

The logo for SkillstX, featuring the word "SkillstX" in a bold, teal, sans-serif font. The "X" is stylized with a horizontal bar that extends to the right and then curves downwards.

**SkillstX**

Passion for Potential



**DIGITAL  
SKILLS  
AGENCY**

**Transitioning to SFIA 9**

# Our Presenters

**SkillsTX**  
Passion for Potential



**Prem Singh**

*VP Global Customer and  
Partner Success*



**DIGITAL  
SKILLS  
AGENCY**



**Daniel Merriott**

*Managing Director  
Principal Consultant*



SFIA Global Design Authority Group  
SFIA Council



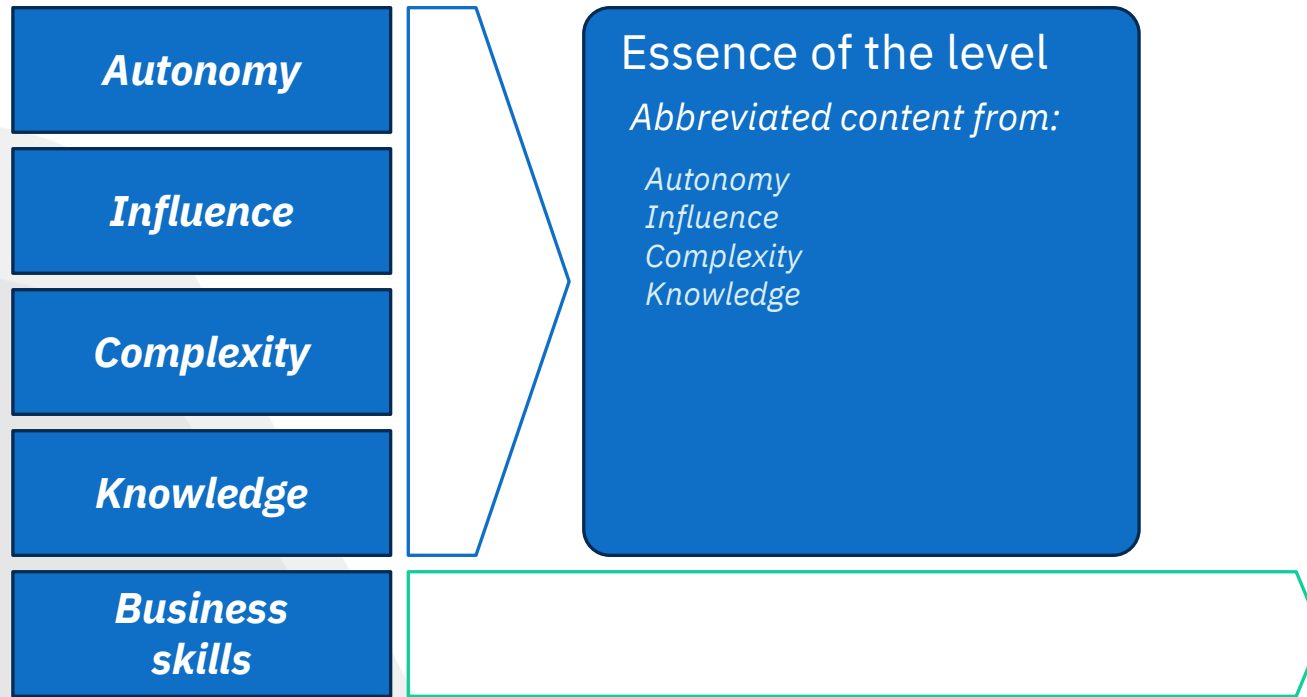
# Agenda

- SFIA9 Summary of Changes
  - Essence of Level of Responsibility definition (LoRs)
  - Generic attributes
  - SFIA 9 new skills
  - SFIA 9 other skill changes
- Impact on key stakeholders
- Migrating to SFIA 9
  - Easy Migration with SkillsTX
  - Refine Profiles (extra skills, new levels, better fit skills)
  - SFIA 9 in Position Descriptions (do we need to use all the 16 generic attributes)
- Summary.

