving and Supports the business judgment of IT investment by implementing the counseling, proposal and advice for customer's management strategies and IT strategy formulation by use of knowledge and consulting methodology. Has responsibility for values and effects brought by the proposal, customer satisfaction, feasibility, and etc.
IT architect	Reconstructs solutions as information systemization requirements, by performing analysis of business and IT problems. Designs IT architecture with quality (integrity, consistency, and etc.) of whole information systems in order to realize customer business strategies through the utilization of hardware and software related skills (application related skills and methodology). Confirms not only the designed architecture to configure the solution for the problem, but also it possible for follow-on development and installation. In addition, clarifies the criteria that information system should satisfy to configure solutions, and assesses effects of the technical risks against feasibility in advance.
Project management	Performs proposal, launch, planning, execution, monitoring and controlling, and closing of a project, by utilizing project management related skill and business management technology, and has responsibility for the required quality, cost, and delivery of the deliverables and services,. In IT investment phases, Strategic information planning (clarification of problems, analysis (business, IT), Solution design (structure, pattern)), Development (Component design (system, operation), Solution construction (development, implementation)), and Operation and maintenance (Solution operation (system, application), Solution maintenance (system, application)) are the main activity areas.
IT specialist	Performs design, construction, and installation of optimum system infrastructure for customer's environment, by utilizing hardware and software related expertise. Has responsibility for non-functional requirements of constructed system infrastructure (performance, recoverability, and availability, and etc.)
Application specialist	Performs design, development, construction, installation, testing and maintenance of application related to solving problems on business operation by utilizing expertise on application development and package installation in industry specific operations and generic operation. Has responsibility for the quality of constructed applications (functionality, recoverability, and convenience, and etc.).In the IT investment phases, Development (Component design (operations), Solution construction (development, implementation)) and Operation, Maintenance (Solution operation (operations), Solution maintenance (operations)) are the main activity areas.
Software development	Performs planning, specification determination, design, and development of software products accepted in the market, based on marketing strategy by utilizing software engineering technologies. Performs planning and consultation on business strategy related to software products in higher levels. Has responsibility for functionality, reliability and etc. of developed software products,
Customer service	Performs remote maintenance as well as performs installation of hardware, installation of software, customization, maintenance, and repairs in accordance with customer facilities by utilizing expertise related to hardware, software, and facilities. In addition, supports facility construction to utilize IT technology. Has responsibility for the quality (usability, easy maintenance, and etc.) of installed hardware and software.
IT Service Management	Has responsibility for the stable operation of whole system from the operational risk management side. Pursues safety, reliability and efficiency to seek stable operation of the whole system. In addition, implements operation management including system infrastructure management by performing collection and analysis of system operating information to maintain and improves service level.
Education	Performs analysis of needs, design, development, operation, and assessment for training curriculum and training course, in accordance with skill development requirements for users by utilizing expertise related to professional technology and training in assigned area.
Common (level 1, 2)	Performs required task under the direction of higher professionals, or the existing work standards or guidance by utilizing basic knowledge of technical area in assigned operations.

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Additional explanations B. List of Regulations on Key Performance Indicator

B.1 Marketing

■Level description on Key Performance Indicator (Business contribution)

<table>
<tr><td></td><td colspan="8">Business contribution</td></tr>
<tr><td rowspan="3">Level</td><td colspan="6">Responsibility</td><td colspan="2">Complexity</td><td rowspan="3">Size (*)</td></tr>
<tr><td rowspan="2">Phases of Activities</td><td rowspan="2">Role/range of responsibility</td><td colspan="3">Quality requirements</td><td rowspan="2">A number of performances</td><td rowspan="2">Complexity requirements</td><td rowspan="2">A number of requirements</td></tr>
<tr><td>Marketing Management</td><td>Sales channel strategy</td><td>Market communication</td></tr>
<tr><td>7</td><td rowspan="6">In the area of design and planning for business strategies such as forecasts and analysis of market trends for company, business, products and services to meet customer needs, operation strategy, sales strategy, implementation planning and financial planning</td><td rowspan="3">Leads marketing team members, as a person responsible for marketing management, sales channels and communications</td><td rowspan="4">Design and planning of business strategies such as the forecast and analysis of market trends to increase investment effects, novelty, and customer satisfaction, operation strategy, sales strategy, implementation planning, and financial planning</td><td colspan="2"></td><td>Has experience and performance in achieving project success three times or more (At least one project must meet complexity and size of Level 7, and others can be of Level 6 or above)</td><td rowspan="6">□International marketing (critical environment in cultural, social, international, and political aspects)
□Global advanced marketing
□Complicated competitive environment
□highly volatile market environment
□Various customer needs
□New markets
□New products group, services group
□Mixed environment with customer retention type and customer development type of marketing
□Market communications requiring complicated strategy and method</td><td>More than three items</td><td>Top market share</td></tr>
<tr><td></td><td></td><td></td><td>More than five items</td><td>Top-10 market share</td></tr>
<tr><td>6</td><td rowspan="2">Design and planning of sales channel strategy to increase investment effects, novelty and customer satisfaction</td><td rowspan="3">Design and planning of promotion strategy to increase investment effects, novelty and customer satisfaction</td><td>Has experience and performance in achieving project success three times or more (At least one project must meet complexity and size of Level 6, and others can be of Level 5 or above)</td><td>More than two items</td><td>Top-10 market share</td></tr>
<tr><td>5</td><td>Has experience and performance in achieving project success three times or more (At least one project must meet complexity and size of Level 5, others can be of Level 4 or above)</td><td>More than two items</td><td>Top size within a company</td></tr>
<tr><td></td><td></td><td></td><td></td><td>More than four items</td><td>Top-10 size within a company</td></tr>
<tr><td>4</td><td>Leads marketing team members, as a leader</td><td rowspan="2"></td><td>Has experience and performance in achieving project success two times or more (Projects must meet complexity and size of Level 4 or above)</td><td>More than two items</td><td>Top-10 size within a company</td></tr>
<tr><td>3</td><td>As a member of marketing communication</td><td></td><td>Has experience and performance in achieving project success one or more.</td><td>Either one item</td><td>Not specified.</td></tr>
</table>

(*Size for marketing equivalent to products or services of each market share)

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■Level description on Key Performance Indicator (Professional contribution)

<table>
<tr><td></td><td colspan="6">Contribution to professional</td></tr>
<tr><td rowspan="2">Level</td><td colspan="3">Main theme in each Specialty field</td><td rowspan="2">Degree of contribution</td><td colspan="2">Degree of achievements in technology succession</td><td rowspan="2">Developing subordinates</td></tr>
<tr><td>Marketing management</td><td>Sales channel strategy</td><td>Market communication</td><td>Field of activity</td><td>A number of requirements</td></tr>
<tr><td>7</td><td colspan="3" rowspan="5">□Analysis of market opportunities
□Research and selection of target market
□Formulation of marketing strategy
□Planning of marketing program
□Implementation and management of marketing plan</td><td>Has the high specialty sufficient to guide others and leads the industry.</td><td rowspan="5">□Professional community activities such as academic societies and committees
□Publication of a book
□Publication of a paper outside the company
□Publication of a paper within the company
□Instructor outside the company
□Instructor within the company
□Filing of a patent application</td><td>Five or more</td><td>Required</td></tr>
<tr><td>6</td><td>Has the high specialty sufficient to guide others and contributes to the industry.</td><td>Four or more</td><td>Required</td></tr>
<tr><td>5</td><td>Has the high specialty sufficient to guide others and contributes to the company.</td><td>Three or more</td><td>Required</td></tr>
<tr><td>4</td><td>Has the high specialty to guide subordinates.</td><td>One or more</td><td>Required</td></tr>
<tr><td>3</td><td>Has the high specialty to perform assigned task by him/her-self.</td><td>-</td><td>-</td></tr>
</table>

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B.2 Sales

■Level description on Key Performance Indicator (Business contribution): Consulting sales by visiting customers

Level	Business contribution						
	Responsibility				Complexity		Size
	Phases of Activities	Role/range of responsibility	Quality requirements	A number of performances	Complexity requirements	A number of requirements	(Number of fixed project members during peak periods or the contract value)
7	Sales activities, in the whole of specific industry, 3 or more specific sub-industries, or equivalent market segments	Lead sales team through the whole sales activities, as a person responsible for sales.	Discovery, proposal, and contract of new projects, and the achievement with expected quality requirement, cost, and delivery	Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 7, others can be of the Level 6 or above)	□Customer's specific high-difficulty and complicated requirements □Complicated and exceptional contract conditions □Cross-industries or for company group □Advanced strategic business area, products, service or IT solution □Sales team consists of multiple companies □Extremely fierce competition □Complicated project structure □Be a new reference Only level 7 (Required): □Global advanced project	Three or more	With 500 persons or more or an annual contract value of 1 billion yen or more.
						Five or more	With 50 or more but less than 500 persons or an annual contract value with 500 million or more but less than 1 billion yen
6	Sales activities, in one company or more with 5000 employees or more, whole specific sub-industries or equivalent market segments			Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of the Level 5 or above)		Two or more	With 50 or more but less than 500 persons or an annual contract value of 500 million or more but less than 1 billion yen
						Four or more	With 10 or more but less than 50 persons or an annual contract value of100 million or more but less than 500 million yen
5	Sales activities, in three companies or more with 3000 employees or more, 5 or more companies, departments, and establishments with 1000 or more but less than 3000 employees, or equivalent market segments			Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 5, others can be of the Level 4 or above)		Two or more	With 10 or more but less than 50 persons or an annual contract value of 100 million or more but less than 500 million yen
						Four or more	With less than 10 persons or an annual contract value of less than 100 million yen
4	Sales activities, in one or more companies, departments, and establishments with 1000 or more but less than 3000 employees, or equivalent market segments			Has experience and performance in achieving project success two times or more (projects must meet the complexity and size of Level 4 or above)		Two or more	With less than 10 persons or an annual contract value of less than 100 million yen
3	Sales activities, in one or more companies, departments, and establishments with 300 or more but less than 1000 employees, or equivalent market segments			Has experience and performance in achieving project success two times or more (projects must meet the complexity and size of Level 3)		Two or more	With less than 10 persons or an annual contract value of less than 100 million yen

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■Level description on Key Performance Indicator (Business contribution): Product sales by visiting customers

