

Lifting Digital Skills & Capability with SFIA

SFIA - Skills Framework for the Information Age

What we'll cover

- Basics of SFIA
 - Receive SFIA training badge
- Practical uses of SFIA
 - Own development
 - Team development and capability
 - Organisational level
- Further resources



Learning Objectives (Foundation Training):

- Describe the underlying idea of SFIA – what it is, what it is not
- Describe the structure of the SFIA framework including the categories and subcategories
- Identify how SFIA might be applied within a given context



Digital Skills Agency

Consultancy arm of **Digital Skills Agency**

Leading **SFIA Consultants**

Managing Director - **SFIA Council Member, Global Design Authority Member**

NZ based, global experience

Services include **Consultancy, Training, Recruitment, Support**

Provide the **SFIA NZ** community resource

Clients across government, health, education, and industry



Today's facilitators



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Director & Principal Consultant
Chartered Member of CIPD, HRNZ, AHRI, RCSA
SFIA 'People and Skills' contributor
SFIA Accredited Consultant



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Delivery Support Manager
SFIA Accredited Practitioner

Meet Tara

Tara's priorities:

- Own development in new role
- Hire replacement
- Support team development
- Understand team strengths and challenges
- Plan capability
- Identify best ROI
- Establish positive team culture, leadership, development



NB: Both Tara and Hollyford Technologies are fictional examples, although based on real scenarios



About SFIA



About SFIA

- “Skills Framework for the Information Age”
- A common language for skills in the digital world
- Common reference model



SFIA 8 Summary Chart

The global skills and competency framework for the digital world

Category	1	2	3	4	5	6	7
Strategy and architecture	[Grid of skills and levels]						
Development and implementation	[Grid of skills and levels]						
Delivery and operation	[Grid of skills and levels]						
Change and transformation	[Grid of skills and levels]						
Relationships and engagement	[Grid of skills and levels]						
People and skills	[Grid of skills and levels]						
Skills management	[Grid of skills and levels]						
Levels of responsibility	[Grid of skills and levels]						

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Example content

Project management PRMG

SFIA 8

Change and transformation

Change implementation

Skill Overview

Skill Levels (4-7)

Additional Notes

Skill description

Delivering agreed outcomes from projects using appropriate management techniques, collaboration, leadership and governance.



How SFIA is designed

SFIA is universally applicable

Design principles:

- Straightforward
- Universally applicable
- Flexible re structures and jobs
- Essence of skills
- Independent of technology/methodology
- Built and updated by real practitioners

SFIA 8 Summary Chart The global skills and competency framework for the digital world