# What's new in SFIA 9?

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# Levels of Responsibility



## Business skills / Behavioural factors

<i>Collaboration</i>	<i>Communication</i>
<i>Improvement mindset</i>	<i>Creativity</i>
<i>Decision-making</i>	<i>Digital mindset</i>
<i>Leadership</i>	<i>Learning and development</i>
<i>Planning</i>	<i>Problem-solving</i>
<i>Adaptability</i>	<i>Security, privacy and ethics</i>

# Essence of the Levels

**7** **Level 7 (Set strategy, inspire, mobilise):**  
Operates at the highest organisational level, determines overall organisational vision and strategy, and assumes accountability for overall success.

**6** **Level 6 (Initiate, influence):**  
Has significant organisational influence, makes high-level decisions, shapes policies, demonstrates leadership, promotes organisational collaboration, and accepts accountability in key areas.

**5** **Level 5 (Ensure, advise):**  
Provides authoritative guidance in their field and works under broad direction. Accountable for delivering significant work outcomes, from analysis through execution to evaluation.

**4** **Level 4 (Enable):**  
Performs diverse complex activities, supports and guides others, delegates tasks when appropriate, works autonomously under general direction, and contributes expertise to deliver team objectives.

**3** **Level 3 (Apply):**  
Performs varied tasks, sometimes complex and non-routine, using standard methods and procedures. Works under general direction, exercises discretion, and manages own work within deadlines. Proactively enhances skills and impact in the workplace.

**2** **Level 2 (Assist):**  
Provides assistance to others, works under routine supervision, and uses their discretion to address routine problems. Actively learns through training and on-the-job experiences.

**1** **Level 1 (Follow):**  
Performs routine tasks under close supervision, follows instructions, and requires guidance to complete their work. Learns and applies basic skills and knowledge.

# Business Skills / Behavioural Factors

## **Adaptability**

*Adjusting to change and persisting through challenges at personal, team and organisational levels.*

## **Collaboration**

*Working effectively with others, sharing resources and coordinating efforts to achieve shared objectives.*

## **Communication**

*Exchanging information, ideas and insights clearly to enable mutual understanding and cooperation.*

## **Creativity**

*Generating and applying innovative ideas to enhance processes, solve problems and drive organisational success.*

## **Decision-making**

*Applying critical thinking to evaluate options, assess risks and select the most appropriate course of action.*

## **Digital mindset**

*Embracing and effectively using digital tools and technologies to enhance performance and productivity.*

## **Improvement mindset**

*Continuously identifying opportunities to refine work practices, processes, products, or services for greater efficiency and impact.*

## **Leadership**

*Guiding and influencing individuals or teams to align actions with strategic goals and drive positive outcomes.*

## **Learning and development**

*Continuously acquiring new knowledge and skills to enhance personal and organisational performance.*

## **Planning**

*Taking a systematic approach to organising tasks, resources and timelines to meet defined goals.*

## **Problem-solving**

*Analysing challenges, applying logical methods and developing effective solutions to overcome obstacles.*

## **Security, privacy and ethics**

*Ensuring the protection of sensitive information, upholding privacy of data and individuals, and demonstrating ethical conduct within and outside the organisation.*

# Migration Tip: Levels of Responsibility



SFIA 9

SFIA 8



Use the **current level of the SFIA 8 attributes** in SFIA 9 for Autonomy, Influence, Complexity, Knowledge



Use the **current level of Business skills** from SFIA 8 for all the behavioural factors in SFIA 9



Later, you can review the individual behavioural factors to see if the assumed level (from Business skills) is still correct/valid



# New Skills

## Strategy and architecture

### Financial and value management

### Levels of Responsibility

#### Budgeting and forecasting (BUDF)

Developing and managing financial budgets and forecasts to enable effective decision-making and resource allocation.

1 2 3 4 5 6 7

#### Cost management (COMG)

Planning, controlling and analysing costs to enable the effective use of financial resources.

1 2 3 4 5 6 7

#### Financial analysis (FIAN)

Conducting in-depth analysis of financial data to derive insights and support decision-making.

1 2 3 4 5 6 7

# New Skills

## Strategy and architecture

Governance, risk and compliance

Levels of Responsibility

**Artificial intelligence  
(AI) and data ethics  
(AIDE)**

Implementing and promoting ethical practices in the design, development, deployment and use of AI and data technologies.

