

Beyond Implementation

Ensuring long-term success with SFIA



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**DIGITAL
SKILLS
AGENCY**



SFIA
NEW ZEALAND
AOTEAROA



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BEING HUMAN IN
A DIGITAL WORLD

Housekeeping



Q&A is enabled in MS Teams

Ask questions any time. We'll review Q&A at the end.



This session is recorded

We'll make the recording available. Email to follow.



SFIA in the real world





Strategic mistakes

Strategic mistakes

Not being clear on the problem you're solving

Not being clear on who cares about that problem



Strategic mistakes

Not getting stakeholder buy-in

Not being clear on the full range of stakeholders



Strategic mistakes

Not communicating with all stakeholders

Not having a relevant message each stakeholder



Strategic mistakes

Not recognising the complexity of the challenge

Not learning from others, or blindly copying others



Strategic mistakes

Not investing in building the capability needed

Not using your experienced change leaders

.....



Strategic mistakes

Not planning for ongoing usage and integration

Not reinforcing or measuring changes in behaviour



Strategic mistakes

Not understanding organisational context

Not understanding the reality on the ground





Failed outcomes

Failed outcomes

Carbon copy from elsewhere did not deliver what is needed

Not tailoring the approach to suit to your organisation



Failed outcomes

Not delivering on the 'WIIFM' for staff

Actions speak louder than words!



Failed outcomes

Not finishing the implementation

Running out of time, resources, good will, and support



Failed outcomes

Low trust in the quality of the outputs

There's no value in collecting data you don't trust

.....



Failed outcomes

SFIA data is not used to support decision making

Why collect data you don't use?

.....



Failed outcomes

SFIA profiles are going stale

New joiners are not onboarded to SFIA

.....



Failed outcomes

Lack of integration with organisational people processes

Or worse, potentially breaking other processes?





Lessons Learned




Pre-Implementation






Pre-Implementation

- ① What are the challenges we're aiming to solve or improve?
 - ① *What exactly will be different if we solve or improve these challenges?*
- ① Who are our key stakeholders in this?
 - 👍 *Include (at least): HR, senior and junior leaders, staff representatives*
 - ① *Do they agree on the challenges? Do they have related challenges?*




Pre-Implementation

-  What is the current and planned reality for our stakeholders?
 -  *Understand how recent, current, and upcoming changes impact stakeholder groups*
 -  *What is the state of our current people processes? (Do we know?)*



-  What can we learn from how others have approached this?
 -  *Get expert input, check with your network, ask tough questions*
 -  *How can we apply what we have learned to our context?*

Pre-Implementation

Who is sponsoring this?

-  Will they **actively help** navigate obstacles and ensure time & resources are available?
-  Do they **genuinely have a stake** in solving the given challenges?
-  Is **now** the right time? Is there a sense of urgency from the sponsor?

Who will act as an owner, at an operational level?