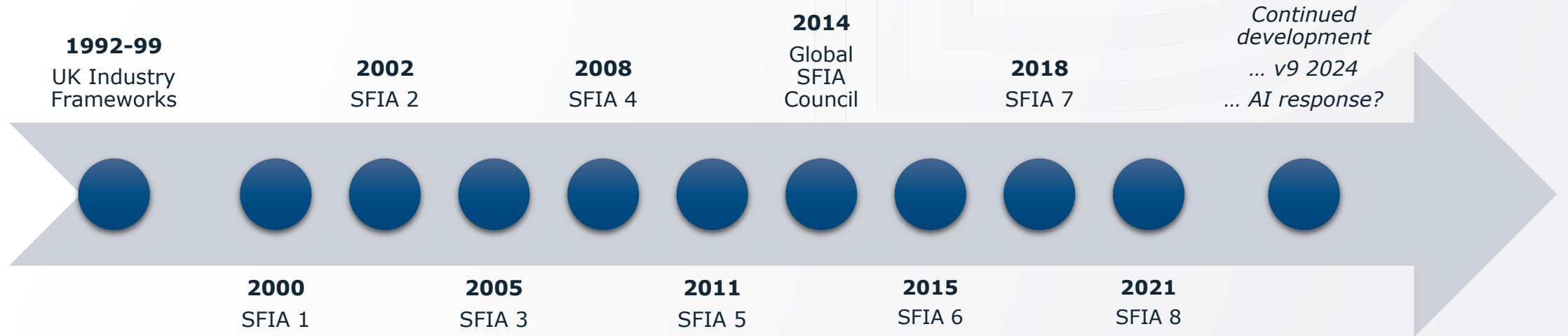
Category	1	2	3	4	5	6	7
Strategy and architecture							
Strategic planning					5	6	7
Information systems coordination					5	6	7
Information management					5	6	7
Enterprise and business architecture					5	6	7
Solution architecture					5	6	7
Innovation					5	6	7
Emerging technology monitoring					5	6	7
Research					5	6	7
Outsourced management					5	6	7
Investment appraisal					5	6	7
Financial management					5	6	7
Measurement					5	6	7
Sustainability					5	6	7
Continuity management					5	6	7
Security and privacy							
Information security					4	5	6
Information assurance					4	5	6
Personal data protection					4	5	6
Vulnerability research					4	5	6
Threat intelligence					4	5	6
Governance, risk and compliance							
Governance					4	5	6
Risk management					4	5	6
Audit					4	5	6
Quality management					4	5	6
Quality assurance					4	5	6
Advice and guidance							
Consultancy					4	5	6
Specialist advice					4	5	6
Methods and tools					4	5	6
Change and transformation							
Change implementation					4	5	6
Portfolio management					4	5	6
Programme management					4	5	6
Project management					4	5	6
Portfolio, programme and project support					4	5	6
Change analysis							
Business situation analysis					4	5	6
Feasibility assessment					4	5	6
Requirements definition and management					4	5	6
Business modelling					4	5	6
Acceptance testing					4	5	6
Change planning							
Business process improvement					4	5	6
Organisational capability development					4	5	6
Organisational design and implementation					4	5	6
Organisational change management					4	5	6
Benefits management					4	5	6
Development and implementation							
System development					4	5	6
Product management					4	5	6
Systems development management					4	5	6
Systems and software life cycle engineering					4	5	6
Systems design					4	5	6
Software design					4	5	6
Network design					4	5	6
Hardware design					4	5	6
Programming/software development					4	5	6
Systems integration and build					4	5	6
Testing					4	5	6
Software configuration					4	5	6
Real-time/embedded systems development					4	5	6
Safety engineering					4	5	6
Safety assessment					4	5	6
Audio/visual engineering					4	5	6
Animation development					4	5	6
Data and analytics							
Data management					4	5	6
Data modelling and design					4	5	6
Database design					4	5	6
Data engineering					4	5	6
Database administration					4	5	6
Data science					4	5	6
Machine learning					4	5	6
Business intelligence					4	5	6
Data visualisation					4	5	6
User experience							
User research					4	5	6
User experience analysis					4	5	6
User experience design					4	5	6
User experience evaluation					4	5	6
Content management							
Content authoring					4	5	6
Content publishing					4	5	6
Knowledge management					4	5	6
Computational science							
Scientific modelling					4	5	6
Numerical analysis					4	5	6
High-performance computing					4	5	6
Relationships and engagement							
Stakeholder management					4	5	6
Sourcing					4	5	6
Supplier management					4	5	6
Contract management					4	5	6
Stakeholder relationship management					4	5	6
Customer relationship management					4	5	6
Customer service support					4	5	6
Business administration					4	5	6
Sales and marketing							
Marketing					4	5	6
Selling					4	5	6
Sales support					4	5	6
Delivery and operation							
Technology management					4	5	6
Technology service management					4	5	6
Application support					4	5	6
IT infrastructure					4	5	6
System software					4	5	6
Network support					4	5	6
System installation and removal					4	5	6
Configuration management					4	5	6
Release and deployment					4	5	6
Storage management					4	5	6
Facilities management					4	5	6
Service management							
Service level management					4	5	6
Service catalogue management					4	5	6
Availability management					4	5	6
Capacity management					4	5	6
Incident management					4	5	6
Problem management					4	5	6
Change control					4	5	6
Asset management					4	5	6
Service acceptance					4	5	6
Security services							
Security operations					4	5	6
Vulnerability assessment					4	5	6
Digital forensics					4	5	6
Penetration testing					4	5	6
People and skills							
People management					4	5	6
Performance management					4	5	6
Employee experience					4	5	6
Organisational facilitation					4	5	6
Professional development					4	5	6
Workforce planning					4	5	6
Resourcing					4	5	6
Skills management							
Learning and development management					4	5	6
Learning design and development					4	5	6
Learning delivery					4	5	6
Competency assessment					4	5	6
Certification scheme operation					4	5	6
Teaching					4	5	6
Subject formation					4	5	6
Levels of responsibility							
The SFIA Framework describes seven levels of increasing responsibility, accountability and impact from Level 1 - the lowest, to Level 7, the highest.	Level 1 - Follow	Level 2 - Assist	Level 3 - Apply	Level 4 - Enable	Level 5 - Initiate, achieve	Level 6 - Institute, influence	Level 7 - Set strategy, inspire, mobilise