1 2 3 4 5 6 7

# New Skills

## Change and transformation

### Change implementation

### Levels of Responsibility

#### **Delivery management (DEMG)**

Ensuring successful delivery of new or updated products and services through effective leadership and collaboration within defined delivery cycles.



### Change planning

### Levels of Responsibility

#### **Job analysis and design (JADN)**

Planning, analysing and designing job roles and structures to align with organisational requirements, goals and culture.



#### **Organisational change enablement (OCEN)**

Facilitates cultural and behavioural change by enabling individuals and teams to embed new ways of working and adapt to changes.



# New Skills

## Development and implementation

User centred design

Levels of Responsibility

**Accessibility and inclusion (ACIN)**

Driving accessibility and inclusion in services and products.



**Customer experience (CEXP)**

Ensuring the delivery of high-quality interactions and experiences that meet customer expectations across all touchpoints and channels.



Data and analytics

Levels of Responsibility

**Data analytics (DAAN)**

Enabling data-driven decision making by extracting, analysing and communicating insights from structured and unstructured data.



# New Skills

## Development and implementation

Content management

Levels of Responsibility

**Graphic design  
(GRDN)**

Creating and applying visual concepts to communicate ideas, enhance aesthetics and improve user experience across digital and print media.

1 2 3 4 5 6 7

Systems development

Levels of Responsibility

**Infrastructure design  
(IFDN)**

Designing technology infrastructure to meet business requirements, ensuring scalability, reliability, security and alignment with strategic objectives.

1 2 3 4 5 6 7

# New Skills

## Development and implementation

Systems development

Levels of Responsibility

**Non-functional testing (NFTS)**

Assessing systems and services to evaluate performance, security, scalability and other non-functional qualities against requirements or expected standards.

1 2 3 4 5 6 7

**Process testing (PRTS)**

Assessing documented and undocumented process flows within a product, system or service against business needs through investigation and testing.

1 2 3 4 5 6 7

# New Skills

## Delivery and operation

### Data and records operations

### Levels of Responsibility

#### Analytical classification and coding (ANCC)

Interpreting information and assigning classifications or labels based on domain-specific knowledge, standards and guidelines to enable data analysis and use.



#### Records management (RMGT)

Planning, implementing and managing the full lifecycle of organisational records.



### Technology management

### Levels of Responsibility

#### Deployment (DEPL)

Transitioning software from development to live usage, managing risks and ensuring it works as intended.



# New Skills

## Delivery and operation

Security services

Levels of Responsibility

**Cybercrime investigation (CRIM)**

Investigates cybercrimes, collects evidence, determines incident impacts and collaborates with legal teams to protect digital assets.

1 2 3 4 5 6 7

**Identity and access management (IAMT)**

Manages identity verification and access permissions within organisational systems and environments.

1 2 3 4 5 6 7

**Offensive cyber operations (OCOP)**

Offensive Cyber Operations (OCOP)

1 2 3 4 5 6 7



# New Skills

## Relationships and engagement

Sales and bid management

Levels of Responsibility

**Bid/proposal management (BIDM)**

Managing preparation and submission of bids and proposals for contracts, grants, projects, or services.

1 2 3 4 5 6 7

Marketing *(continued on next slide)*

Levels of Responsibility

**Brand management (BRMG)**

Managing brand strategy to establish and enhance brand identity and value aligned with organisational goals.

1 2 3 4 5 6 7

**Digital marketing (DIGM)**

Planning and executing activities to promote products, services and brands through digital channels and technologies.

1 2 3 4 5 6 7

# New Skills

## Relationships and engagement

Marketing *(continued)*

Levels of Responsibility

**Marketing campaign management (MKCM)**

Executing, monitoring and optimising marketing campaigns across various channels to engage target audiences and achieve desired outcomes.

1 2 3 4 5 6 7

**Customer engagement and loyalty (CELO)**

Developing and executing strategies to attract, engage and retain customers through targeted communications and loyalty initiatives.

1 2 3 4 5 6 7

**Market research (MRCH)**

Gathering, analysing and interpreting data about markets, customers and competitors to inform business decisions and strategies.