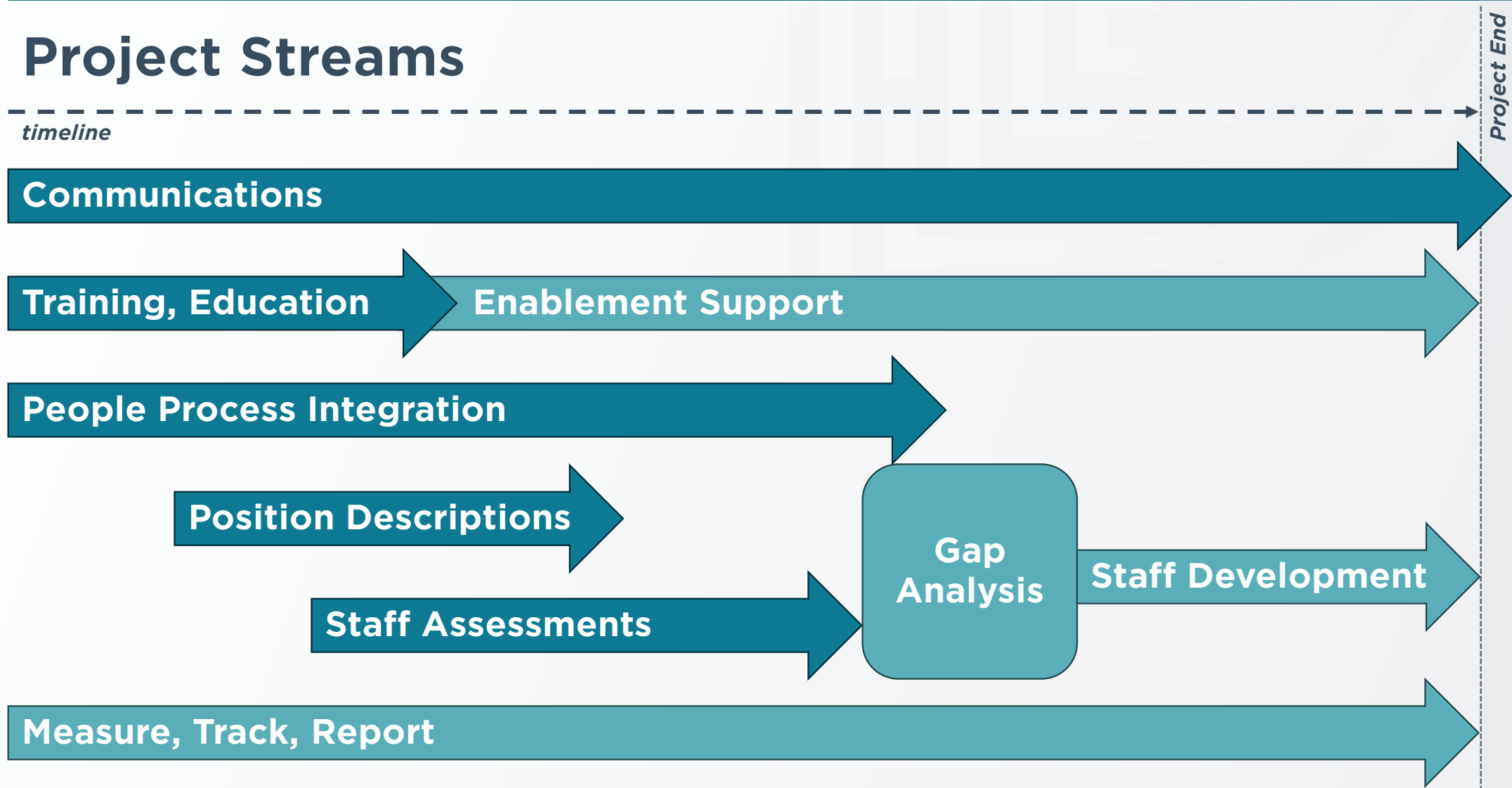
-  Do they have the **organisational remit** to be a suitable owner?
-  This is often **not the project manager** of the implementation project

Implementation Project



Implementation Project

Project Streams



Implementation Project



Consider a pilot group, and running several cohorts



Test, learn, adjust and test again!



Actively seek feedback and demonstrate that feedback is acted on



This may be one of your key measurements



Be clear and realistic on the time needed by participants



People leaders in particular will have several significant roles to play



What time is already allocated for people processes?