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Regularly updated

As digital skills evolve over time, so does SFIA



Origins of SFIA



Launched in 2000



Collaborative development



Built by real practitioners



Owned by global user community



Proven sustainability



Neutral approach



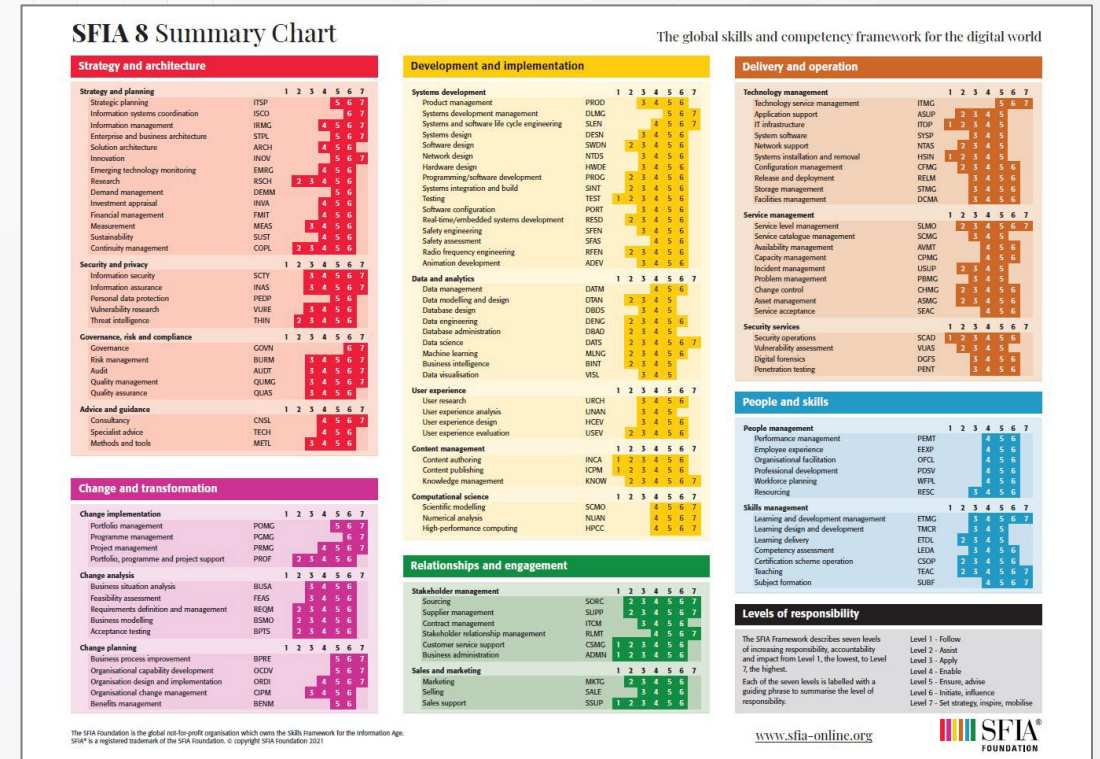
Structure of SFIA

The basics



Framework concept

- **6 categories** > **121 skills** > each described at up to **7 levels**
 - 495 skill-level descriptions



SFIA levels

7 levels of responsibility > 5 characteristics / attributes of generic responsibility, each described at 7 levels

The 5 characteristics/attributes:

- Describe **behavioural factors**
- Are generic in nature so they can be mapped to an organisation's structure, existing capability frameworks, and ways of working

Level 7	Set strategy, inspire, mobilise
Level 6	Initiate/influence
Level 5	Ensure/advise
Level 4	Enable
Level 3	Apply
Level 2	Assist
Level 1	Follow

Follow	Autonomy	Works under close direction. Uses little discretion in attending to enquiries. Is expected to seek guidance in unexpected situations.
	Influence	Minimal influence. May work alone or interact with immediate colleagues.
	Complexity	Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems. Participates in the generation of new ideas.
	Business skills	Has sufficient oral and written communication skills for effective engagement with immediate colleagues. Uses basic systems and tools, applications and processes. Demonstrates an organised approach to work. Has basic digital skills to learn and use applications and tools for their role. Learning and professional development — contributes to identifying own development opportunities.
Level 1	Knowledge	Security, privacy and ethics — understands and complies with organisational standards. Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills.



SFIA levels

7 levels of responsibility > 5 characteristics / attributes of generic responsibility, each described at 7 levels

Level 7	Set strategy, inspire, mobilise	Sets & authorises strategy ... Mobilises and inspires organisation
Level 6	Initiate, influence	Initiates and leads strategic delivery Influences strategy formation
Level 5	Ensure, advise	Ensures operational accountability Advises decision makers
Level 4	Enable	Enables team/business outcomes
Level 3	Apply	Applies knowledge
Level 2	Assist	Assists others
Level 1	Follow	Follows detailed instructions



SFIA levels

7 levels of responsibility > 5 characteristics / attributes of generic responsibility, each described at 7 levels

Level 7	Set strategy, inspire, mobilise	Chief X Officer
Level 6	Initiate, influence	Director
Level 5	Ensure, advise	Manager / Domain Expert
Level 4	Enable	Functional Senior / Lead
Level 3	Apply	Practitioner / Technician
Level 2	Assist	Graduate / Support
Level 1	Follow	Entry Level / Automated?



SFIA levels

Apply	Autonomy	Works under general direction. Receives specific direction, accepts guidance and has work reviewed at agreed milestones. Uses discretion in identifying and responding to complex issues related to own assignments. Determines when issues should be escalated to a higher level. Plans and monitors own work (and that of others where applicable) competently within limited deadlines.
	Influence	Interacts with and influences colleagues. May oversee others or make decisions which impact routine work assigned to individuals or stages of projects. Has working level contact with customers, suppliers and partners. Understands and collaborates on the analysis of user/customer needs and represents this in their work. Contributes fully to the work of teams by appreciating how own role relates to other roles.
	Complexity	Performs a range of work, sometimes complex and non-routine, in a variety of environments. Applies a methodical approach to routine and moderately complex issue definition and resolution. Applies and contributes to creative thinking or finds new ways to complete tasks.
	Business skills	Demonstrates effective oral and written communication skills when engaging on issues with colleagues, users/customers, suppliers and partners. Understands and effectively applies appropriate methods, tools, applications and processes. Demonstrates judgement and a systematic approach to work. Effectively applies digital skills and explores these capabilities for their role. Learning and professional development — takes the initiative to develop own knowledge and skills by identifying and negotiating appropriate development opportunities. Security, privacy and ethics — demonstrates appropriate working practices and knowledge in non-routine work. Appreciates how own role and others support appropriate working practices.
Level 3	Knowledge	Has sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. Has an appreciation of the wider business context. Demonstrates effective application and the ability to impart knowledge found in industry bodies of knowledge. Absorbs new information and applies it effectively.



SFIA structure

Generic definition of a level

Skill name

Skill code

Overall description of skill

Guidance notes

Skill-level description

Application Support ASUP

Delivering management, technical and administrative services to support and maintain live applications.

Guidance notes

Activities may include but are not limited to:

- investigating and resolving issues
- implementing working practices to support iterative/agile development...

Level 3	Apply	Autonomy	Works under general direction. Receives specific direction, accepts guidance and has work reviewed at agreed ...	Follows agreed procedures to identify and resolve issues with applications. Uses application management software and tools to collect agreed performance statistics. Carries out agreed applications maintenance tasks.
		Influence	Interacts with and influences colleagues. May oversee others or make decisions which impact routine work assigned to ...	
		Complexity	Performs a range of work, sometimes complex and non-routine, in a variety of environments. Applies a methodical approach ...	
		Business skills	Demonstrates effective oral and written communication skills when engaging on issues with colleagues, users/customers ...	
		Knowledge	Has sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained ...	