1 2 3 4 5 6 7

# Migration Tip: New Skills



SFIA 9

SFIA 8



Use the **current skills** from SFIA 8 skills in SFIA 9.  
*Note: a handful of SFIA 8 skill levels don't exist in SFIA 9.*



**Review the new skills** to see if these should be **added** to existing profiles, or if they should **replace** certain skills



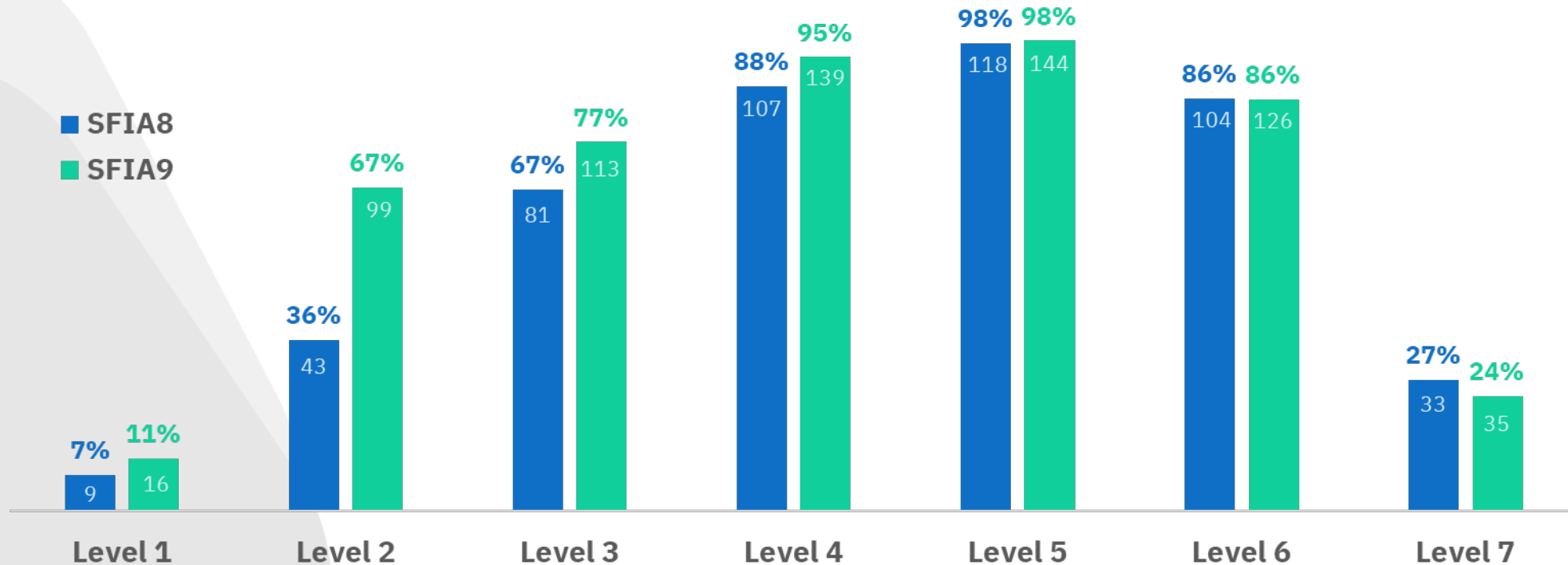
**Use the SFIA categories / sub-categories to help guide** you in considering which new skills might be relevant

# Other Skills Updates - Levels

## SFIA 9 has more skills at lower levels

- **52 skills** from SFIA 8 extended to lower levels in SFIA 9
- **3 skills** from SFIA 8 extended to higher levels in SFIA 9

Comparing the % of SFIA skills at each level in SFIA 8 and SFIA 9



# Other Skills Updates

## SFIA 8 skills with significant or notable changes in SFIA 9

### Strategy and architecture

**Information management (IRMG)**

**Personal data protection (PEDP)**

**Financial Management (FMIT)**

### Migration Notes

References to records management removed – see new skill **Records management (RMGT)**. Other updates result in this skill being a parallel in some ways for Data management (DATM).