	Business contribution						
	Responsibility				Complexity		Size
Level	Phases of Activities	Role/range of responsibility	Quality requirements	A number of performances	Complexity requirements	A number of requirements	(Number of fixed project members during peak periods or the contract value)
6	Sales activities, in whole of specific industry, 3 or more specific sub-industries or equivalent market segments	Leads sales of assigned products, services and solutions through the whole sales activities, as a person responsible for sales	Discovery, proposal, and contract of new projects, and the achievement of expected quality requirement, cost, and delivery	Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of the Level 5 or above)	□Customer's specific high-difficulty and complicated requirements □Complicated and exceptional contract conditions □Cross-industries or for company group □Advanced strategic business area, products, service or IT solution □Sales team consists of multiple companies □Extremely fierce competition □Complicated project structure □Be a new reference	Two or more	With 50 or more but less than 500 persons or an annual contract value with 500 million or more but less than 1 billion yen
						Four or more	With 10 or more but less than 50 persons or an annual contract value with 100 million or more but less than 500 million yen
5	Sales activities, in one company or more with 5000 employees or more, or whole of specific sub-industries or equivalent market segments			Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 5, others can be of the Level 4 or above)		Two or more	With 10 or more but less than 50 persons or an annual contract value with 100 million or more but less than 500 million yen
						Four or more	With less than 10 persons or an annual contract value of less than 100 million yen
4	Sales activities, in three companies or more with 3000 employees or more, 5 or more companies, departments, and establishments with 1000 or more but less than 3000 employees, or equivalent market segments			Has experience and performance in achieving project success two times or more (projects must meet the complexity and size of Level 4 or above)		Two or more	With less than 10 persons or an annual contract value of less than 100 million yen
3	Sales activities, in 1 or more companies, departments, and establishments with 1000 or more but less than 3000 employees, or equal market segments			Has experience and performance in achieving project success two times or more (projects must meet the complexity and size of Level 3)		Two or more	With less than 10 persons or an annual contract value of less than 100 million yen

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■Level description on Key Performance Indicator (Business contribution): Sales via media

<table>
<tr><td rowspan="2">Level</td><td colspan="6">Business contribution</td></tr>
<tr><td colspan="4">Responsibility</td><td colspan="2">Complexity</td><td>Size</td></tr>
<tr><td></td><td>Phases of Activities</td><td>Role/range of responsibility</td><td>Quality requirements</td><td>A number of performances</td><td>Complexity requirements</td><td>A number of requirements</td><td>(Number of fixed project members during peak periods or the contract value)</td></tr>
<tr><td>5</td><td>Sales activities, in whole of specific industry or whole specific product groups and service groups, or equivalent market segment</td><td rowspan="3">Holds responsibility for strategy of whole sales via media, as a person responsible for sales</td><td rowspan="3">Identification, proposal, and contract of new projects, and the achievement of required quality, cost, and delivery</td><td>Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 5, others can be of the Level 4 or above)</td><td rowspan="3">□Customer’s specific high-difficulty and complicated requirements
□Complicated and exceptional contract conditions
□Cross-industries or for company group
□Advanced strategic business area, products, service or IT solution
□Extremely fierce competition
□Includes multiple IT solution and service components
□Be a new reference</td><td>Two or more</td><td>With 10 or more but less than 50 persons or an annual contract value of 100 million or more but less than 500 million yen</td></tr>
<tr><td>4</td><td>Sales activities, in whole of specific sub-industries, whole specific products and services, or equivalent market segments</td><td>Has experience and performance in achieving project success two times or more (projects must meet the complexity and size of Level 4 or above)</td><td>Four or more</td><td>With less than 10 persons or an annual contract value of less than 100 million yen</td></tr>
<tr><td>3</td><td>Sales activities, in one part of specific sub-industry, one part of specific products and services, or equivalent market segments</td><td>Has experience and performance in achieving project success two times or more (projects must meet the complexity and size of Level 3)</td><td>Two or more</td><td>With less than 10 persons or an annual contract value of less than 100 million yen</td></tr>
</table>

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■Level description on Key Performance Indicator (Professional contribution)

<table>
<tr><td></td><td colspan="4">Professional contribution</td></tr>
<tr><td rowspan="2">Level</td><td rowspan="2">Major theme</td><td rowspan="2">Degree of contribution</td><td colspan="2">Degree of achievements in expertise succession</td><td rowspan="2">Development of subordinates</td></tr>
<tr><td>Field of activity</td><td>A number of requirements</td></tr>
<tr><td>7</td><td rowspan="6">□Market creation and customer cultivation
□Strategy planning to increase the competitiveness
□Customer relationships □Improvement of customer satisfaction
□Formation of sales team
□Proposal of IT solutions
□Understanding of Business opportunity □Market satisfaction control

Additional items of sales via media:
□Understanding and utilization of media characteristics
□Communications and negotiations through sales media</td><td>Holds the high specialty sufficient to guide others and leads the industry.</td><td rowspan="4">□Activities in Professional community such as academic society and committee
□Publication of a book
□Publication of a paper outside the company
□Publication of a paper within the company
□Instructor outside the company
□Instructor within the company
□Filing of a patent application</td><td>Five or more</td><td>Required</td></tr>
<tr><td>6</td><td>Holds the high specialty sufficient to guide others and contributes to the industry.</td><td>Four or more</td><td>Required</td></tr>
<tr><td>5</td><td>Holds the high specialty sufficient to guide others and contributes to the company</td><td>Three or more</td><td>Required</td></tr>
<tr><td>4</td><td>Holds the high specialty to guide subordinates.</td><td>One or more</td><td>-</td></tr>
<tr><td>3</td><td>Holds the high specialty to perform assigned task by him/her-self.</td><td>-</td><td>-</td><td>-</td></tr>
</table>

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B.3 Consultant

■Level description on Key Performance Indicator (Business contribution)　　Specialty Field: Industry

Level	Business contribution						
	Responsibility				Complexity		Size
	Phases of Activities	Role/range of responsibility	Quality requirements	A number of performances	Complexity requirements	A number of requirements	
7	In phases of management strategy formulation	Leads consulting team, as a person responsible for the whole consulting project utilizing industrial specialty, has responsibility	For values and effects brought by proposal, customer satisfaction, feasibility and novelty, and etc.	Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 7, others can be of Level 6 or above)	□Has spirit of innovation in transformation solutions by international standards, or has lots of problems with solution itself □Has lots of business, organizations and operations as targets for transformation, and has many users. □Has multiple countries as targets for transformation □Has not made clear agreement on transformation scope with customer □Has large degree and effect of transformation □Has large degree of customer resistance to transformation □Has uncertainty or noncompliance of customer commitment □Has stakeholders related to decision making over multiple business and organizations □Has consulting projects comprised of complicated organizations which have lots of role sharing with customer and many collaboration with business partners □Is required to attain the goal in an extremely short term □Has high-risk contract condition on business	Five or more	Manages multiple consulting teams with annual sales value of 200 million yen or more, or 5 members or more
						Nine or more	Manages multiple consulting teams with annual sales value of 100 million yen or more, or 3 members or more
6			For values and effects, customer satisfaction, feasibility and novelty, etc., brought by proposal, leading consulting team	Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of Level 5 or above)	□Has innovation in transformation solutions, or has lots of problems with solution itself □Has lots of business, organizations and operations as targets for transformation, and has many users □Has multiple countries as targets for transformation □as not made clear agreement on transformation scope with customer □Has large degree and effect of transformation □Has large degree of customer resistance to transformation □Has uncertainty or noncompliance of customer commitment	Four or more	Manages multiple consulting teams with annual sales value of 100 million yen or more, or 3 members or more
						Seven or more	Manages multiple consulting teams with annual sales value of 30 million yen or more, or one or more members
5				Has experience and performance in achieving project		Four or more	Manages multiple consulting teams with annual sales value of 30 million yen or more, or one or more members

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				success three times or more (at least one project must meet the complexity and size of Level 5, others can be of Level 4 or above)	□Has stakeholders related to decision making over multiple business and organizations □Has consulting projects comprised of complicated organizations which have lots of role sharing with customer and many collaboration with business partners □Is required to attain the goal in an extremely short term □Has high-risk contract condition on business	Seven or more	Manages a consulting team of annual sales value of 10 million yen or more, or one or more members
4		As a leader of consulting project utilizing industrial specialty		Has experience and performance in achieving project success two times or more (equivalent to complexity and size of Level 4)		Four or more	Manages a consulting team of annual sales value of 10 million yen or more, or one or more members

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■Level description on Key Performance Indicator (Professional contribution) Specialty Field: Industry

<table>
<tr><th></th><th colspan="5">Professional contribution</th></tr>
<tr><th rowspan="2">Level</th><th rowspan="2">Main theme in each Specialty field</th><th rowspan="2">Degree of contribution</th><th colspan="2">Degree of achievements in technology succession</th><th rowspan="2">Development or subordinates</th></tr>
<tr><th>Field of activity</th><th>A number of requirements</th></tr>
<tr><td>7</td><td rowspan="3">□Industry specific specialty
□Consulting business strategy formulation
□Proposals of consulting business
□Consulting methodology formulation</td><td>Holds the high specialty sufficient to guide others and leads the industry</td><td rowspan="4">□Activities in professional communities such as academic societies and committees
□Publication of a book
□Publication of a paper outside the company
□Publication of a paper within the company
□Instructor outside the company
□Instructor within the company
□Filing of a patent application</td><td>Five or more</td><td>Required</td></tr>
<tr><td>6</td><td>Holds the high specialty sufficient to guide others and contribute to the industry</td><td>Four or more</td><td>Required</td></tr>
<tr><td>5</td><td>Holds the high specialty sufficient to guide others and contribute to the company</td><td>Three or more</td><td>Required</td></tr>
<tr><td>4</td><td>□Industry specific specialty</td><td>Holds the high specialty and guide subordinates</td><td>One or more</td><td>Required</td></tr>
</table>

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■Level description on Key Performance Indicator (Business contribution) Specialty field: Business function