SFIA category structure

Skill category

Strategy and architecture

Sub-category

Strategy and planning

1 2 3 4 5 6 7

Responsibility levels

Skill names

Skill codes

Strategic planning	ITSP				5	6	7
Information systems coordination	ISCO					6	7
Information management	IRMG			4	5	6	7
Enterprise and business architecture	STPL				5	6	7
Solution architecture	ARCH			4	5	6	
Innovation	INOV				5	6	7
Emerging technology monitoring	EMRG			4	5	6	
Research	RSCH	2	3	4	5	6	
Demand management	DEMM				5	6	
Investment appraisal	INVA			4	5	6	
Financial management	FMIT			4	5	6	
Measurement	MEAS		3	4	5	6	
Sustainability	SUST			4	5	6	
Continuity management	COPL	2	3	4	5	6	

Security and privacy

1 2 3 4 5 6 7

Information security	SCTY			3	4	5	6	7
Information assurance	INAS			3	4	5	6	7
Personal data protection	PEDP					5	6	
Vulnerability research	VURE			3	4	5	6	
Threat intelligence	THIN	2	3	4	5	6		



SFIA category | Strategy and architecture

Strategy and architecture

Strategy and planning		1	2	3	4	5	6	7
Strategic planning	ITSP					5	6	7
Information systems coordination	ISCO						6	7
Information management	IRMG				4	5	6	7
Enterprise and business architecture	STPL					5	6	7
Solution architecture	ARCH				4	5	6	
Innovation	INOV					5	6	7
Emerging technology monitoring	EMRG				4	5	6	
Research	RSCH		2	3	4	5	6	
Demand management	DEMM					5	6	
Investment appraisal	INVA				4	5	6	
Financial management	FMIT				4	5	6	
Measurement	MEAS			3	4	5	6	
Sustainability	SUST				4	5	6	
Continuity management	COPL		2	3	4	5	6	

Security and privacy		1	2	3	4	5	6	7
Information security	SCTY			3	4	5	6	7
Information assurance	INAS			3	4	5	6	7
Personal data protection	PEDP					5	6	
Vulnerability research	VURE			3	4	5	6	
Threat intelligence	THIN		2	3	4	5	6	

Subcategories:

Strategy and planning
Security and privacy
Governance, risk and compliance
Advice and guidance

Common usage include:

- Architects
- Strategic planners
- Security advisory/policy (e.g. CISO)
- Leaders responsible for policy & governance
- Departmental planning / management
- Expert advisors



SFIA category | Change and transformation

Change and transformation			1	2	3	4	5	6	7
Change implementation									
Portfolio management	POMG						5	6	7
Programme management	PGMG							6	7
Project management	PRMG				4	5	6	7	
Portfolio, programme and project support	PROF		2	3	4	5	6		
Change analysis									
Business situation analysis	BUSA			3	4	5	6		
Feasibility assessment	FEAS			3	4	5	6		
Requirements definition and management	REQM		2	3	4	5	6		
Business modelling	BSMO		2	3	4	5	6		
Acceptance testing	BPTS		2	3	4	5	6		
Change planning									
Business process improvement	BPRE						5	6	7
Organisational capability development	OCDV						5	6	7
Organisation design and implementation	ORDI				4	5	6	7	
Organisational change management	CIPM			3	4	5	6		
Benefits management	BENM						5	6	

Subcategories:

Change implementation
Change analysis
Change planning

Common usage include:

- Project managers
- Business analysts
- Change leaders



SFIA category | Development and implementation

Development and implementation

Systems development		1	2	3	4	5	6	7
Product management	PROD			3	4	5	6	
Systems development management	DLMG					5	6	7
Systems and software life cycle engineering	SLEN				4	5	6	7
Systems design	DESN			3	4	5	6	
Software design	SWDN		2	3	4	5	6	
Network design	NTDS			3	4	5	6	
Hardware design	HWDE			3	4	5	6	
Programming/software development	PROG		2	3	4	5	6	
Systems integration and build	SINT		2	3	4	5	6	
Testing	TEST	1	2	3	4	5	6	
Software configuration	PORT			3	4	5	6	
Real-time/embedded systems development	RESD		2	3	4	5	6	
Safety engineering	SFEN			3	4	5	6	
Safety assessment	SFAS				4	5	6	
Radio frequency engineering	RFEN		2	3	4	5	6	
Animation development	ADEV			3	4	5	6	

Data and analytics		1	2	3	4	5	6	7
Data management	DATM				4	5	6	
Data modelling and design	DTAN		2	3	4	5		
Database design	DBDS			3	4	5		
Data engineering	DENG		2	3	4	5	6	
Database administration	DBAD		2	3	4	5		
Data science	DATS		2	3	4	5	6	7
Machine learning	MLNG		2	3	4	5	6	
Business intelligence	BINT		2	3	4	5		
Data visualisation	VISL			3	4	5		

Subcategories:

Systems development
Data and analytics
User experience
Content management
Computational science

Common usage includes:

- Designers
- Developers
- Testers
- User experience / accessibility
- Data engineers and data scientists
- Knowledge managers
- Content publishers