Implementation Project

Communication, communication, communication


 *And make sure that the project actually delivers on the WIIFM message*

Visible sponsorship and leadership participation

 *“This is something we are doing together” (not something we are doing to you)*

Prepare early for ongoing success

 *Build BAU processes and capability that can take over from the project*

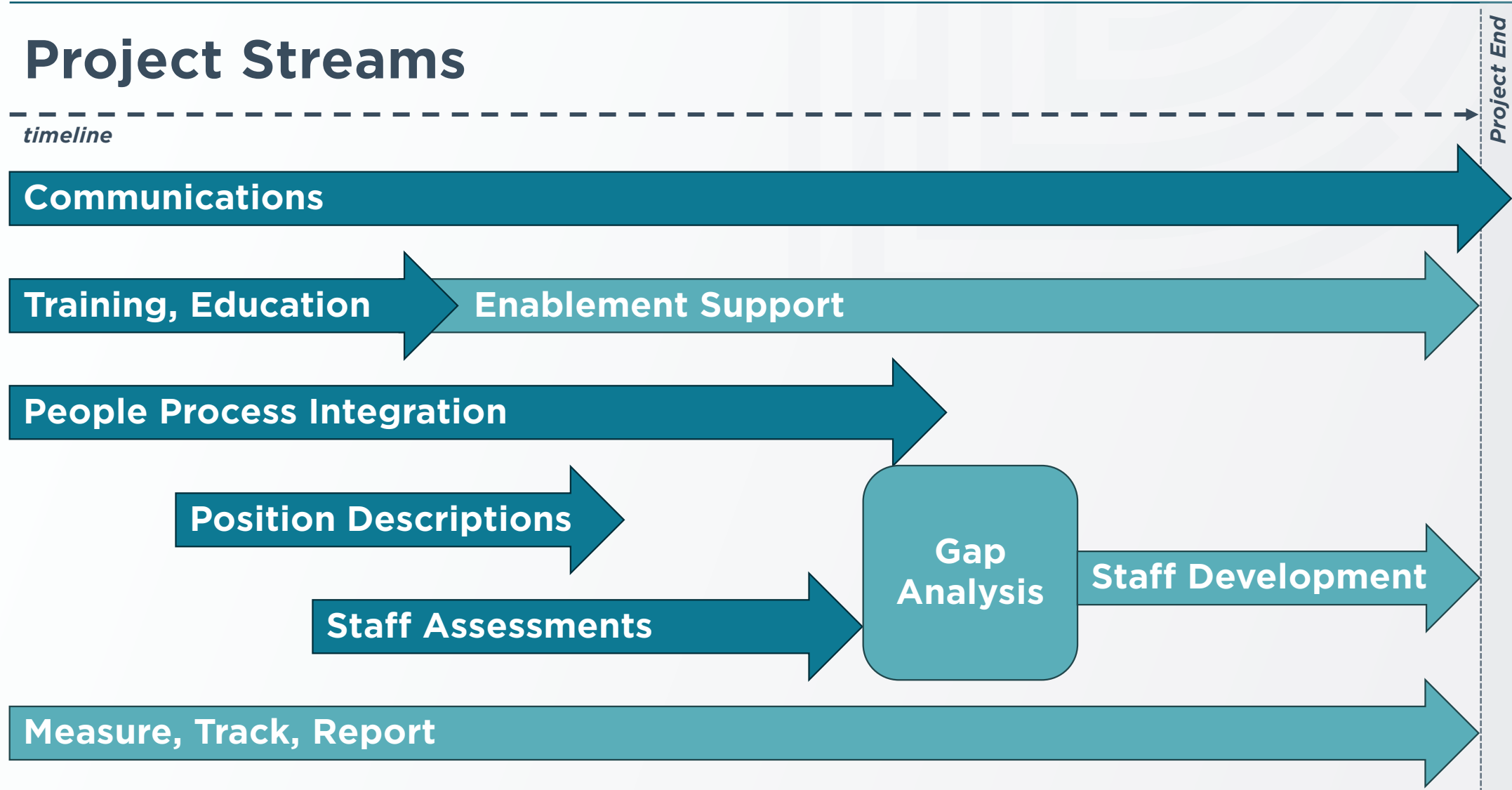
 *What will you do if you don't get 100% participation? BAU processes should ready*