Level	Business contribution						
	Responsibility				Complexity		Size
	Phases of Activities	Role/range of responsibility	Quality requirements	A number of performances	Complexity requirements	A number of requirements	
7	In phases of business strategy establishment	As a person responsible for whole consulting projects utilizing specialties of operations common to all industries	For values and effects, degree of customer satisfaction, feasibility, and novelty, and etc. brought by proposal, leading consulting team	Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 7, others can be of the Level 6 or above)	□Has spirit of innovation in transformation solutions by international standards, or has lots of problems with solution itself □Has lots of business, organizations and operations as targets for transformation, and has many users. □Has multiple countries as targets for transformation □Has not made clear agreement on transformation scope with customer □Has large degree and effect of transformation □Has large degree of customer resistance to transformation □Has uncertainty or noncompliance of customer commitment □Has stakeholders related to decision making over multiple business and organizations □Has consulting projects comprised of complicated organizations which have lots of role sharing with customer and many collaboration with business partners □Is required to attain the goal in an extremely short term □Has high-risk contract condition on business	Five or more	Annual sales value of 200 million yen or more or managing multiple consulting teams of 5 members or more
						Nine or more	Annual sales value of 100 million yen or more or managing multiple consulting teams of 3 members or more
6			For values and effects, degree of customer satisfaction, feasibility, and etc. brought by proposal, leading consulting team	Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of Level 5 or above)	□Has spirit of innovation in transformation solutions, or has lots of problems with solution itself □Has lots of business, organizations and operations as targets for transformation, and has many users. □Has multiple countries as targets for transformation □Has not made clear agreement on transformation scope with customer	Four or more	Annual sales value of 100 million yen or more or managing multiple consulting teams of 3 persons or more
						Seven or more	Annual sales value of 30 million yen or more, or managing multiple consulting teams of one or more members
5				Has experience and performance in achieving project success three		Four or more	Annual sales value of 30 million yen or more, or managing multiple consulting teams of one or more members

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				times or more (at least one project must meet the complexity and size of Level 5, others can be of Level 4 or above)	□Has large degree and effect of transformation □Has large degree of customer resistance to transformation □Has uncertainty or noncompliance of customer commitment □Has stakeholders related to decision making over multiple business and organizations □Has consulting projects comprised of complicated organizations which have lots of role sharing with customer and many collaboration with business partners □Is required to attain the goal in an extremely short term □Has high-risk contract condition on business	Seven or more	Annual sales value of 10 million yen or more, or managing a consulting team of one or more members
4		As a leader of consulting project utilizing specialties of operations common all industries		Has experience and performance in achieving project success two times or more (equivalent to complexity and size of Level 4)		Four or more	Annual sales value of 10 million yen or more, or managing consulting team of one or more members

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■Level description on Key Performance Indicator (Professional contribution) Specialty Field: Business function

	Professional contribution				
Level	Main theme in each Specialty field	Degree of contribution	Degree of achievements in technology succession		Development of subordinates
			Field of activity	A number of requirements	
7	□Specialty of operations common to all industries □Consulting business strategy formulation □Proposals of consulting business □Consulting methodology formulation	Holds the high specialty sufficient to guide others and leads the industry	□Activities in professional community such as academic societies and committees □Publication of a book □Publication of a paper outside the company □Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application	Five or more	Required
6		Holds the high specialty sufficient to guide others and contributes to the industry		Four or more	Required
5		Holds the high specialty sufficient to guide others and contributes to the company		Three or more	Required
4	□Specialty of operations common to all industries	Holds the high specialty to guide subordinates		One or more	Required

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B.4 IT Architect

■Level description on Key Performance Indicator (Business contribution)

<table>
<tr><td rowspan="3">Level</td><td colspan="7">Business contribution</td></tr>
<tr><td colspan="5">Responsibility</td><td colspan="2">Complexity</td><td rowspan="2">Size
(*)</td></tr>
<tr><td>Phases of Activities</td><td>Role/range of responsibility</td><td colspan="3">Quality requirements</td><td>Performance</td><td>Complexity requirements</td><td>A number of requirements</td></tr>
<tr><td>Application architecture</td><td>Integration architecture</td><td>Infrastructure architecture</td><td></td><td></td><td></td></tr>
<tr><td rowspan="2">7</td><td rowspan="5">In phases of solution framework formulation and solution architecture design</td><td rowspan="2">Leads other IT architects, as a person responsible for technology.</td><td colspan="3" rowspan="2">IT architecture design of whole information system that satisfies required quality (functionality, reliability, and portability, and etc.)</td><td>Has experience and performance of achieving project success three times or more (at least one project must meet the complexity and size of Level 7, others can be of the Level 6 or above)</td><td rowspan="4">□Globally accepted nature of architecture (required for only Level 7. No description form Level 6 to Level 4)
□High-level design needed for functional requirements
□High-level design needed for reliability requirements
□High-level design needed for usability requirements
□High-level design needed for efficiency requirements
□High-level design needed for maintenance requirements
□High-level design needed for portability requirements
□Optimal design is needed to adjust complicated interdependency among above requirements
□System structure is complicated by many components as well as many interfaces among components
□Large volume of data or traffic, and advanced data control and management techniques
□Advanced techniques which have little track record to use, applied to solve complicated</td><td>Three or more</td><td>With 500 persons or more</td></tr>
<tr><td>Has experience and performance of achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of the Level 5 or above)</td><td>Five or more</td><td>With 50 or more but less than 500 persons</td></tr>
<tr><td>6</td><td>Has experience and performance of achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of the Level 5 or above)</td><td>Two or more</td><td>With 50 or more but less than 500 persons</td></tr>
<tr><td>6</td><td>Has experience and performance of achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of the Level 5 or above)</td><td>Four or more</td><td>With 10 or more but less than 50 persons</td></tr>
<tr><td rowspan="2">5</td><td>Lead IT architecture design team, as a person responsible for technology</td><td>IT architecture design of application area that satisfies required quality (functionality,</td><td>IT architecture design of integration area that satisfies required quality (functionality,</td><td>IT architecture design of infrastructure area that satisfies required quality (functionality,</td><td>Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 5, others can be of the Level 4)</td><td>Two or more</td><td>With 10 or more but less than 50 persons</td></tr>
<tr><td>Four or more</td><td>With less than 10 persons</td></tr>
</table>

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4		As a person responsible for technology	reliability, and portability, etc.)	reliability, and portability, etc.)	reliability, and portability, etc.)	Has experience and performance in achieving project success two times or more (projects must meet the complexity and size of Level 4)	requirements that are not solved with general techniques	Two or more	With less than 10 persons

(*Size stands for the architecture size applied to the project with defined number of persons during peak periods)

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■Level description on Key Performance Indicator (Professional contribution)

<table>
<tr><td></td><td colspan="6">Contribution to professional</td></tr>
<tr><td rowspan="2">Level</td><td colspan="3">Main theme in each Specialty field</td><td rowspan="2">Degree of contribution</td><td colspan="2">Degree of achievements in technology succession</td><td rowspan="2">Development of subordinates</td></tr>
<tr><td>Application architecture</td><td>Integration architecture</td><td>Infrastructure architecture</td><td>Field of activity</td><td>A number of requirements</td></tr>
<tr><td>7</td><td rowspan="4">□Required modeling
□Architecture design
□Usability
□Functionality
□Data
□Standardization and reutilization
□Architecture assessment</td><td rowspan="4">□Required modeling
□Architecture design
□Framework
□Interoperability
□Standardization and reutilization
□Architecture assessment</td><td rowspan="4">□Required modeling
□Architecture design
□System management
□Security
□Network
□Platform
□Standardization and reutilization
□Architecture assessment</td><td>Holds the high specialty sufficient to guide others and leads the industry</td><td rowspan="4">□Activities in professional communities such as academic societies and committees
□Publication of a book
□Publication of a paper outside the company
□Publication of a paper within the company
□Instructor outside the company
□Instructor within the company
□Filing of a patent application</td><td>Five or more</td><td>Required</td></tr>
<tr><td>6</td><td>Holds the high specialty sufficient to guide others and contributes to the industry</td><td>Four or more</td><td>Required</td></tr>
<tr><td>5</td><td>Holds the high specialty sufficient to guide others and contributes to company</td><td>Three or more</td><td>Required</td></tr>
<tr><td>4</td><td>Holds the high specialty to guide subordinates.</td><td>One or more</td><td>Required</td></tr>
</table>

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B.5 Project Management

■Level description on Key Performance Indicator (Business contribution)

<table>
<tr><td></td><td colspan="8">Business contribution</td></tr>
<tr><td rowspan="3">Level</td><td colspan="6">Responsibilities</td><td colspan="2">Complexity</td><td rowspan="3">Size</td></tr>
<tr><td rowspan="2">Phase of Activities</td><td rowspan="2">Role/range of responsibility</td><td colspan="4">Quality requirements</td><td rowspan="2">A number of performances</td><td rowspan="2">Complexity requirements</td><td rowspan="2">A number of requirements</td></tr>
<tr><td>System development</td><td>IT outsourcing</td><td>Network services</td><td>Software product development</td></tr>
<tr><td>7</td><td rowspan="4">In the whole process of proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project</td><td rowspan="2">Manages stakeholders and leads project members, as a person responsible for the whole project</td><td rowspan="4">Required quality, cost, and delivery of planned deliverables and services</td><td rowspan="2">Required quality, cost, and delivery of planned deliverable and services</td><td rowspan="3">Required quality, cost, and delivery of planned deliverable and services</td><td rowspan="4">Required quality, cost, and delivery of planned software products</td><td>Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 7, others can be of the Level 6 or above)</td><td rowspan="4">□International project (in critical environment in cultural, social, international, and political aspects)
□Global advanced project
□Complicated migration requirements
□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)
□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)
□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)
□Complex application requirements
□Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and</td><td>Three or more</td><td>Project with 500 persons or more during peak periods, or an annual contract value of 1 billion yen or more</td></tr>
<tr><td>Five or more</td><td>Project with 50 persons or more during peak periods, or an annual contract value of 500 million or more but less than 1 billion yen</td></tr>
<tr><td>6</td><td>Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of the Level 5 or above)</td><td>Two or more</td><td>Project with 50 persons or more during peak periods, or an annual contract value of 5 00 million yen or more</td></tr>
<tr><td>5</td><td rowspan="2">Leads project members, as a person responsible for the whole project</td><td rowspan="2">Required quality, cost, and delivery of planned deliverable and services</td><td>Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 5, others can be of the Level 4 or above)</td><td>Two or more</td><td>Project with 10 or more but less than 50 persons during peak periods or an annual contract value of 1 hundred million or more but less than 5 00 million yen</td></tr>
<tr><td>4</td><td>Has experience and performance in achieving project success two times or more (projects must meet the complexity and size in Level 4 or above)</td><td>Two or more</td><td>Project with less than 10 persons during peak periods, or an annual contract value of less than 1 hundred million yen</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>Four or more</td><td>Project with 10 or more but less than 50 persons during peak periods or an annual contract value of 1 hundred million or more but less than 5 00 million yen</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>Four or more</td><td>Project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen</td></tr>
</table>