Updated to **Information and Data compliance (PEDP)** to extend beyond privacy concerns and include more general information/data compliance (including privacy)

Significant changes as part of the introduction of new financial and value management skills: **Budgeting and forecasting (BUDF)**, **Cost management (COMG)**, **Financial analysis (FIAN)**

# Other Skills Updates

## SFIA 8 skills with significant or notable changes in SFIA 9

### Change and transformation

**Project management (PRMG)**

**Programme management (PGMG)**

### Migration Notes

In SFIA 9 new skills **Delivery management (DEMG)** and **Deployment (DEPL)** may be more appropriate for some who adopted this skill in SFIA 8.

In SFIA 9 new skills **Delivery management (DEMG)** and **Deployment (DEPL)** may be more appropriate (at the higher levels) for some who adopted this skill in SFIA 8.

# Other Skills Updates

## SFIA 8 skills with significant or notable changes in SFIA 9

### Development and implementation

**Testing (TEST)**

**Product management (PROD)**

**Systems design (DESN)**

### Migration Notes

In SFIA 9 testing has been split into **Functional Testing (TEST)**, **Non-functional testing (NFTS)** and **Process testing (PRTS)**. Many with this skill from SFIA 8 will want to consider some or all the testing skills in SFIA 9.

Some of the marketing-focussed activities have been moved to new SFIA 9 skills in the marketing subcategory. E.g. see **Brand management (BRMG)**, **Customer engagement and loyalty (CELO)**, and/or **Market research (MRCH)**.

Some had adopted this skill in SFIA 8 to cover IT infrastructure design. The new SFIA 9 skill **Infrastructure Design (IFDN)** skill should be considered (instead of or in addition to) this skill where this was the case.

# Other Skills Updates

## SFIA 8 skills with significant or notable changes in SFIA 9

### Development and implementation

**Data science (DATS)**

**Data management (DATM)**

**Machine learning (MLNG)**

### Migration Notes

Some of the analytics components of this skill have been moved to a new skill **Data analytics (DAAN)** in SFIA 9.

This skill sees some significant updates in SFIA 9, including the return of lower levels. Some parallels with the updated **Information management (IRMG)** skill.

This skill sees some significant updates in SFIA 9 to ensure alignment with current practices in AI and machine learning.



# Other Skills Updates

## SFIA 8 skills with significant or notable changes in SFIA 9

### Delivery and operation

**Security Operations (SCAD)**

**Release and Deployment (RELM)**

### Migration Notes

Significant improvements made in SFIA 9, including separating out **Identity and access management (IAMT)** into its own skill.

Deployment activities have been split from the management of release activity in SFIA 9. See the new **Deployment (DEPL)** skill.

# Migration Tip: Other Skills Updates



SFIA 9

SFIA 8



Prioritise reviewing SFIA skills that have been **split** or have **large change** to see if they are still the best choice in SFIA9



Where skills have been **split**, or **existing levels removed** follow the SFIA Foundation's migration guidance



Review skills where **new levels have been added** to see if the new lower/higher levels may be better fit

# Impact on key stakeholders



**HR Teams:** Align recruitment, evaluation, performance management, and other key HR processes with SFIA version 9 to strengthen workforce planning and capability assessment.



**Employees:** Update skill profiles to support personalized career pathways and align professional development with the competencies of SFIA version 9.



**Learning and Development Teams:** Review and revise training programs and certifications to ensure they are mapped to SFIA version 9, providing employees with skills that meet current industry standards.



**SFIA Accredited Consultants and Practitioners:** Familiarize yourselves with SFIA version 9 updates to ensure accurate and current advisories for clients, reinforcing the framework's relevance and value in today's dynamic work environment.

# Migrating to SFIA 9

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# SFIA Foundation Resources



- SFIA 9 Skills Directory / Skills View (online)
  - Includes **tags to identify level/type of change**
  - Individual skills pages include **revision notes** and **guidance notes**
- SFIA 9 Generic Attributes and Levels of Responsibilities
- **Moving to SFIA 9 guide** (online / PDF)
- **SFIA 9 Change Tracker** (Excel file)