SFIA category | Delivery and operation

Delivery and operation

Technology management		1	2	3	4	5	6	7
Technology service management	ITMG					5	6	7
Application support	ASUP		2	3	4	5		
IT infrastructure	ITOP	1	2	3	4	5		
System software	SYSP			3	4	5		
Network support	NTAS		2	3	4	5		
Systems installation and removal	HSIN	1	2	3	4	5		
Configuration management	CFMG		2	3	4	5	6	
Release and deployment	RELM			3	4	5	6	
Storage management	STMG			3	4	5	6	
Facilities management	DCMA			3	4	5	6	
Service management		1	2	3	4	5	6	7
Service level management	SLMO		2	3	4	5	6	7
Service catalogue management	SCMG			3	4	5		
Availability management	AVMT				4	5	6	
Capacity management	CPMG				4	5	6	
Incident management	USUP		2	3	4	5		
Problem management	PBMG			3	4	5		
Change control	CHMG		2	3	4	5	6	
Asset management	ASMG		2	3	4	5	6	
Service acceptance	SEAC				4	5	6	

Subcategories:

Technology management
Service management
Security services

Common usage includes:

- IT operations
- IT service quality / service improvement
- Security operations



SFIA category | People and skills

People and skills		1	2	3	4	5	6	7
People management								
Performance management	PEMT				4	5	6	
Employee experience	EEXP				4	5	6	
Organisational facilitation	OFCL				4	5	6	
Professional development	PDSV				4	5	6	
Workforce planning	WFPL				4	5	6	
Resourcing	RESC			3	4	5	6	
Skills management								
Learning and development management	ETMG			3	4	5	6	7
Learning design and development	TMCR			3	4	5		
Learning delivery	ETDL		2	3	4	5		
Competency assessment	LEDA			3	4	5	6	
Certification scheme operation	CSOP		2	3	4	5	6	
Teaching	TEAC		2	3	4	5	6	7
Subject formation	SUBF				4	5	6	7

Subcategories:

People management
Skills management

Common usage includes:

- People leaders
- Scrum masters / agile coaches
- HR + L&D
- Educators + Trainers



SFIA category | Relationships and engagement

Relationships and engagement

Stakeholder management		1	2	3	4	5	6	7
Sourcing	SORC	2	3	4	5	6	7	
Supplier management	SUPP	2	3	4	5	6	7	
Contract management	ITCM			3	4	5	6	
Stakeholder relationship management	RLMT				4	5	6	7
Customer service support	CSMG	1	2	3	4	5	6	
Business administration	ADMN	1	2	3	4	5	6	
Sales and marketing		1	2	3	4	5	6	7
Marketing	MKTG		2	3	4	5	6	
Selling	SALE			3	4	5	6	
Sales support	SSUP	1	2	3	4	5	6	

Subcategories:

Stakeholder management
Sales and marketing

Common usage includes:

- Procurement and vendor management
- Business partner / relationship manager
- Customer service
- Team/personal/exec assistants
- Sales & marketing + technical pre-sales



Questions



Managing Digital Capability

Why use SFIA?



Why SFIA is important

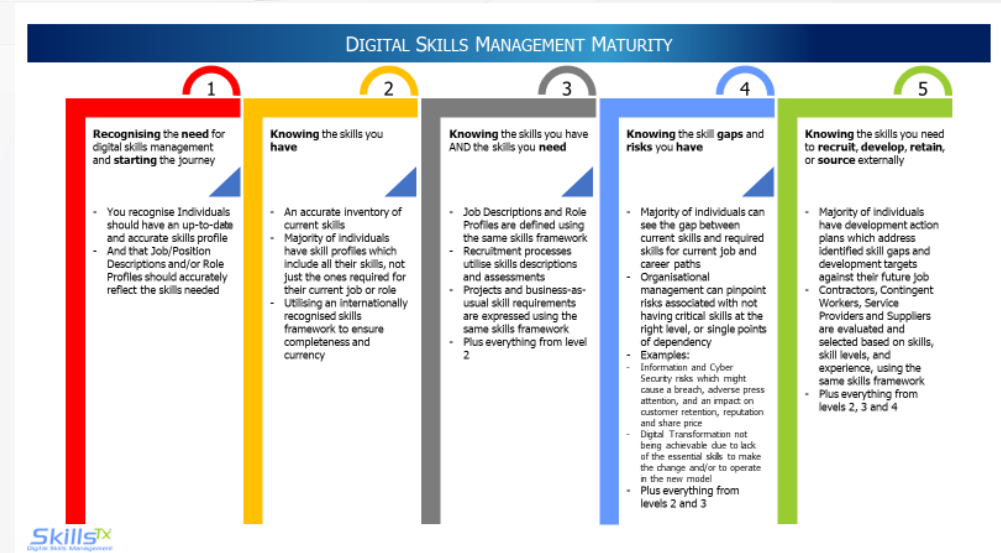
- **Skills and experience have become a critical aspect for organisations** with a dependency on Information & Communications Technology
- **Most organisations don't know the current skills** of their Digital, Cybersecurity and ICT Workforce, **or what they need short, medium or long term**
- Without this, there is significant risk of:
 - visible **business disruption**
 - **cybersecurity breach**
 - **digital transformation and project failure**
 - **compromised ability to deliver** products and services to customers at agreed levels
 - **poor employee engagement, recruitment and retention**
 - **ineffective training and development**



How SFIA works

SFIA provides a consistent skills & competencies framework for organisations to:

1. Identify the skills they **currently have**
2. Identify the skills they **need now and in the future**
3. Perform a **Skill Gap Analysis** to close gaps
4. Create **Career Development Action Plans**



Why use SFIA?

What skills do you have?

To align **remuneration coherently to the individual's competence and contribution.**

To build capability in line with the organisation's needs, based on SFIA's statements of competence.

To assess performance against business objectives with reference to SFIA skills.