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3		As a project Member				The planned deliverable and required quality of service, cost, and target date	Has experience and performance in achieving project success one time or more (projects must meet the complexity and size in Level 3)	related divisions)	Either	Not specified

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■Level description on Key Performance Indicator (professional contribution)

<table>
<tr><td></td><td colspan="6">Professional contribution</td></tr>
<tr><td rowspan="2">Level</td><td colspan="4">Main theme in each Specialty field</td><td rowspan="2">Degree of contribution</td><td colspan="2">Degree of achievements in technology succession</td><td rowspan="2">Developing subordinates</td></tr>
<tr><td>System development</td><td>IT outsourcing</td><td>Network services</td><td>Software product development</td><td>Field of activity</td><td>A number of requirements</td></tr>
<tr><td>7</td><td colspan="4" rowspan="6">□Project Integration Management
□Project Scope Management
□Project Time Management
□Project Cost Management
□Project Quality Management
□Project Human Resources Management
□Project Communications Management
□Project Risk Management
□Project Procurement Management</td><td>Holds the high specialty sufficient to guide others and leads the industry.</td><td rowspan="6">□Activities in professional community such as academic societies and committees
□Publication of a book
□Publication of a paper outside the company
□Publication of a paper within the company
□Instructor outside the company
□Instructor within the company
□Filing of a patent application</td><td>Five or more</td><td>Required</td></tr>
<tr><td>6</td><td>Holds the high specialty sufficient to guide others and contributes to the industry.</td><td>Four or more</td><td>Required</td></tr>
<tr><td>5</td><td>Holds the high specialty sufficient to guide others and contributes to the company</td><td>Three or more</td><td>Required</td></tr>
<tr><td>4</td><td>Holds the high specialty and guide subordinates.</td><td>One or more</td><td>Required</td></tr>
<tr><td>3</td><td>Holds the high specialty to perform assigned task by him/her-self.</td><td>-</td><td>-</td></tr>
</table>

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B.6 IT specialist

■Level description on Key Performance Indicator (Business Contribution)

<table>
<tr><td rowspan="3">Level</td><td colspan="8">Business contribution</td></tr>
<tr><td colspan="4">Responsibilities</td><td colspan="2">Complexity</td><td colspan="2">Size</td></tr>
<tr><td>Phases of Activities</td><td>Role/range of responsibility</td><td>Quality requirements</td><td>A number of performances</td><td>Complexity requirements</td><td>A number of requirements</td><td>Number of project members (during peak periods)</td><td>A number of nodes (network specialty field) *</td></tr>
<tr><td rowspan="2">6</td><td rowspan="5">In phases of solution design, development, operation, and maintenance</td><td rowspan="2">Leads others in IT specialists, as a person responsible for technical team in design and construction for every specialty field</td><td rowspan="5">Has experience and performance of achieving success requirements for customers on each specialty field (performance, recoverability, and availability, etc.)</td><td>Three times or more. (at least one project must meet complexity and size of Level 6, and others can be of Level 5 or above)</td><td rowspan="5">Establishes regulations for every Specialty field</td><td>Two or more</td><td>With 50 persons or more</td><td>With 300 nodes or more</td></tr>
<tr><td>Four or more</td><td>From 10 but less than 50 persons</td><td>With 100 or more but less than 300 nodes</td></tr>
<tr><td>5</td><td>Three times or more. (at least one experience must meet complexity and size of Level 5, and others can be of Level 4 or above)</td><td>Two or more</td><td>From 10 but less than 50 persons</td><td>With 100 or more but less than 300 nodes</td></tr>
<tr><td rowspan="2">4</td><td rowspan="2">Leads others in IT specialists, as a leader of technical team in design and construction for every specialty field</td><td rowspan="2">Two times or more (at least one experience must meet complexity and size of Level 4, and others can be of Level 3 or above)</td><td>Four or more</td><td>With less than 10 persons</td><td>With less than 100 nodes</td></tr>
<tr><td>Two or more</td><td>With less than 10 persons</td><td>With less than 100 nodes</td></tr>
<tr><td>3</td><td>Performs assigned task by him/herself as a member of technical team in every specialty field design and construction</td><td>once or more (equivalent to complexity and size in Level 3)</td><td>Two or more</td><td>Not specified</td><td>Not specified</td></tr>
</table>

Remarks: number of nodes does not include client and HUB

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■Level description on Key Performance Indicator (Professional Contribution)

<table>
<tr><td></td><td colspan="5">Professional contribution</td></tr>
<tr><td rowspan="2">Level</td><td rowspan="2">Main theme in each Specialty field</td><td rowspan="2">Degree of contribution</td><td colspan="2">Degree of achievements in expertise succession</td><td rowspan="2">Development of subordinates</td></tr>
<tr><td>Field of activity</td><td>A number of requirements</td></tr>
<tr><td>6</td><td rowspan="4">Set on each specialty field</td><td>Holds the high specialty sufficient to guide others and contributes to the industry</td><td rowspan="3">□Activities in professional community such as academic societies and committees
□Publication of a book
□Publication of a paper outside the company
□Publication of a paper within the company
□Instructor outside the company
□Instructor within the company
□Filing of a patent application</td><td>Four or more</td><td>Required</td></tr>
<tr><td>5</td><td>Holds the high specialty sufficient to guide others and contributes to the company</td><td>Three or more</td><td>Required</td></tr>
<tr><td>4</td><td>Holds the high specialty sufficient to guide subordinates</td><td>One or more</td><td>Required</td></tr>
<tr><td>3</td><td>Holds the high specialty to perform assigned task by him/her-self</td><td>—</td><td>—</td><td>—</td></tr>
</table>

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■Complexity requirements and major theme for every Specialty field (Level 3-6)

	Business Contribution	Professional Contribution
Specialty Field	Complexity requirements	major theme for every Specialty field
Platform	□Wide range and complex target area and functions for systemization □Use of advanced and not widely used platform □Database linkage across multi-platforms □Mission critical system with high quality □24 hours a day and 365 days continuous operation, and high-level design necessary for change, maintenance, and failure recovery □High-level technology required to handle very large volume of data □Project structure (subcontractors, complicated cooperative business relationship, and multiple related departments) with complexity and extremely-difficult adjustment	□Design of platform system □Subsystem design and installation □Performance management □Capacity management □Formulation and implementation of Installation and migration plan □Problem management □Change management □Recovery management □Resource management
Network	□Large number of installation sites and complex network structure □Use of advanced and not widely used network products □High quality of load distribution and security reservation □Mission critical system with high quality □24 hours a day and 365 days continuous operation, and high-level design necessary for change, maintenance, and failure recovery □High-level technology required to handle very large volume of data □Project structure (subcontractors, complex cooperative business relationship, and several related divisions) with complexity and extremely-difficult adjustment	□Network design □Network management □Availability management □Network security □Network system management □Network component management □Network protocols
Database	□Very large volume of data and complex database structure □Complex integrity preservation method and complex process timing of database and file □Use of advanced and not widely used database products □Database linkage across multi-platforms □Mission critical system with high quality □24 hours a day and 365 days continuous operation and high-level design necessary for change, maintenance, and failure recovery □Project structure (subcontractors, complex cooperative business relationship, and several related divisions) with complexity and extremely-difficult adjustment	□Database design □Formulation and implementation of test plan □Quality assessment □Performance management □Capacity management □Fault tolerant design
Common application infrastructure	□Technically complex requirement, and complex infrastructure development across multi-platform and development languages □Characteristics maintenance such as complex processing logics, timing, and file integrity □High traffic or high peak-focused system required for high design □Mission critical system with high quality □Systems required for short delivery or high-efficient development □A wide range of application for common application infrastructure in system development □Development of advanced infrastructure responding to many implementation □24 hours a day and 365 days continuous operation, and high-level design necessary for change, maintenance, and failure recovery □Project structure (subcontractors, complex cooperative business relationship, and several related divisions) with complexity and extremely-difficult adjustment	□Formulation and installation of development standards □Selection, development and installation of development infrastructure(development tools, test tools) □Selection, development and installation of application framework □Selection, development and installation of common library □Inter-system linkage □Transaction control □UI control □API design □Log design □User certification, access control □Performance design □Security design □Availability design
System management	□Characteristics maintenance such as complex operation method, processing logic, timing, and file integrity □Use of packages without effective support system expected due to the poor support activities □Coexistence of new and old architecture because of using products that inherited the old architecture □Database linkage across multi-platforms □High-level technology required to handle very large volume of data □24 hours a day and 365 days continuous operation, and high-level design necessary for change, maintenance, and failure recovery □Project structure (subcontractors, complex cooperative business relationship, and several related divisions) with complexity and extremely-difficult adjustment	□System management methodology □Change management □Performance management □Capacity management □Problem management □Availability management □Monitoring tools □Service level management □Library management □Composition management □Security management □Network management
Security	□High risk of being exposed to internet threats □Complex and high-level access control requirements □Complex and high-level physical security requirements □High-level privacy requirements □High-level confidentiality requirements □The system where security vulnerability causes great damage on a company □24 hours a day and 365 days continuous operation, and high-level design necessary for change, maintenance, and failure recovery □Project structure (subcontractors, complex cooperative business relationship, and several related divisions) with complexity and extremely-difficult adjustment	□WEB applications □Data security □Network security □Security management

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B.7 Application Specialist

■Level description on Key Performance Indicator (Business contribution) Specialty fields: Business application system