The screenshot shows the SFIA 9 Skills Directory page for 'Accessibility and inclusion ACIN'. The page title is 'Accessibility and inclusion ACIN' with the subtitle 'Driving accessibility and inclusion in services and products.' Below the title, there is a 'Revision notes' section with a dropdown arrow, followed by 'Updates for SFIA 9' which lists three bullet points: 'This is a new skill introduced in SFIA 9.', 'Theme(s) influencing the updates for this new skill: Application of SFIA skills for digital service design and delivery.', and 'Previous SFIA assessments or skills mapping of other SFIA skills are not impacted by this new skill.' Below this is a 'Guidance notes' section with a sub-heading 'Activities may include, but are not limited to:' followed by four bullet points: 'providing expert advice and guidance on accessibility and inclusion', 'defining policies, standards and guidelines for accessible design, development, user research, auditing and testing', 'conducting accessibility impact assessments and audits to identify potential barriers and areas for improvement', and 'keeping up-to-date with the latest industry trends, regulatory developments and established practices related to accessibility'. The final bullet point is 'collaborating with subject matter experts in areas such as usability, user experience, content'.

The screenshot shows the SFIA 9 Skills Directory page for 'Accessibility and inclusion ACIN'. The page title is 'SFIA 9 skills directory A-Z' with the subtitle 'Search for or browse the skills in SFIA 9.' Below the title, there is a search bar with the placeholder text 'Search and filter the list of skills - using the skill title, skill code or any keyword.' Below the search bar, there is a 'Looking for something else?' section with a bullet point: 'Generic attributes, business skills and behavioural factors.' Below this is the 'SFIA 9 change tracker' section with a bullet point: 'For full details of changes for SFIA 9 - use the Excel sheet'. Below the change tracker is a table with columns: Title, Skill code, Description, and Tags. The table contains the following rows:

Title	Skill code	Description	Tags
<a href="#">Accessibility and inclusion</a>	ACIN	Driving accessibility and inclusion in services and products.	New skill
<a href="#">Analytical classification and coding</a>	ANCC	Interpreting information and assigning classifications or labels based on domain-specific knowledge, standards and guidelines to enable data analysis and use.	New skill
<a href="#">Animation development</a>	ADEV	Designing and developing animated and interactive systems such as games, simulations and virtual environments.	Large change, New level
<a href="#">Application support</a>	ASUP	Delivering management, technical and administrative services to support and maintain live applications.	Small change
<a href="#">Artificial intelligence (AI) and data ethics</a>	AIDE	Implementing and promoting ethical practices in the design, development, deployment and use of AI and data technologies.	New skill
<a href="#">Asset management</a>	ASMG	Managing the full lifecycle of assets from acquisition, operation, maintenance to disposal.	Small change

The screenshot shows the SFIA 9 Generic Attributes, Business Skills and Behavioural Factors page. The page title is 'Generic attributes, business skills and behavioural factors' with the subtitle 'All levels 1-7 of the generic attributes and business skills/behavioural factors.' Below the title, there is a paragraph: 'The generic attributes of autonomy, influence, and complexity, along with the knowledge required and business skills/behavioural factors, collectively define the level of responsibility, detailing both the behaviours necessary for effectiveness and the specific knowledge needed at each level of responsibility.' Below this paragraph, there are three columns of content, each with a heading and a description:

- Autonomy**: The level of independence, discretion and accountability for results in your role. [Read More...](#)
- Influence**: The reach and impact of your decisions and actions, both within and outside the organisation. [Read More...](#)
- Complexity**: The range and intricacy of tasks and responsibilities that come with your role. [Read More...](#)
- Knowledge**: The depth and breadth of understanding required to perform and influence work effectively. [Read More...](#)
- Collaboration**: Working effectively with others, sharing resources and coordinating efforts to achieve shared objectives. [Read More...](#)
- Communication**: Exchanging information, ideas and insights clearly to enable mutual understanding and cooperation. [Read More...](#)

# Easy Migration with SkillsTX

# SkillsTX

Passion for Potential



Request your automated **impact assessment** report



**Schedule the migration** for a convenient weekend



**Let your team/users know** what's happening

The screenshot shows the SkillsTX Admin interface. At the top, there is a navigation bar with tabs: Admin, Skills Profile, Action plan, Evidence, Notes, My People, and Team Analytics. Below the navigation bar, on the left, is a sidebar menu with options: Manage Users, Assign Participants, Track Participant Progress, Analytics, and Approve SelfAssessed. The main content area is titled 'Manage Features/Settings' and displays the following information:

- CRM Customer Account Name :
- CRM Customer Account Number :
- Your license count is **20** with a renewal date of **6 September 24** and you currently have **5** live users
- Latest Analytic Sync Status : **Success**, Last Sync Started On : **29 Oct 24, 15:15:12**, Last Sync Success On : **29 Oct 24, 15:15:24**

At the bottom of the main content area, there is a blue button labeled 'Download SFIA9 Impact Assessment'.