Post-Implementation



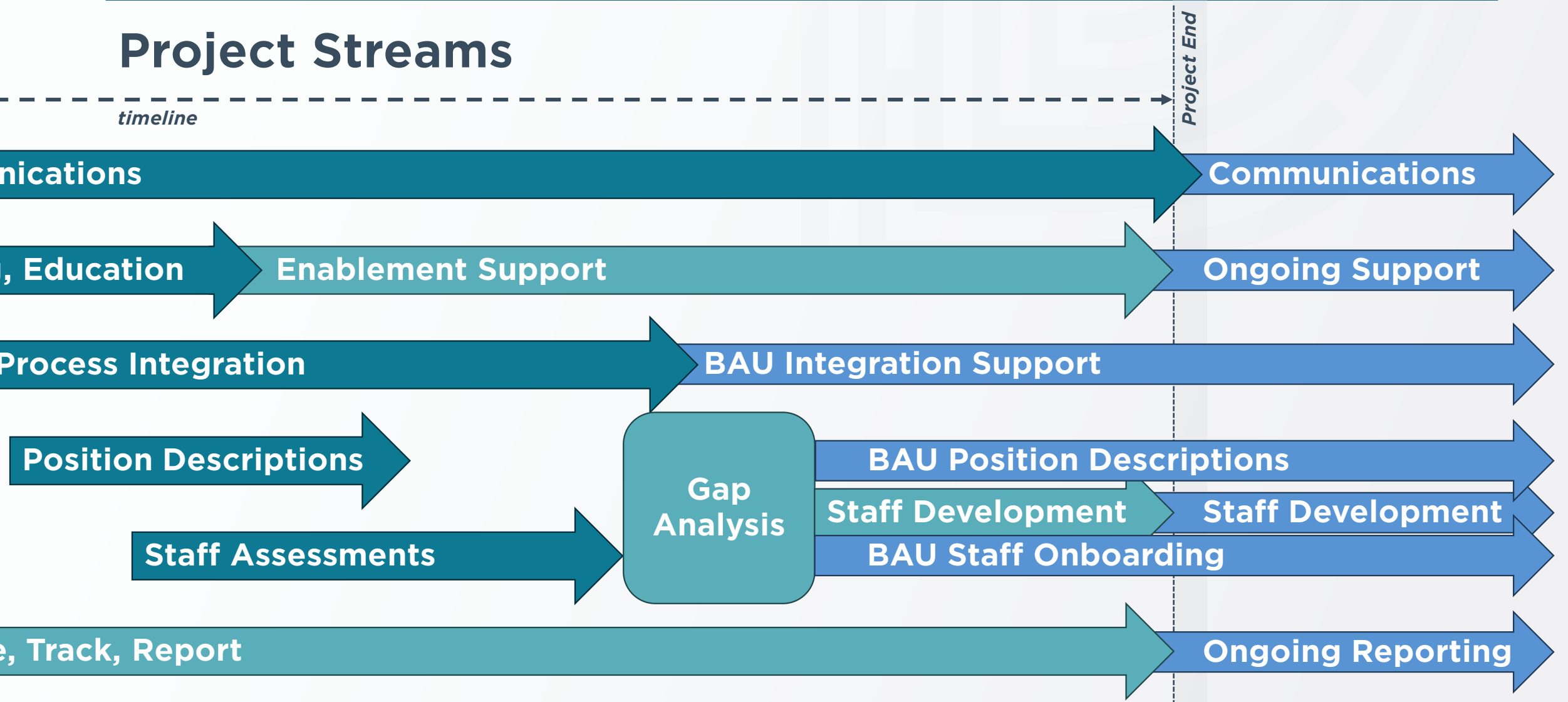
Implementation Project

Project Streams



Implementation Project plus BAU

Project Streams



Post-Implementation

- ✓ Your designated owner should be building the capability needed for BAU
 - 👍 *This should be coordinated **as part of** the implementation project*
 - 👍 *Ideally BAU capabilities should take during the project's timeline*
 - 👍 *Some BAU capabilities will leverage (or update) existing people processes*
- ✓ Communications don't stop with the project
 - 👍 *The focus of communications may change but they remain essential*
 - 👍 *Share key measurements, feedback, and celebrate successes*