Level	Business contribution						
	Responsibility				Complexity		Size
	Phases of Activities	Role/range of responsibility	Quality requirements	A number of performances	Complexity requirements	A number of requirements	A number of development team members during peak periods
6	In phases of design, development, construction, installation, testing and maintenance of application	Leads development team and has responsibility for the whole phases of business application development as a person responsible for development team	Design, development, and installation of application that satisfies optimum quality for customer's environment (functionality, recoverability, and convenience, etc.)	Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of the Level 5 or above)	□Wide-ranging complex business requirements including some specific business requirements □Utilization of new technology which are not used in major companies and have little track record to use □Coexistence of multiple system forms (transaction processing, client server, Web etc.) □Mission critical system with high quality □A system that is industry-leading, inter-industry, or one of domestic top scales. □Applications of multi-platforms □24 hours a day and 365 days continuous operation and high-level design required for change, maintenance, and failure recovery □Large degree of change for operation form required in limited time frame	Two or more	With 50 staff more
						Four or more	With 10 or more but less than 50 staff
5				Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 5, others can be of the Level 4 or above)		Two or more	With 10 or more but less than 50 staff
						Four or more	With 3 or more staff
4		In whole phases of business application development, as a leader of development team, has responsibility	For deliverables of assigned application,	Has experience and performance in achieving project success two times or more (at least one project must meet the complexity and size of Level 4, others can be of the Level 3 or above)		Two or more	With 3 or more staff
3	In phases of design, development, construction, installation, testing and maintenance of application	With the existing work standards or guidance, as a member of development team	For deliverables of assigned work	Has experience of participating in a project once or more. (equivalent to complexity and size in Level 3)		Two or more	Not specified

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■Level description on Key Performance Indicator (Business contribution) Specialty fields: Business application package

<table>
<tr><td rowspan="3">Level</td><td colspan="7">Business contribution</td></tr>
<tr><td colspan="4">Responsibility</td><td colspan="2">Complexity</td><td>Size</td></tr>
<tr><td>Phases of Activities</td><td>Role/range of responsibility</td><td>Quality requirements</td><td>A number of performances</td><td>Complexity requirements</td><td>A number of requirements</td><td>A number of installation, utilization and development team members during peak periods</td></tr>
<tr><td>6</td><td rowspan="3">In installation and utilization by business application package, and design, development, construction, installation, testing and maintenance of application package</td><td rowspan="2">Leads development team, performs fit and gap analysis for problem solving in whole target area, and has responsibility for utilization and the whole phases of relevant development, as a person responsible for utilization and development team</td><td rowspan="2">Design, development, and installation of application that satisfies optimum quality for customer’s environment (functionality, recoverability, and convenience, etc.)</td><td>Has experience and performance of achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of the Level 5 or more)</td><td rowspan="5">□A wide-range of stakeholders related to installation and utilization of business application package and requiring adjustment (more than five operation areas)
□Various complex business requirements and some special business requirements
□New package or not widely used package
□Multiple existing systems and many interfaces(more than five interfaces)
□Coexistence of multiple system forms (transaction processing, client server, Web etc.)
□Mission critical system with high quality
□A system that is industry-leading, inter-industry, or one of domestic top scales.
□Applications of multi-platforms
□24 hours a day and 365 days continuous operation and high-level design required for change, maintenance, and failure recovery
□Large degree of transformation required in limited time frame</td><td>Two or more</td><td>With 35 staff more</td></tr>
<tr><td>5</td><td>Has experience and performance of achieving project success three times or more (at least one project must meet the complexity and size of Level 5, others can be of the Level 4 or more)</td><td>Four or more</td><td>With 10 or more but less than 35 staff</td></tr>
<tr><td>4</td><td>In whole phases of business application development, as a leader of utilization and development team, has responsibility</td><td>For deliverables of assigned application,</td><td>Has experience and performance of achieving project success two times or more (at least one project must meet the complexity and size of Level 4, others can be of the Level 3 or more)</td><td>Two or more</td><td>With 3 or more staff</td></tr>
<tr><td>3</td><td>In development, design, development, construction, installation, testing and maintenance of application by business application</td><td>With the existing work standards or guidance, as a member of development team</td><td>For deliverables of assigned work</td><td>Has experience in participating in a project once or more. (equivalent to complexity and size in Level 3)</td><td>Two or more</td><td>Not specified</td></tr>
</table>

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■Level description on Key Performance Indicator (Professional contribution)

Level	Professional contribution					
	Main theme in each Specialty field		Degree of contribution	Degree of achievements in technology succession		Developing subordinates
	Application systems	Application packages		Field of activity	A number of requirements	
6	□Technical components (tools, standards, methodology, and etc.) in the application development area □Assessment of cost, schedule, and risk of application parts	□Technical components (tools, standards, methodology, and etc.) in installation and utilization of business application package and related application development area □Assessment of cost, schedule and risk for installation and utilization of business application package and related application parts	Has the high specialty field sufficient to guide others and contribute to the industry	□Activities in professional community such as academic societies and committees □Publication of a book □Publication of a paper outside the company □Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application	Four or more	Required
5	□Management of cost, schedule, and risk for application parts	□Management of cost, schedule, and risk for installation and utilization of business application package and related application parts	Has the high specialty field sufficient to guide others and contribute to the company		Three or more	Required
4	□Management of cost, schedule, and risk for application parts	□Management of cost, schedule, and risk for installation and utilization of business application package and related application parts	Has the high specialty to guide subordinates		One or more	Required
3	□Design, development, installation and customization of installation and utilization of business application package and related application	□Design, development, installation and customization of installation and utilization of business application package and related application	Has the specialty to perform assigned task by him/her-self	-	-	-

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B.8 Software development

■Level description on Key Performance Indicator (Business contribution)

Level	Business Contribution (Type in the following name XX for each Specialty field. Specialty field [operating system] =>“Basic”, [middleware] =>“Middleware”, [application software]=> “Application”)						
	Responsibility				Complexity		Size
	Phases of Activities	Role/range of responsibility	Quality requirements	A number of performances	Complexity requirements	A number of requirements	Scale of development team
6	In planning, design, development, customization, and technical support related to XX software	Leads development team and has the whole process of development, as a person responsible for products development	XX software development that satisfies the purpose of designed quality goal (functionality, reliability, and etc.)	Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of the Level 5 or more)	□Implementation of all functional requirements, maximum use of hardware/OS performance (“operating system”, ”application software” only) □Implementation of all functional requirements, maximum use of OS performance (“middleware” only) □Development Promotion nt spread across multiple development sites □Realization of the high operability, robustness, and reliability available as a basic system for a company □500 or more interfaces	More than two	A development team with 15 persons or more during peak periods, and development period with 1 year or more.
5				Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 5, others can be of the Level 4 or more)	□Implementation of all functional requirements, maximum use of hardware/OS performance(“operating system”, ”application software” only) □Implementation of all functional requirements, maximum use of hardware/OS performance(“middleware” only) □Development promotion spread across multiple development sites □Realization of the high operability, robustness, and reliability available as a basic system of a company □Approximately 100 – 500 interfaces	More than two	A development team with 5 or more but less than 15 persons during peak periods, and development period with 6 months or more but less than 1 year.
4		Has the responsibility for development assigned area, as a leader of products development team		Has experience and performance in achieving project success two times or more (at least one project must meet the complexity and size of Level 4, others can be of the Level 3 or more)	□Balanced Implementation of the functional requirements and performance of hardware/OS, and etc.(“operating system”, ”application software” only) □Balanced implementation of the functional requirements and performance of operating system and etc.(“middleware” only) □Development promotion at single development site □Requirements of high-level operability, solidity, and reliability □Less than 100 interfaces	More than two	A development team with 5 or more but less than 15 persons during peak periods, and development period with less than 6 months.
3		Has the responsibility for development assigned area, as a member of development team		Has experience and performance in achieving project success one time or more (projects must meet the complexity and size of Level 3)			Regardless of size

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■Level description on Key Performance Indicator (Professional contribution)

<table>
<tr><td rowspan="3">Level</td><td colspan="5">Professional contribution</td></tr>
<tr><td rowspan="2">Main theme in each Specialty field</td><td rowspan="2">Degree of contribution</td><td colspan="2">Degree of achievements in technology succession</td><td rowspan="2">Developing subordinates</td></tr>
<tr><td>Field of activity</td><td>A number of requirements</td></tr>
<tr><td>6</td><td rowspan="2">□Planning of product-related business strategy
□Planning, design, development, customization, and technical support for software products
□Assurance of software product quality (functionality, reliability and etc.) by the set-up shipment time</td><td>Has the high specialty sufficient to guide others and leads the industry.</td><td rowspan="4">□Activities in professional community such as academic societies and committees
□Publication of a book
□Publication of a paper outside the company
□Publication of a paper within the company
□Instructor outside the company
□Instructor within the company
□Filing of a patent application</td><td>Four or more</td><td>Required</td></tr>
<tr><td>5</td><td>Has the high specialty sufficient to guide others and contributes to the industry.</td><td>Three or more</td><td>Required</td></tr>
<tr><td>4</td><td>□Design, development, customization, and technical support for software products
□Assurance of software product quality (functionality, reliability and etc.) by the set-up shipment time</td><td>Has the high specialty sufficient to guide others and contributes to the company</td><td>One or more</td><td>Required</td></tr>
<tr><td>3</td><td>□Development, customization, and technical support for software products
□Completion by the set-up shipment time
□Assurance of quality(functionality, reliability, and etc.) which fulfills the shipment standard</td><td>Has the high specialty to perform assigned task by him/her-self</td><td>-</td><td>-</td><td>-</td></tr>
</table>

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B.9 Customer service

■Level description on Key Performance Indicator (Business contribution) Specialty Field: Hardware