# Easy Migration with SkillsTX

SkillsTX is already SFIA 9 enabled

Generic Attributes	1	2	3	4	5	6	7
Autonomy							
Influence							
Complexity							
Knowledge							

Business skills / Behavioural factors	1	2	3	4	5	6	7
Collaboration							
Communication							
Continuous improvement							
Creativity							
Decision making							
Digital mindset							
Leadership							
Learning and professional development							
Planning							
Problem solving							
Adaptability and resilience							
Security, privacy and ethics							

4 Generic attributes

12 Business skills/  
Behavioural factors

# Easy Migration with SkillsTX

SkillsTX is already SFIA 9 enabled

Skills Profile Key

	Not Selected	Knowledge	Proficiency	Competency
<b>Strategy and architecture</b>				
1				
2				
3				
4				
5				
6				
7				
<b>Strategy and planning</b>				
Strategic planning				
ITSP				
<b>Financial and value management</b>				
Financial management				
FMIT				
Benefits management				
BENM				
Budgeting and forecasting				
BUDF				
Financial analysis				
FIAN				
Cost management				
COMG				
Measurement				
MEAS				
<b>Governance, risk and compliance</b>				
AI and data ethics				
AIDE				
<b>Change and transformation</b>				
1				
2				
3				
4				
5				
6				
7				
<b>Change implementation</b>				
Project management				
PRMG				
Delivery management				
DEMG				

147 SFIA 9 Skills



# Refine Job and Personal Profiles



SFIA 9

SFIA 8



**Review job profiles** to see if **new skills or new levels** are appropriate



Have people leaders **review new skills or new levels** against job requirements



**Review the behavioural factors for each job**  
– is the same level for every factor appropriate?



Have people leaders **review behavioural factors with their teams**  
- Evaluating each behaviour factor can highlight coaching needs

# SFIA 9 in Position Descriptions



SFIA 9

SFIA 8



**SFIA 9 Skills content** can be used to update position descriptions as before



**Consider how you will use the generic attributes and behavioural factors**



**We recommend** including *at least*:  
Autonomy, Influence, Complexity, Knowledge



Consider if **all, some, or none of the behavioural factors** should be included in your position descriptions

# Summary

**i** **Explore SFIA 9's** new skills and levels to familiarise yourself with the potential benefits:

- SFIA Business skills and behavioural factors.
- New skills in Finance and value management, AI and data ethics, Marketing, etc.
- More skills introduced at entry levels Level of Responsibility (LoRs)

**i** Begin with a **simple migration to SFIA 9**, then refine details as needed.

- You can evaluate the impact of changes using our impact assessment report.
- We're here to support a smooth transition.

**i** Reach out to your **SFIA Accredited Partner** for any support you may need.

# Where to go next?



<https://skillstx.com>



<https://digitalskillsagency.com>



<https://sfia-online.org/en/sfia-9>

## Highlighted Upcoming Talks

**Up Next!**  
3pm AEDT  
5pm NZDT

**SFIA for You:** A walk-through on how to create your own SFIA Profile

**Friday**  
10:30am AEDT  
12:30pm NZDT

**SFIA in Action:** Recruitment and HR Insights from Yorb

**Thursday**  
11am AEDT  
1pm NZDT

**Beyond Implementation:** Ensuring Long-Term Success with SFIA

**Friday**  
12pm AEDT  
2pm NZDT

**SFIA for You:** Practical SFIA for your personal leadership development

The Skillstx logo features the word "Skillstx" in a bold, rounded, teal-colored font. The letter "x" is stylized with a horizontal bar that has a slight upward curve. A small teal circle is positioned to the left of the "S".

**Skillstx**

Passion for Potential



**DIGITAL  
SKILLS  
AGENCY**

**Thank You  
Q & A**