

The CIO/CTO Standard recognises different levels of leadership maturity.

These levels are not based on tenure or job title but on demonstrated capability, judgement and leadership impact.


# Foundation level

**Foundation** represents the minimum credible benchmark for executive technology leadership. **Leaders at this level demonstrate:**

- Clear understanding of technology strategy and business alignment
- Operational credibility and delivery discipline
- Commercial awareness and accountability for outcomes
- The ability to participate effectively in executive discussions



<p><b>Business &amp; Commercial</b></p> <p><b>EXAM 1</b></p> <ul style="list-style-type: none"> <li>• Vision</li> <li>• Strategy</li> <li>• Strategic planning &amp; delivery</li> <li>• Business finance</li> <li>• Accounting &amp; budgets</li> <li>• Leadership</li> <li>• SMT</li> <li>• Team &amp; people</li> </ul>	<p><b>IT Leadership: CIO</b></p> <p><b>EXAM 2</b></p> <ul style="list-style-type: none"> <li>• IT architecture</li> <li>• IT governance</li> <li>• Relationship management &amp; business partnership</li> </ul> <p><b>EXAM 3</b></p> <ul style="list-style-type: none"> <li>• Systems architecture</li> <li>• Systems integration</li> <li>• System design &amp; development</li> </ul> <p><b>EXAM 4</b></p> <ul style="list-style-type: none"> <li>• Operations &amp; infrastructure</li> <li>• Service delivery</li> <li>• Compliance &amp; standards</li> <li>• Information governance, security and assurance</li> </ul> <p><b>EXAM 5</b></p> <ul style="list-style-type: none"> <li>• Customer engagement (internal)</li> <li>• Sourcing &amp; supplier management</li> <li>• Programme management &amp; delivery</li> </ul>	<p><b>IT Leadership: CTO</b></p> <p><b>EXAM 2</b></p> <ul style="list-style-type: none"> <li>• Systems architecture</li> <li>• Software development</li> <li>• Methodologies</li> <li>• Relationship management &amp; business partnership</li> </ul> <p><b>EXAM 3</b></p> <ul style="list-style-type: none"> <li>• Applications management &amp; delivery</li> <li>• Application definition &amp; development</li> <li>• Product development &amp; roadmap</li> </ul> <p><b>EXAM 4</b></p> <ul style="list-style-type: none"> <li>• IT architecture</li> <li>• Business process improvement &amp; redesign</li> </ul> <p><b>EXAM 5</b></p> <ul style="list-style-type: none"> <li>• Customer engagement (external)</li> <li>• Sourcing and supplier management</li> <li>• Programme management &amp; delivery</li> </ul>
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The certification is accredited by **SIAS** (Ofqual approved), providing independent validation of the framework and assessment process.



**Tech leaders**  
**CONNECT**  
POWERED BY FREEMAN CLARKE