<table>
<tr><th rowspan="3">Level</th><th colspan="6">Business Contribution</th></tr>
<tr><th colspan="4">Responsibility</th><th colspan="2">Complexity</th><th rowspan="2">Size</th></tr>
<tr><th>Phases of Activities</th><th>Role/range of responsibility</th><th>Quality requirements</th><th>A number of performances</th><th>Complexity requirements</th><th>A number of requirements</th></tr>
<tr><td>5</td><td rowspan="2">In phases of development, operation, and maintenance</td><td>Leads other customer service job category, as a person responsible for hardware service</td><td>Installation and maintenance activities of hardware that satisfy usability and easy maintenance of system, by handling one main assigned area in IT components (generic processor, medium-sized processor, PC, storage, network, and etc.)</td><td>Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 5, others can be of the Level 4 or more)</td><td rowspan="4">□System running on multi-platforms
□Multi-vendor system environment
□Use of advanced and completely new or not widely used technologies
□Mission critical system
□Required for 24 hours a day and 365 days continuous operation, and specialty for change, maintenance and failure recovery
□Nation-wide scale system (network, distributed sites)</td><td>Two or more</td><td>Assigned to users in wide service area, whole specific industries or equivalent needs</td></tr>
<tr><td rowspan="2">4</td><td rowspan="2">As a person responsible for hardware service</td><td rowspan="2">Installation, maintenance activities of hardware that satisfy usability and easy maintenance of system, by handling one specialty area in IT components (generic processor, medium-sized processor, PC, storage, network, and etc.)</td><td rowspan="2">Has experience and performance in achieving project success two times or more (at least one project must meet the complexity and size of Level 4, others can be of the Level 3 or more)</td><td>Four or more</td><td>Assigned to service team that covers wide service area, and provides service to specific industries</td></tr>
<tr><td>Two or more</td><td>Assigned to service team that covers wide service area, and provides service to specific industries</td></tr>
<tr><td>3</td><td>-</td><td>Has responsibility for implementation in the assigned area, as a member of hardware service team</td><td>Installation, maintenance activities of hardware that satisfy usability and easy maintenance of system, by participating in service activities in either one of main IT components (generic processor, medium-sized processor, PC, storage, network, and etc.)</td><td>Has experience and performance of implementing project one time or more (equivalent to the complexity and size of Level 3)</td><td>Four ore more</td><td>Assigned to service team that covers specific users</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Two or more</td><td>Participates in service activities for specific users as a member of specific services team</td></tr>
</table>

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■Level description on Key Performance Indicator (Business contribution) Specialty Field: Software

<table>
<tr><td rowspan="3">Level</td><td colspan="6">Contribution to business</td></tr>
<tr><td colspan="4">Responsibility</td><td colspan="2">Complexity</td><td rowspan="2">Size</td></tr>
<tr><td>Phases of Activities</td><td>Role/range of responsibility</td><td>Quality requirements</td><td>A number of performances</td><td>Complexity requirements</td><td>A number of requirements</td></tr>
<tr><td>5</td><td rowspan="2">In phases of development, operation, and maintenance</td><td>Leads other customer service job categories, as a person responsible for software service,</td><td>Installation and maintenance activities of hardware that satisfy usability and easy maintenance of system, by holding one main assigned area in IT components (operating system, database, middleware, application software and etc.)</td><td>Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 5, others can be of the Level 4 or more)</td><td rowspan="4">□System running on multi-platforms
□Multi-vendor system environment
□Use of advanced and completely new or not widely used technologies
□Mission critical system
□Required for 24 hours a day and 365 days continuous operation, and specialty for change, maintenance and failure recovery
□Nation-wide scale system (network, distributed sites)</td><td>Two or more</td><td>Assigned to users with wide service area, whole specific industries or equivalent needs</td></tr>
<tr><td rowspan="2">4</td><td rowspan="2">As a person responsible for software service</td><td rowspan="2">Installation, maintenance activities of hardware that satisfy usability and easy maintenance of system, by holding one specialty area in IT components (operating system, database, middleware, application software and etc.)</td><td rowspan="2">Has experience and performance in achieving project success two times or more (at least one project must meet the complexity and size of Level 4, others can be of the Level 3 or more)</td><td>Four or more</td><td>Assigned to service team that covers wide service area, and provides service to specific industries</td></tr>
<tr><td>Two or more</td><td>Assigned to service team that covers wide service area, and provides service to specific industries</td></tr>
<tr><td>3</td><td>-</td><td>Has responsibility for implementation in the assigned area, as a member of software service team,</td><td>Installation, maintenance activities of hardware that satisfy usability and easy maintenance of system, by participating in service activities in either one of main IT components (operating system, database, middleware, application software and etc.)</td><td>Has experience and performance of implementing project one time or more (equivalent to the complexity and size of Level 3)</td><td>Four or more</td><td>Assigned to service team that covers specific users</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Two or more</td><td>Participates in service activities for specific users as a member of specific services team</td></tr>
</table>

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■Level description on Key Performance Indicator (Business contribution) Specialty Field: Facility Management

Level	Business Contribution						
	Responsibility				Complexity		Size
	Phases of Activities	Role/range of responsibility	Quality requirements	A number of performances	Complexity requirements	A number of requirements	
6	In phases of development, operation, and maintenance	Leads others in customer service job categories, as a person responsible for facility management service.	Design, construction, management and maintenance activities of IT-related facilities that satisfy usability and easy maintenance of facility infrastructure	Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 6, others can be of the Level 5 or more)	□Incidental facilities of mission-critical system □Required for 24 hours a day and 365 days continuous operation, and specialty for change, maintenance and failure recovery □Has a lot of installation sites and complex network structure □Disaster and crime prevention scheme based on complex requirements	More than two	Management and operation of incidental facilities for computer rooms of 5 or more sites, or 5000 or more square meters of space, or management and operation of incidental facilities for large-scale network with 300 or more installation sites
						More than three	Management and operation of incidental facilities for computer rooms of 3 to 4 sites, or 2000 or more but less than 5000 square meters of space, or management and operation of incidental facilities for medium-scale network with 100 or more but less than 300 installation sites.
5				Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 5, others can be of the Level 4 or more)		More than two	Management and operation of incidental facilities for computer rooms of 3 to 4 sites, or 2000 or more but less than 5000 square meters of space, or management and operation of incidental facilities of medium-scale network with 100 or more but less than 300 installation sites.
						More than three	Management and operation of incidental facilities for computer rooms of less than 2 sites, or less than 2000 square meters of space, or management and operation of incidental facilities of small-scale network with less than 100 installation sites.
4		As a person responsible for facility management service	Design, construction, management, and maintenance activities of IT-related facilities that satisfy usability and easy maintenance of facility infrastructure	Has experience and performance in achieving project success three times or more (at least one project must meet the complexity and size of Level 4, others can be of the Level 3 or more)		More than two	Management and operation of incidental facilities for computer rooms of less than 2 sites, or less than 2000 square meters of space, or management and operation incidental facilities of small-scale network with less than 100 installation sites.
						More than three	Management and operation of incidental facilities for part of network and computer rooms related to work.
3	-	Has responsibility for implementation in the assigned areas, as a member of facility management service team	Design, construction, management, and maintenance project of IT-related facilities,	Has experience and performance of implementing project one time or more (equivalent to the complexity and size of Level 3)		More than two	Management and operation of incidental facilities for part of network and computer rooms related to work.

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■Level description on Key Performance Indicator (Professional contribution) Specialty Field: Hardware

Level	Professional Contribution				
	Main theme in each Specialty field	Degree of contribution	Degree of achievements in technology succession		Developing subordinates
			Field of activity	A number of requirements	
5	□General IT main component □System operation management and hardware product technologies □System operation management policy, product selection, and installation planning for user side □Planning management of personnel required in the overall service team and revenue management □Acquisition of customer satisfaction	Holds the high specialty sufficient to guide others and contributes to the company	□Activities in professional community such as academic societies and committees □Publication of a book □Publication of a paper outside the company □Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application	Three or more	Required
4	□System operation management and hardware product technologies □System operation management policy, product selection, and installation planning for user side □Revenue management in the assigned team □Acquisition of customer satisfaction	Holds the high specialty to guide subordinates.		One or more	Required
3	□Basic knowledge on system operation management and hardware product technologies □First technical support contact on hardware and system operation management for user side □Advice provision for planning and method in accordance with user needs	Holds the high specialty to perform assigned task by him/her-self	-	-	-

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■Level description on Key Performance Indicator (Professional contribution) Specialty Field: Software

Level	Contribution to professional				
	Main theme in each Specialty field	Degree of contribution	Degree of achievements in technology succession		Developing subordinates
			Field of activity	A number of requirements	
5	□General IT main component □Software failure diagnosis, software product technology □Software service, technical support and plan planning in the assigned area □Planning management of personnel required in the overall service team and revenue management □Acquisition of customer satisfaction	Holds the high specialty sufficient to guide others and contributes to the company	□Activities in professional community activities such as academic societies and committees □Publication of a book □Publication of a paper outside the company □Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application	More than three	Required
4	□Software failure diagnosis, software product technology □Planning for appropriate measures in accordance with user requirement □Structure maintenance in the assigned team □Acquisition of customer satisfaction	Holds the high specialty to guide subordinates.		More than one	Required
3	□Software failure diagnosis, software product technology □First technical support contact on software support □Advice provision for planning and method in accordance with user needs	Holds the high specialty to perform assigned task by him/her-self	-	-	-

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■Level description on Key Performance Indicator (Professional contribution) Specialty Field: Facility Management

Level	Professional contribution				
	Main theme in each Specialty field	Degree of contribution	Degree of achievements in technology succession		Developing subordinates
			Field of activity	A number of requirements	
6	□Facility management, architecture, electricity, machinery, generic cabling, and etc. □Facility strategy, and medium and long term facility plan □Planning management of personnel required in the overall service team, and revenue management □Acquisition of customer satisfaction	Holds the high specialty sufficient to guide others and contributes to the industry.	□Activities in professional community such as academic societies and committees □Publication of a book □Publication of a paper outside the company □Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application	Four or more	Required
5	□Facilities management, architecture, electricity, machinery, generic cabling system, and etc. □Planning of facility strategy and medium and long term facility plan in assigned area □Planning management of personnel required in the assigned service team and revenue management □Acquisition of customer satisfaction	Holds the high specialty sufficient to guide others and contributes to the company		Three or more	Required
4	□Facilities management, architecture, electricity, machinery, generic cabling system, and etc. □Planning management of personnel required in the assigned service team and revenue management □Acquisition of customer satisfaction	Holds the high specialty to guide subordinates.		One or more	Required
3	□Basic knowledge of facilities management, architecture, electricity, machinery, generic cabling, and etc. □Advice provision for planning and method in accordance with user needs	Holds the high specialty to perform assigned task by him/her-self	-	-	-

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B.10 IT Service management

■Level description on Key Performance Indicator (Business contribution) Specialty field: Operations management