Post-Implementation



Ensure you have the following roles filled on an ongoing basis



A continuing **sponsor**



The ongoing **operational owner**



SFIA expertise – internal and/or with a trusted partner



Someone to capture **joiners/movers/leavers** and update records



Job design group – small group to ensure ongoing alignment and good practice



Skilled assessors – internal and/or with a trusted partner – and **moderation/review**



Supporting Materials

'Gotcha' Questions

- ❓ How will you address losing a sponsor or owner?
 - ❓ *Are these responsibilities **formalised in position descriptions?***
 - ❓ *Could the remaining team successfully **onboard a new sponsor or owner?***
- ❓ Do you have the capability/capacity to provide ongoing support internally?
 - 👍 ***Consider using a partner to support you,** or to compliment your internal capability*
 - ❓ *Are HR and L&D teams ready to incorporate SFIA into their practices?*


'Gotcha' Questions

 How will SFIA work with your job evaluation (job sizing) framework?

 *We can build in good alignment with other frameworks*

 *Is job evaluation (job sizing) currently a challenge? SFIA may highlight this*

 Are your current position descriptions of good quality?

 *Do staff and leaders trust they represent their current responsibilities?*

 *Is there a reliable and complete catalogue of position descriptions available?*


'Gotcha' Questions

 Are you clear with all leaders on their responsibilities for staff development?