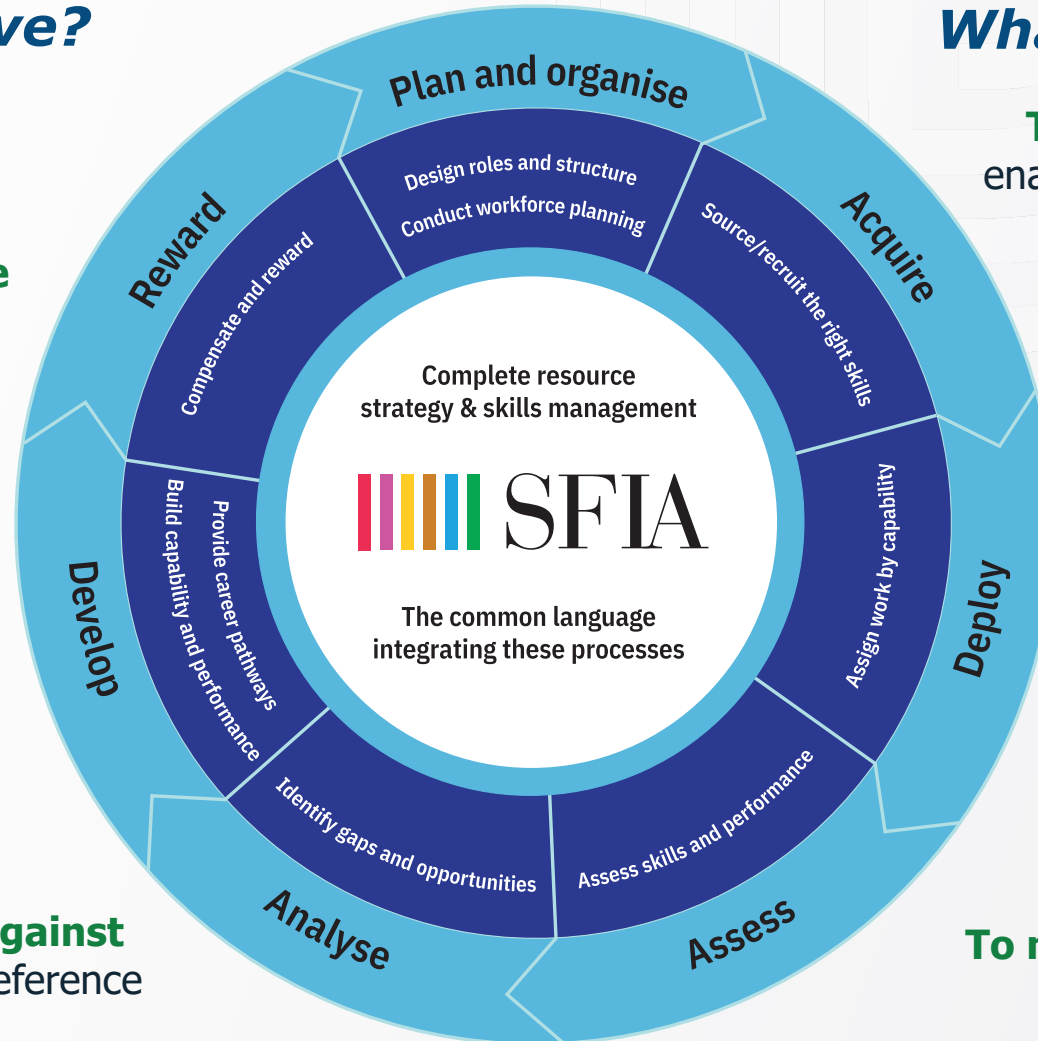
What skills do you need?

To set recruitment criteria that enables the **attraction & selection** of the RIGHT candidates.

To clearly & transparently **describe the capability** being sought or provided.

To reduce project risks by **assigning the right skilled people** based on actual capability.

To measure current capability and **plan for future demand.**



Who uses SFIA?



Individual roles within organisations

Individuals

- Assess skills & competencies
- Career planning
- Professional Development
- Skills profiles / CV

Line Managers

- People management
- Resource deployment
- Capability overview & demand planning
- Job descriptions

Recruiters

- Job specification
- Interview questions
- Competency based selection criteria & assessment

Consultants

- Aligning operating models & process roles with required capabilities
- Role design & validation
- Assessing organisational skill gaps

Organisational Leaders

- Strategic capability planning
- Aligning capability & strategic plans
- Digital transformation
- Mergers / acquisitions



Who uses SFIA?



Teams within organisations

Human Resources

Creating role profiles and job descriptions
Workforce planning, talent management
Career pathways, succession planning
Organisational performance, pathways

Learning & Development

Development outcomes
Blending learning solutions
70/20/10 development
Creating learning catalogues & curriculum

Procurement

Comparing service providers
Selection & management of outsourced & managed service providers
SFIA based rate cards



Who uses SFIA?



External organisations

Professional & Industry Bodies

- Alignment to bodies of knowledge
- Membership / certification assessments
- Professional development
- Mentoring programmes

Education Sector

- Align courses to employer / employee needs
- Alignment to global standards
- Support development evaluations



Myth Busters!

- No roles or jobs in SFIA
 - just definitions of skills at various levels (which you can use to build role profiles and job descriptions)
- Categories and sub-categories
 - do not equate to jobs, roles, organisational teams, or areas of personal responsibility
 - have no definitions - are just a navigation aid
- Jobs/Roles often comprise skills taken from multiple categories
- SFIA isn't a methodology
 - SFIA simply provides standard descriptions in a framework structure – you can use it in lots of different ways
 - SFIA gives you some common ways in which SFIA is used, but it's not prescriptive



Questions



Case Study: Tara

How can SFIA help her?