Level	Business contribution						
	Responsibility				Complexity		Size
	Phases of Activities	Role/range of responsibility	Quality requirements	A number of performances	Complexity requirements	A number of requirements	
7	In phases of Planning and implementation of IT service management	Has the responsibility for stable operation and leads service management team, as a person responsible for whole of IT service management for customers	Assures customer satisfaction, security, reliability, and effectiveness in IT service management, based on service level agreements	Has successful experience and performance of providing service with optimum costs for 3 years or more (Projects must meet the complexity and size of Level 7 or above)	□International operations management (severe, cultural, social, international and political circumstances) □Internationally advanced operations management □Advanced operations requirements (performance requirements, security requirements, technical requirements, operation requirements) □Advanced infrastructure requirements (multi-platform, multi-vendor, global optimum) □Advanced system link (information system affecting society related to confidentiality, assurance, and availability) □Structure (complicated cooperative relationship, multiple related departments) □Complex contract conditions or completion conditions	Three or more	Project with 250 persons or more, or an annual contract value of 25 billion yen or more
						Fiver or more	Project with 150 or more but less than 250 persons, or an annual contract value of 15 billion or more but less than 25 billion yen
6	In phases of Planning and implementation of IT service management	Has the responsibility for stable operation and leads service management team, as a person responsible for IT service management for customers	Assures customer satisfaction, security, reliability, and effectiveness in IT service management, based on service level agreements	Has continuous successful experience and performance of service provision with optimum costs for 3 years or more (equivalent to complexity and size of Level 6 or above)		Two or more	Project with 150 or more person, or an annual contract value of 15 billion yen
						Four or more	Project with 75 or more but less than 150 persons, or an annual contract value of 750 million or more 0but less than 15 billion yen

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5	In phases of planning and implementation of IT service management	Holds the responsibility for stable operation and leads service management team, as a person responsible for IT service management	Assures customer satisfaction, security, reliability, and effectiveness in operations management, based on service level agreements	Has continuous successful experience and performance of service provision with optimum costs for 3 years or more(equivalent to complexity and size of Level 5 or above)	□Advanced operating requirements (performance requirements, security requirements, technical requirements, operation requirements) □Advanced infrastructure requirement (multi-platform, multi-vendor, global optimum) □Advanced system link (information system affecting society related to confidentiality, assurance, and availability) □Structure (complicated cooperative relationship, multiple related departments) □Complex contract conditions or completion conditions	Two or more	Project with 75 or more person, or an annual contract value of 750 million yen
						Four or more	Project with 35 or more but less than 75 persons, or an annual contract value of 350 million or more but less than 750 million yen
4	In phases of planning and implementation of IT service management	Leads members, as a person responsible for operations management team	Assures customer satisfaction, security, reliability, and effectiveness in operations management, based on service level agreements	Has continuous successful experience and performance of service provision with optimum costs for 3 years or more (equivalent to complexity and size of Level 4 or above)		Two or more	Project with 35 or more persons, or an annual contract value of 350 million or more yen
						Four or more	Project with 15 or more but less than 35 persons, or an annual contract value of 150 million or more but less than 350 million yen
3	In phases of planning and implementation of IT service management	As a member of operations management team	Under designated management system and control procedure	Has continuous successful experience and performance of operation management for one or more years(equivalent to complexity and size of Level 3)		Two or more	Not specified

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■Level description on Key Performance Indicator (Business Contribution) Specialty Field: System Management

<table>
<tr><th rowspan="3">Level</th><th colspan="5">Business contribution</th></tr>
<tr><th colspan="4">Responsibility</th><th colspan="2">Complexity</th><th rowspan="2">Size</th></tr>
<tr><th>Phases of Activities</th><th>Role/range of responsibility</th><th>Quality requirements</th><th>A number of performances</th><th>Complexity requirements</th><th>A number of requirements</th></tr>
<tr><td>6</td><td>In phases of planning and implementation of IT service management</td><td>Leads members, as a person responsible for system management team</td><td colspan="2">Has experience in design and construction of common operating environment, and creation and assessment of system acceptance criteria related to IT infrastructure to achieve service level objectives agreed upon SLA. In addition, has experience in achieving successful results of maintenance management for common operating infrastructure including failure handling, configuration change and operating analysis for 3 years or more (equivalent to complexity and size of Level 6 or above).</td><td rowspan="3">□Advanced system operational requirements (performance requirement, security requirement, technical requirement, operation requirement)
□Complex operating system (multi-platform, multivendor, high availability)
□Advanced application requirement (performance, failure measures, security, operation and maintenance)
□Structure(complex cooperative relationship, multiple related departments)
□Complex contract conditions and completion conditions</td><td>Two or more</td><td>Project with 150 persons or more, or an annual contract value of 150 million yen or more</td></tr>
<tr><td></td><td></td><td></td><td></td><td>Four or more</td><td>Project with 75 or more but less than 150 persons, or an annual contract value of 750 million or more but less than 15 billion yen</td></tr>
<tr><td>5</td><td>In phases of planning and implementation of IT service management</td><td>Leads system management team, as a responsible person</td><td colspan="2">Has experience in design and construction of common operating environment, and creation and assessment of system acceptance criteria related to IT infrastructure to achieve service level objectives agreed upon SLA. In addition, has experience in achieving successful results of maintenance management for common operating environment including failure handling, configuration change and operating analysis for 3 years or more (equivalent to complexity and size of Level 5 or above).</td><td>Two or more</td><td>Project with 75 or more but less than 150 persons, or an annual contract value of 750 million or more but less than 15 billion yen</td></tr>
<tr><td></td><td></td><td></td><td></td><td>Four or more</td><td>Project with 35 or more but less than 75 persons, or an annual contract value of 350 million or more but less than 750 million yen</td></tr>
<tr><td>4</td><td>In phases of planning and implementation of IT service management</td><td>Leads members, as a leader of system management team</td><td colspan="2">Has experience in design and construction of common operating infrastructure, and creation and assessment of system acceptance criteria related to IT infrastructure to achieve service level objectives agreed upon SLA. In addition, has experience in achieving successful results of maintenance management for common operating infrastructure including failure handling, configuration change and operating analysis for 3 years or more (equivalent to complexity and size of Level 4 or above).</td><td>Two or more</td><td>Project with 35 or more but less than 75 persons, or an annual contract value of 350 million or more but less than 750 million yen</td></tr>
<tr><td></td><td></td><td></td><td></td><td>Four or more</td><td>Project with 15 or more but less than 35 persons, or an annual contract value of 150 million or more but less than 350 million yen</td></tr>
</table>

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3	In phases of implementation of IT service management	As a member of system management team	Under designated management system and control procedure	Has continuous experience and performance of system management operation for one or more years(Equivalent to complexity and size of Level 3 or above)		Two or more	Not specified

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■Level description on Key Performance Indicator (Business Contribution) Specialty Field: Operations

<table>
<tr><td rowspan="3">Level</td><td colspan="6">Business contribution</td></tr>
<tr><td colspan="4">Responsibility</td><td colspan="2">Complexity</td><td rowspan="2">Size</td></tr>
<tr><td>Phases of Activities</td><td>Role/range of responsibility</td><td>Quality requirements</td><td>A number of performances</td><td>Complexity requirements</td><td>A number of requirements</td></tr>
<tr><td>4</td><td rowspan="2">In phases of system operations</td><td>Leads members as a leader of operations team</td><td>Promotes job improvement and proposal to enhance security and efficiency in operation</td><td>Has experience and performance of achieving success in operations including unscheduled task for two years or more, maintaining stakeholder satisfaction (equivalent to complexity and size of Level 4 or above)</td><td rowspan="2">□Complex operation system (multi-platform, multi-vendor, system link, number of systems, kinds of work procedures and high availability)
□Advanced business requirements (performance, failure measures, security, data link, kinds of business, and operation and maintenance)
□Structure (complicated cooperative relationship, multiple related departments)
□Complex contract conditions or completion conditions</td><td>Two or more</td><td>Project with 30 persons or more, or an annual contract value of 300 million yen or more</td></tr>
<tr><td>3</td><td>Implements IT system operations, as a member of operation team</td><td>Promotes job improvement and proposal to enhance security and efficiency in operation</td><td>Has experience and performance of achieving success in operations including unscheduled task for two years or more (equivalent to complexity and size of Level 3)</td><td>Four or more</td><td>Project with 15 or more but less than 30 persons, or an annual contract value of 150 million or more but less than 300 million yen</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td>Two or more</td><td>Not specified</td></tr>
</table>

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■Level description on Key Performance Indicator (Business Contribution) Specialty Field: Service desk

Level	Business contribution						
	Responsibility				Complexity		Size
	Phases of Activities	Role/range of responsibility	Quality requirements	A number of performances	Complexity requirements	A number of requirements	
4	In phases of planning and implementation of service desk operations	Leads members, as a leader of service desk team	Manages agreed-upon service level with customers, and maintains customer satisfaction and effectiveness in service desk	Has successful experience and performance of providing service (equivalent to complexity and size of Level 4 or above)	□Complexity of system to support (multi-platform, multi-vendor, high performance requirements, high-level security requirements, high-level technical requirements, and etc.) □Complexity of network requirements (multi-protocol, high performance requirements, high-level security requirements, high-level technical requirements, and etc.) □Complexity of application requirements (high performance requirements, high-level security requirements, high-level technical requirements, and etc.) □Structure (complicated cooperative relationship, multiple related departments) □Complex contract conditions or completion conditions	Two or more	□20 or more persons during peak period □service desk with a scale of annual contract value of100 million yen □annual number of user accommodation with 3000 or more persons
3		As a member of service desk team		Has successful experience and performance of providing service (equivalent to complexity and size of Level 3)		Two or more	Not specified

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■Level description on Key Performance Indicator (Professional Contribution) Specialty Field: Operations Management

Level	Professional Contribution				
	Main theme in each Specialty field	Degree of contribution	Degree of achievements in technology succession		Developing subordinates
	Operation management		Field of activity	A number of requirements	
7	□Service level management □Risk preventive measures □Stable Service provision □Negotiation with relevant department □Formulation of operational guidelines	Holds the high specialty sufficient to guide others and leads the industry	□Activities in professional community such as academic societies and committees □Publication of a book □Publication of a paper outside the company □Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application	Five or more	Required
6		Holds the high specialty sufficient to guide others and contributes to the industry		Four or more	Required
5		Holds the high specialty sufficient to guide others and contributes to the company		Three or more	Required
4		Holds the high specialty and guides subordinates.		One or more	Required
3		Holds the specialty to perform assigned task by him/her-self.		-	-