 *Are they having good quality and regular development conversations?*

 *Is time set aside (and used) for this activity?*

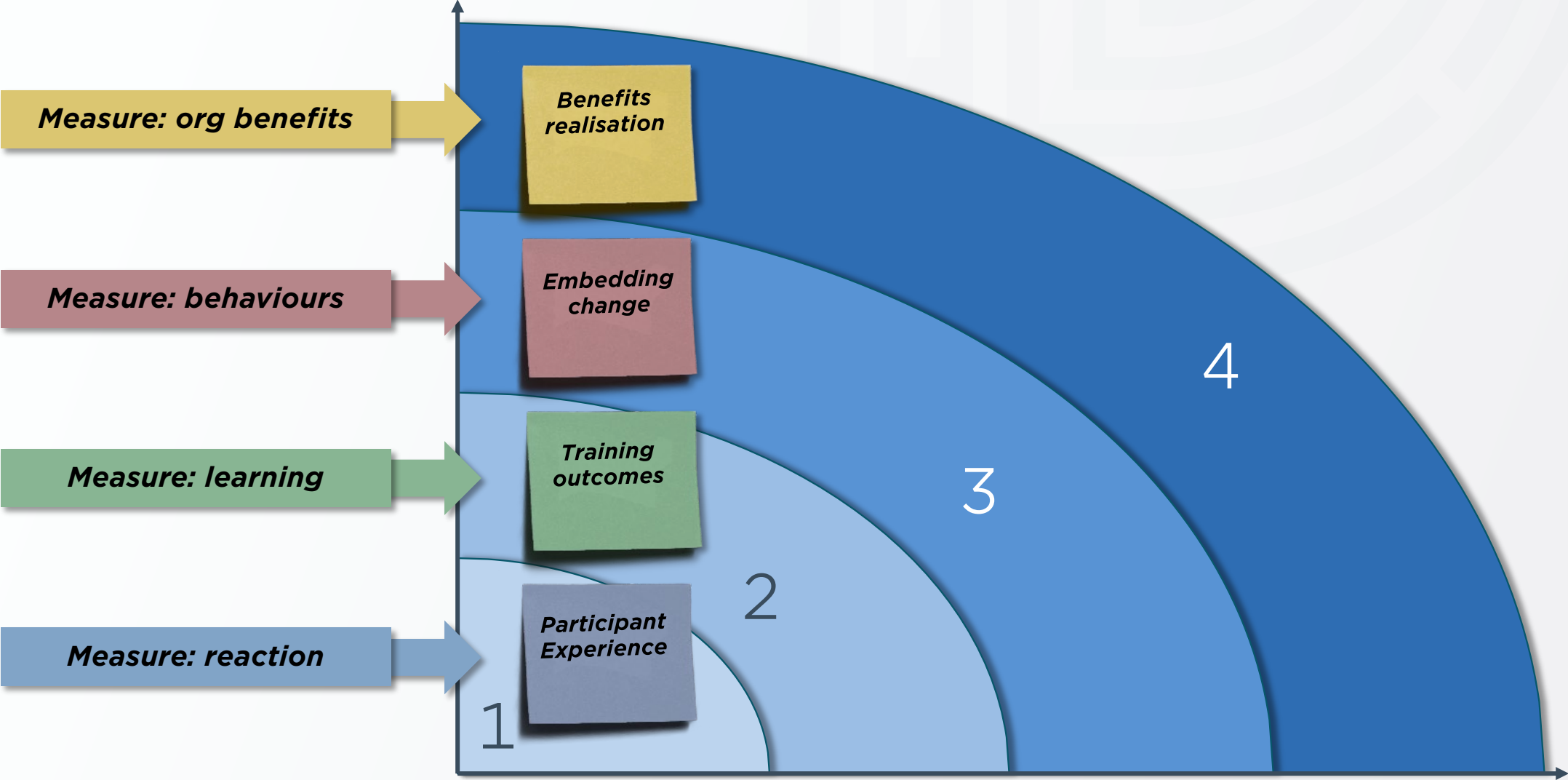
 *Are you measuring this already?*

 What will your approach be for adopting a new SFIA version?

 *There's no requirement to adopt, but new versions come with enhanced skill definitions*

 *How might this work with your existing processes and need for consultation?*

What To Measure?