Remember Tara...

Tara's priorities:

- Own development in new role
- Hire replacement
- Support team development
- Understand team strengths and challenges
- Plan capability
- Identify best ROI
- Establish positive team culture, leadership, development



NB: Both Tara and Hollyford Technologies are fictional examples, although based on real scenarios



Helping Tara – own development

- Focusing on her own development:
 - Redrafting her position description
 - what skills do I need?
 - Skills assessment
 - what skills do I have?
 - Skills gap analysis
 - Action plan



New job skills needs

Job Description – Head of Project Delivery

Job Purpose:

To lead the project delivery function at Hollyford Technologies.

SFIA Skills:

- Portfolio Management (POMG) – level 6
- Project Management (PRMG) – level 6
- Governance (GOVN) – level 6
- Benefits Management (BENM) – level 6
- Consultancy – level 5
- Performance Management (PEMT) – level 5
- Portfolio, Programme And Project Support (PROF) – level 5

Levels of Responsibility:

- Autonomy 6
- Influence 6
- Complexity 6
- Business Skills 6
- Knowledge 6

Tara – SFIA Skills Profile

SFIA Skills		Levels of Responsibility
Organisational Change Management	CIPM 6	Autonomy 6
Project Management	PRMG 6	Influence 6
Stakeholder Relationship Management	RLMT 6	Complexity 5
Consultancy	CNSL 5	Business Skills 5
Benefits Management	BENM 5	Knowledge 5
Organisational Facilitation	OFCL 5	
Portfolio, Programme and Project Support	PROF 4	
Business Situation Analysis	BUSA 4	



Skills gap analysis

Head of Project Delivery Role	Tara's Profile	Difference
Portfolio management (POMG) 6	n/a	+2 (skill starts at level 5)
Project Management (PRMG) 6	PRMG 6	-
Governance (GOVN) 6	n/a	+1 (skill starts at level 6)
Benefits Management (BENM) 6	BENM 5	+1
Consultancy 5	n/a	
Performance Management (PEMT) 5	n/a	+2 (skill starts at level 4)
Portfolio, Programme And Project Support (PROF) 5	PROF 4	+1
Autonomy 6	Autonomy 6	-
Influence 6	Influence 6	-
Complexity 6	Complexity 5	+1
Business Skills 6	Business Skills 5	+1
Knowledge 6	Knowledge 5	+1



Development planning

Skills I Have	Skills I Need	Actions	Next Steps
Portfolio Management (POMG) level 6	n/a – new skill +2 skill levels to increase	<p><i>What resources do I have access to</i></p> <p><i>What training is available at the right level</i></p> <p><i>How can I get practical experience at the level I need</i></p> <p><i>Who can support, mentor or coach me</i></p>	<ul style="list-style-type: none"> - <i>Specific step I will take</i> - <i>Timescale</i> - <i>Accountability action</i>
Governance (GOVN) level 6	n/a – new skill +1 skill level to increase		
Performance Management (PEMT) level 5	n/a – new skill +2 skill levels to increase		
Benefits Management (BENM) level 6	BENM 5 +1 skill level to increase		
Portfolio, Programme And Project Support (PROF) level 5	PROF 4 +1 skill level to increase		
Complexity level 6	Complexity 5 +1 level of responsibility to increase		
Business Skills level 6	Business Skills 5 +1 level of responsibility to increase		
Knowledge level 6	Knowledge 5 +1 level of responsibility to increase		



Helping Tara – supporting her team

- Hiring her replacement
 - Job design
 - Position description
 - Hiring criteria
 - Interview questions
 - Using SFIA levels/language



Helping Tara – supporting her team

Job Description – Project Manager

Job Purpose:

To successfully manage digital projects from start to finish.

SFIA Skills:

- Consultancy (CNSL) – level 5
- Project Management (PRMG) – level 5
- Stakeholder Relationship Management (RLMT) – level 5
- Organisational Change Management (CIPM) – level 5
- Benefits Management (BENM) – level 5

Levels of Responsibility:

- Autonomy 5
- Influence 5
- Complexity 5
- Business Skills 5
- Knowledge 5

Hiring Criteria:

Essential:

- PRMG 5
- CNSL 5
- RLMT 5
- All Levels of Responsibility at 4+

Desirable:

- CIPM 5
- BENM 5
- Levels of Responsibility at 5



Helping Tara – supporting her team

- Individual development plans
- Career pathways

Team	Position	SFIA Skill Code and Level						
Project Delivery	Team Coordinator	ADMN 3	CSMG 3	METL 3			PROF 3	
	Business Analyst	BPRE 5	BUSA 4	RLMT 5	DTAN 4			
	Senior Business Analyst	BPRE 5	BUSA 5	RLMT 5	DTAN 5			
	Project Manager	CNSL 4	PRMG 5	RLMT 5	CIPM 5	BENM 5		
	Senior Project Manager	CNSL 5	PRMG 6	RLMT 5	CIPM 6	BENM 5		
	Head of Project Delivery	CNSL 5	PRMG 6	GOVN 6	PEMT 5	BENM 6	PROF 5	POMG 6



Helping Tara – team capability

Current team capability – heat map

Team	Position	SFIA Skill Code and Level						
Project Delivery	Team Coordinator	ADMN 3	CSMG 3	METL 3			PROF 3	
	Business Analyst	BPRE 5	BUSA 4	RLMT 5	DTAN 4			
	Senior Business Analyst	BPRE 5	BUSA 5	RLMT 5	DTAN 5			
	Project Manager	CNSL 4	PRMG 5	RLMT 5	CIPM 5	BENM 5		
	Senior Project Manager	CNSL 5	PRMG 6	RLMT 5	CIPM 6	BENM 5		
	Head of Project Delivery	CNSL 5	PRMG 6	GOVN 6	PEMT 5	BENM 6	PROF 5	POMG 6