■Level description on Key Performance Indicator (Professional contribution) Specialty Field: System Management

Level	Professional Contribution				
	Main theme in each Specialty field	Degree of contribution	Degree of achievements in technology succession		Developing subordinates
	Operation management		Field of activity	A number of requirements	
	□Operational control of IT Service management □Application management □System platform management □Database management □Network management □Security	Holds the high specialty sufficient to guide others and contribute to the industry	□Activities in professional community such as academic societies and committees □Publication of a book □Publication of a paper outside the company □Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application	Four or more	Required
6					
5		Holds the high specialty sufficient to guide others and contribute to the company		Three or more	Required
4		Hold the high specialty and guides subordinates.		One or more	Required
3		Holds the specialty to perform assigned task by him/her-self.		-	-

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■Level description on Key Performance Indicator (Professional Contribution) Specialty Field: Operation

Level	Professional Contribution				
	Main theme in each Specialty field	Degree of contribution	Degree of achievements in technology succession		Developing subordinates
	Operation management		Field of activity	A number of requirements	
4	□Software (OS, Middleware, Database, Tools) □Hardware (classification, CPU, Peripheral equipments, networks) □Business knowledge (Industry trends, individual activity, specific activity, customer service) □Various management work (performance, failure, security and resources and etc.)	Hold the high specialty and guides subordinates.	□Activities in professional community such as academic societies and committees □Publication of a book □Publication of a paper outside the company □Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application	One or more	Required
3		Holds the specialty to perform assigned task by him/her-self.	—	—	—

■Level description on Key Performance Indicator (Professional Contribution) Specialty Field: Service desk

Level	Professional Contribution				
	Main theme in each Specialty field	Degree of contribution	Degree of achievements in technology succession		Developing subordinates
	Operation management		Field of activity	A number of requirements	
4	□Management (customer support, stress management, human resources management, team development) □Acquisition of customer satisfaction □Technology (Infrastructure of support center, CTI (computer telephony integration), and etc.) □Operation management (service level management, incident management, problem management, change control, knowledge management and etc.)	Hold the high specialty and guides subordinates.	□Activities in professional community such as academic societies and committees □Publication of a book □Publication of a paper outside the company □Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application	One or more	Required
3		Holds the specialty to perform assigned task by him/her-self.	—	—	—

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B.11 Education

■Level description on Key Performance Indicator (Business Contribution) Specialty Field: Training Planning

<table>
<tr><td></td><td colspan="6">Business Contribution</td></tr>
<tr><td rowspan="2">Level</td><td colspan="4">Responsibility</td><td colspan="2">Complexity</td><td rowspan="2">Size</td></tr>
<tr><td>Phases of Activities</td><td>Role/range of responsibility</td><td>Quality requirements</td><td>A number of performances</td><td>Complexity requirements</td><td>A number of requirements</td></tr>
<tr><td rowspan="2">6</td><td rowspan="3">In phases of planning, design, development, offering and assessment of training courses</td><td rowspan="3">Leads others in education job categories, as a person responsible for the whole project</td><td rowspan="3">Customer satisfaction, utility and profitability of designed training course</td><td>Has experience and performance of achieving successful results three times or more (at least one project must meet complexity and size requirements of Level 6, others can be of Level 5 or above)</td><td rowspan="4">□High importance of training
□Utilization of training platform not widely used
□Needs of high-level knowledge and experience
□Utilization of learning architecture not widely used
□Advanced areas
□Planning, design and development based on complex organizational structure
□Use of advanced training solutions</td><td>Two or more</td><td>5 courses or more</td></tr>
<tr><td rowspan="2">Has experience and performance of achieving successful results three times or more (at least one project must meet complexity and size requirements of Level 5, others can be of Level 4 or above)</td><td>Four or more</td><td>3 courses or more</td></tr>
<tr><td>5</td><td>Two or more</td><td>3 courses or more</td></tr>
<tr><td>4</td><td>In phases of planning, design, development, offering, assessment of training courses or training courses across multiple courses</td><td>Leader</td><td>Customer satisfaction, utility and profitability of designed training course or training course across multiple programs</td><td>Has experience and performance of achieving successful results two times or more (project must meet complexity and size requirements of Level 4)</td><td>Four or more</td><td>1 or more courses, or 5 or more training courses across multiple programs</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td>Two or more</td><td>1 or more courses, or 5 or more training courses across multiple lessons</td></tr>
</table>

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■Level description on Key Performance Indicator (Professional Contribution) Specialty Field: Training Planning”

	Professional Contribution				
Level	Main theme in each Specialty field	Degree of contribution	Degree of achievements in technology succession		Developing subordinates
			Field of activity	A number of requirements	
6	□Plan, design and development of advanced training lectures based on extensive knowledge and experience □Familiarity with target of training plan, selection of the optimal solution, responsibility for the creation of complicated and advanced training lectures	Has high specialty sufficient to guide others and contributes to the industry.	□Activities in professional community activities such as academic societies and committees □Publication of a book □Publication of a paper outside the company □Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application	More than four	Required
5	□Business performance with required resources and within a time frame, and management of the assigned project for complicated and advanced training lectures □Profitability management of the assigned lecture □Acquisition of participant satisfaction	Has high specialty sufficient to guide others and contributes to the company		More than three	Required
4	□Plan, design and development of advanced training lectures based on extensive knowledge and experience □Familiarity with target of training plan, selection of the optimal solution, responsibility for the creation of complicated and advanced training lectures □Business performance with required resources and within a time frame, and management of the assigned project for complicated and advanced training lectures □Understanding of profit base data for assigned lectures □Acquisition of participant satisfaction	Has high specialty to perform assigned task by him/her-self.		More than one	Required

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■Level description on Key Performance Indicator (Business Contribution) Specialty Field: Instructions

<table>
<tr><td></td><td colspan="6">Business Contribution</td></tr>
<tr><td rowspan="2">Level</td><td colspan="4">Responsibility</td><td colspan="2">Complexity</td><td rowspan="2">Size</td></tr>
<tr><td>Phases of Activities</td><td>Role/range of responsibility</td><td>Quality requirements</td><td>Performance</td><td>Complexity requirements</td><td>A number of requirements</td></tr>
<tr><td>6</td><td rowspan="2">In the whole process of design, development, operation and assessment of training course</td><td rowspan="2">Leads others in education job categories, as a person responsible for the whole of development, operation implementation, and assessment</td><td rowspan="2">Customer satisfaction, utility and profitability of designed training course group</td><td>Has experience in achieving successful results in the completion three times or more (at least one project must meet the Level 6 requirements, others can be the Level 5 requirements)</td><td rowspan="5">□High importance of training
□Utilization of training platform not widely used
□Needs of high-level knowledge and experience
□Advanced teaching methods
□Advanced area
□Advanced training methods
□Utilization of advanced training solutions</td><td>Two or more</td><td>5 lectures or more</td></tr>
<tr><td>5</td><td>Has experience in achieving successful results in the completion three times or more (at least one project must meet the Level 5 requirements, others can be the Level 4 requirements)</td><td>Four or more</td><td>3 lectures or more</td></tr>
<tr><td>4</td><td>In phases of design, development, operation and assessment of training course group or training courses across multiple courses</td><td>Leader of development, operation implementation of operation, and assessment</td><td>Customer satisfaction, utility and profitability of designed training course group or training course across multiple programs</td><td>Has experience in achieving successful results in the completion two times or more (project must meet the Level 4 requirements)</td><td>Two or more</td><td>1 or more lectures, or 5 or more training courses across multiple lessons</td></tr>
<tr><td>3</td><td>In phases of design, development, operation and assessment of training course</td><td>Member of development, operation implementation and assessment</td><td>Customer satisfaction, utility and profitability of designed training course</td><td>Has experience in achieving successful results in the completion one or more.</td><td>Either one</td><td>Regardless of size</td></tr>
</table>

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■Level description on Key Performance Indicator (Professional Contribution) Specialty Field: Instructions

	Professional Contribution				
Level	Main theme in each Specialty field	Degree of contribution	Degree of achievements in technology succession		Developing subordinates
			Field of activity	A number of requirements	
6	□Familiarity with methodology of instruction and coaching, and implementation of effective, efficient, and advanced training □acquisition of participant satisfaction □teaching methods □training methods	Has high specialty sufficient to guide others and contributes to the industry.	□Activities in professional community such as academic societies and committees □Publication of a book □Publication of a paper outside the company □Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application	Four or more	Required
5		Has high specialty sufficient to guide others and contributes to the company		Three or more	Required
4		Has high specialty to guide subordinates.		One or more	Required
3		Has high specialty to perform assigned task by him/her-self.	-	-	-

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B.12 Common items in level 1 and 2

■Level description on Key Performance Indicator (Business Contribution)

Level	Business contribution						
	Responsibility				Complexity		Size
	Phases of Activities	Role/range of responsibility	Quality requirements	A number of performances	Complexity requirements	A number of requirements	
2	Under the direction of higher level professionals or existing operation standards and guidance	As a team member	In phases of a series of required task	More than one time(equivalent to complexity of Level 2)	□Limited system target area and functions, and simple business requirements □Use of technology widely known and used □Uncomplicated structure (Limited stakeholders and etc.)	Some	Regardless of size
1			In either one of phases of required task	More than one time	Regardless of complexity	—	

■Level description on Key Performance Indicator (Professional Contribution)

Level	Professional Contribution				
	Main theme in each Specialty field	Degree of contribution	Degree of achievements in technology succession		Developing subordinates
			Field of activity	A number of requirements	
2	□Basic issues of general Information Technology □Basic issues of design, development and operation for system □Design and development of software	Has the basic knowledge and skills and utilizes them in practical business	—	—	—
1	□Basic issues of computer systems and networks □Basic issues of business activities and related operations □Basic issues of problem analysis and solutions □Basic issues of various regulations for related laws and information security □Basic issues of development and operation for information systems	Has the minimum basic knowledge.	—	—	—

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SkillⅡ Standards for IT Professionals, Ver.3. Part 2. 2008

Publisher INFORMATION-TECHNOLOGY PROMOTION AGENCY, JAPAN IT Skill Standards Center
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