

CGMA Competency Framework

Digital Skills

Digital Skills

Foundational: This requires a basic understanding of the business structures, operations and financial performance, and includes responsibility for implementing and achieving results through own actions rather than through others.

Intermediate: This requires a moderate understanding of overall business operations and measurements, including responsibility for monitoring the implementation of strategy. This has limited or informal responsibility for colleagues and/or needs to consider broader approaches or consequences.

Advanced: This requires a strong understanding of the organisation’s environment, current strategic position and direction, with strong analytical skills and the ability to advise on strategic options for the business. This includes formal responsibility for colleagues and their actions, and that their decisions have a wider impact.

Expert: This requires expert knowledge to develop strategic vision and provide unique insight to the overall direction and success of the organisation. This has formal responsibility for business areas, and his/her actions and decisions have a high-level strategic impact.

Information and digital literacy	71	Technical Skills →	Business Skills →
Digital content creation	72		
Problem-solving	73	People Skills →	Leadership Skills →
Data strategy and planning	74		
Data analytics	75	Digital Skills →	
Data visualisation	76		

Information and digital literacy

This is the process of understanding information, data and content in a digital environment.

Foundational

- Search for data, information and content in a digital environment.
- Create and update personal records.

Intermediate

- Articulate what information is needed.
- Organise, store and retrieve data, information and content in a digital environment.

Advanced

- Analyse and compare sources of data, information and digital content.
- Analyse and interpret data, information and digital content.
- Assess data, information and digital content and navigate between them.

Expert

- Critically evaluate credibility and reliability of sources of data, information and digital content.
- Critically evaluate data and digital content.

Digital content creation

This is the process of creating, editing and improving digital content, including copyright and licences.

Foundational

- Create content in different formats.

Intermediate

- Edit and improve existing content.

Advanced

- Modify, refine and integrate new information and content into existing body of knowledge to create new, original and relevant content and knowledge.

Expert

- Advise on how copyright and licences apply to digital information and content.

Problem-solving

This is the process of identifying and resolving technical issues when using digital tools.

Foundational

- Identify technical problems when operating devices and/or using digital environments.

Intermediate

- Solve technical problems when operating devices and/or using digital environments.

Advanced

- Evaluate and select digital tools to resolve different technical problems.

Expert

- Use digital tools to create knowledge and to innovate processes and products.

Data strategy and planning

This is the process of developing and managing a set of choices and decisions that align the organisation's data strategy to its business strategy.

Foundational

- Demonstrate knowledge of data management techniques.

Intermediate

- Manage policies on data protection and privacy.

Advanced

- Develop and implement relevant data models.
- Ensure data quality, accessibility, interoperability and compliance to standards.

Expert

- Develop overall data strategy.
- Define metadata using common standards.
- Develop policies on data protection, privacy, intellectual property rights and ethical issues in data management.

Data analytics

This is the process of quality-checking data from multiple sources, choosing appropriate metrics measurements, and developing analytics and verification applications to provide the organisation with analytics-based solutions.

Foundational

- Understand and be able to select an approach to analysing selected data sets.
- Collect data from multiple sources.
- Apply data quality checks.

Intermediate

- Demonstrate an understanding of and ability to perform statistical hypothesis testing.
- Use corresponding APIs (Application Programming Interfaces) to access different data sources.
- Define necessary transformations and data preparation procedures.
- Develop analytics solutions for specific tasks and predefined data sets.
- Ensure interaction with other components of analytics applications.

Advanced

- Apply designated quantitative techniques including statistics, time series analysis, optimisation and simulation to deploy appropriate models for analysis and prediction.
- Write SQL and ETL scripts.
- Identify existing and suggest new data required for organisational analytics tasks to deliver maximum insight.
- Develop organisational analytics applications that support the whole organisational data life cycle.
- Integrate analytics applications with the enterprise information system.

Expert

- Develop and plan required data analytics for organisational tasks, e.g. evaluating requirements and specifications of problems to recommend possible analytics-based solutions.
- Verify data quality and veracity.
- Define policy and manage intellectual property rights issues.
- Plan, design, develop and implement analytics for organisational tasks.
- Develop whole data processing workflows and integrate them into the organisational workflow.

Data visualisation

This is the process of applying existing and developing new visualisation solutions and dashboards to provide solutions for specific business techniques.

Foundational

- Apply visualisation techniques and tools for existing data sets and applications.

Intermediate

- Use multiple visualisation techniques and languages for existing and new analytics applications and processes.
- Develop simple dashboards.

Advanced

- Develop new visualisation solutions and advanced dashboards.

Expert

- Define best visualisation approach and solutions for specific business issues.
- Use multiple techniques to create interactive dashboards.