Helping Tara's manager

Organisational capability – heat map

Team	Position	SFIA Skill Code and Level						
Project Delivery	Team Coordinator	ADMN 3	CSMG 3	METL 3			PROF 3	
	Business Analyst	BPRE 5	BUSA 4	RLMT 5	DTAN 4			
	Senior Business Analyst	BPRE 5	BUSA 5	RLMT 5	DTAN 5			
	Project Manager	CNSL 4	PRMG 5	RLMT 5	CIPM 5	BENM 5		
	Senior Project Manager	CNSL 5	PRMG 6	RLMT 5	CIPM 6	BENM 5		
	Head of Project Delivery	CNSL 5	PRMG 6	GOVN 6	PEMT 5	BENM 6	PROF 5	POMG 6
Solution Development and Implementation	Systems Analyst	SLEN 4	DESN 4	PROG 4				
	Senior Systems Analyst	SLEN 5	DESN 5	PROG 4	STPL 5			
	Software Developer	PORT 4	TECH 5	PROG 4	TEST 4			
	Senior Software Developer	DLMG 5	TECH 5	PROG 5	PORT 5			
	Tester	TEST 3	USEV 3	HSIN 3	PORT 3			
	Test Manager	TEST 5	METL 4	HSIN 4	PORT 4			
Architecture	Infrastructure Engineer	CNSL 4	TECH 5	EMRG 4	HSIN 4			
	Solutions Architect	CNSL 5	TECH 5	EMRG 5	ARCH 5			
	Architecture Manager	CNSL 5	TECH 5	EMRG 5	ARCH 6	PEMT 5		



Questions



SFIA Ecosystem

SFIA Foundation and the global ecosystem



SFIA Foundation

SFIA is “owned” by the non-for-profit **SFIA Foundation**

Global collaborative development of industry / business / users

- Updates come from **real users of SFIA**
- Overseen by **Global Design Authority Board**

Vendor, framework, sector, and tool agnostic

Global governance – SFIA Foundation Board and SFIA Council

- Professional bodies – e.g. ITP, BCS, ...
- Industry bodies – e.g. itSMF, ISACA, ...
- Leading Accredited partners – e.g. Digital Skills Agency, SkillsTX, ...
- Government, education, and other representatives of major user groups



SFIA ecosystem



SFIA Foundation

Foundation Board
SFIA Operations Team
SFIA Council
Global Design Authority Board

Membership includes partners, major users, professional bodies, industry groups, government

*Key roles:
Governance
Operational management
Strategic input
Project resources
... more as requested*



SFIA Partners

Consulting Partners
Training Providers
Accreditation Partners

Other Partners: Mapping, Rate Cards

Partners include commercial and non-commercial partners, in addition to education, professional bodies, and government groups



SFIA Users

Accredited Individuals:

- SFIA Practitioners
- SFIA Consultants
- SFIA Assessors
- SFIA Trainers

Non Accredited:

- Organisational users and their staff
- Individual professionals
- Members of professional bodies



SFIA Licencing



SFIA Licencing

SFIA remains free of charge for most non-commercial use

Important: you need a licence to use SFIA

NZ has an all-of-country licence!

- Countries with whole of country licence include:
 - New Zealand
 - Australia
- The scope of the licence is:
 - All SFIA use by individuals within the country for their own skills and competency development
 - All SFIA use by public sector entities within the country
 - All SFIA use by private sector entities wholly-owned within the country and whose principal place of business is within the country



SFIA licensing schedule

Category	Offering	Free	Charge
SFIA Licensing	Professional Individual	✓	
	Corporate User	✓	
	"Extended" Corporate User		✓
Consultants & Partners	Services (consulting, training, assessments, etc)		✓
	Products/software		✓
Mapping	Mapping (certifications, educational materials, etc)		✓
Rate Card	Personnel/resources based on SFIA competency		✓
Evaluation	For evaluation (6 months with limited rights)	✓	

*As SFIA is a not-for-profit, licence fees help cover costs, including costs for version updates.
For further information, visit <https://sfia-online.org/>*



What's Next?

Starting your own SFIA journey



Next actions

- Learn more about SFIA
 - SFIA Foundation website
 - Accredited Practitioner training to go deeper
- Complete feedback form
 - Receive your digital badge
- Email info@digitalskillsagency.nz
 - Access to free self-assessment online
 - Receive Accredited Practitioner online training special
 - Exclusively for Techweek attendees
- Talk to the Digital Skills Agency
 - info@digitalskillsagency.nz



SFIA Resources

- SFIA Foundation Website: sfia-online.org
 - Official & definitive source of materials
 - SFIA views of job types
 - SFIA mappings to industry frameworks
 - Accredited Partners and specialists
 - Key reference documents
 - About SFIA (pdf)
 - SFIA Reference Guide (pdf)
 - Summary Chart (A3)
 - Framework Content (Excel)

- SFIA NZ Website: sfia.nz



More SFIA at Techweek

- Additional session on Thursday 18 May:
 - Lifting Digital Skills and Capability with SFIA
- Deep dive session on Wednesday 17 May:
 - Building and Retaining Talent with SFIA
- Online special
 - Accredited Practitioner training
 - Go deeper into using SFIA





Thank You!

Enjoy exploring SFIA!

Digital Skills Agency

<https://digitalskillsagency.nz>

<https://sfia.nz>

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