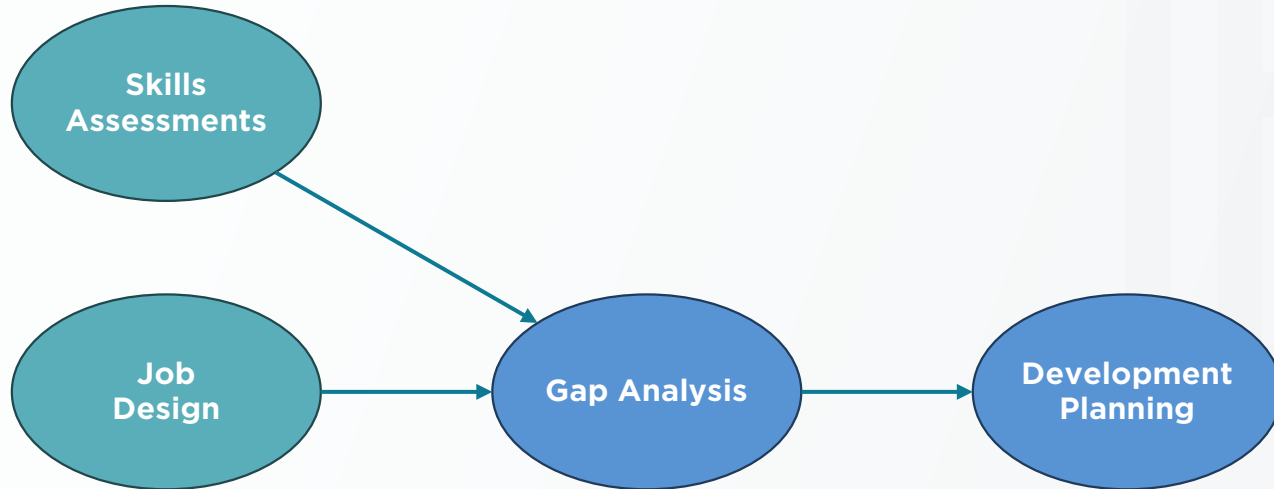




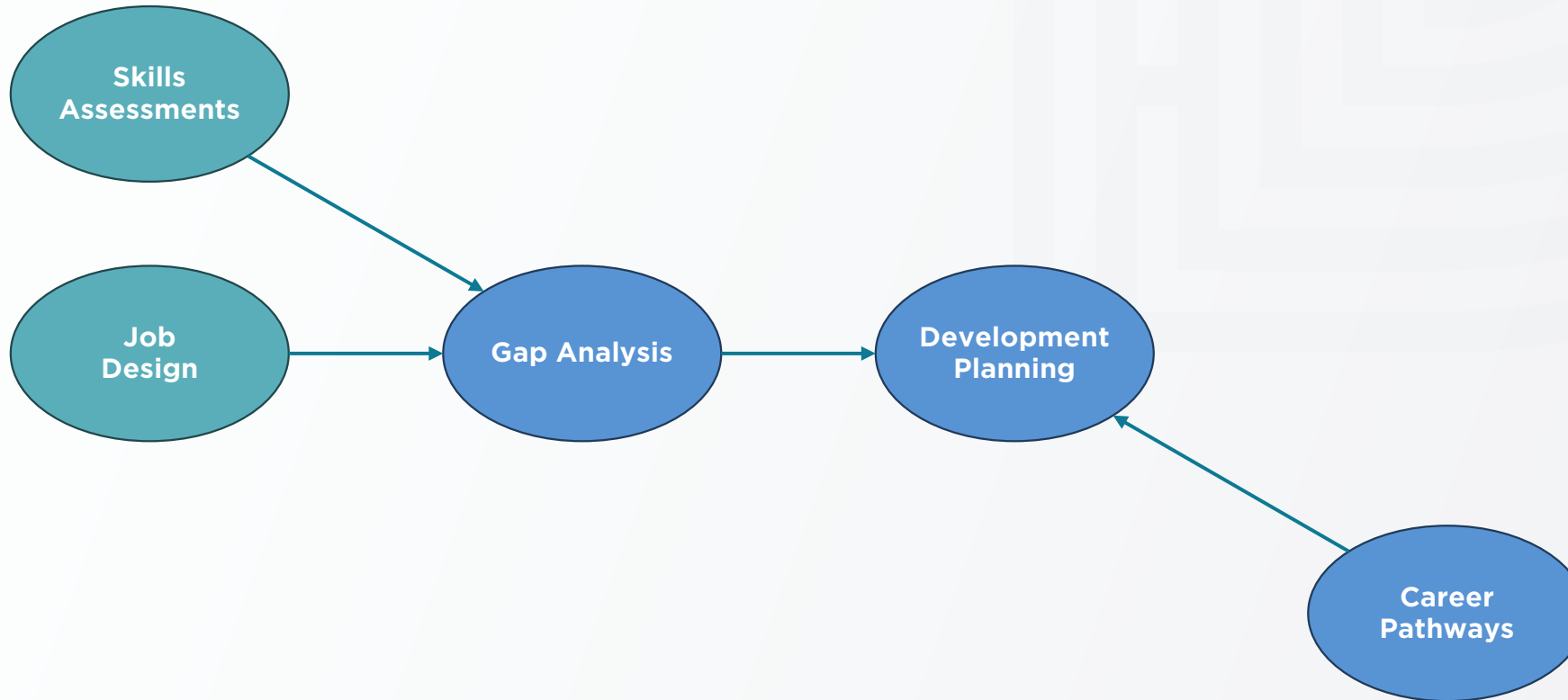
Layering Capabilities

Example of building and integrating SFIA capabilities

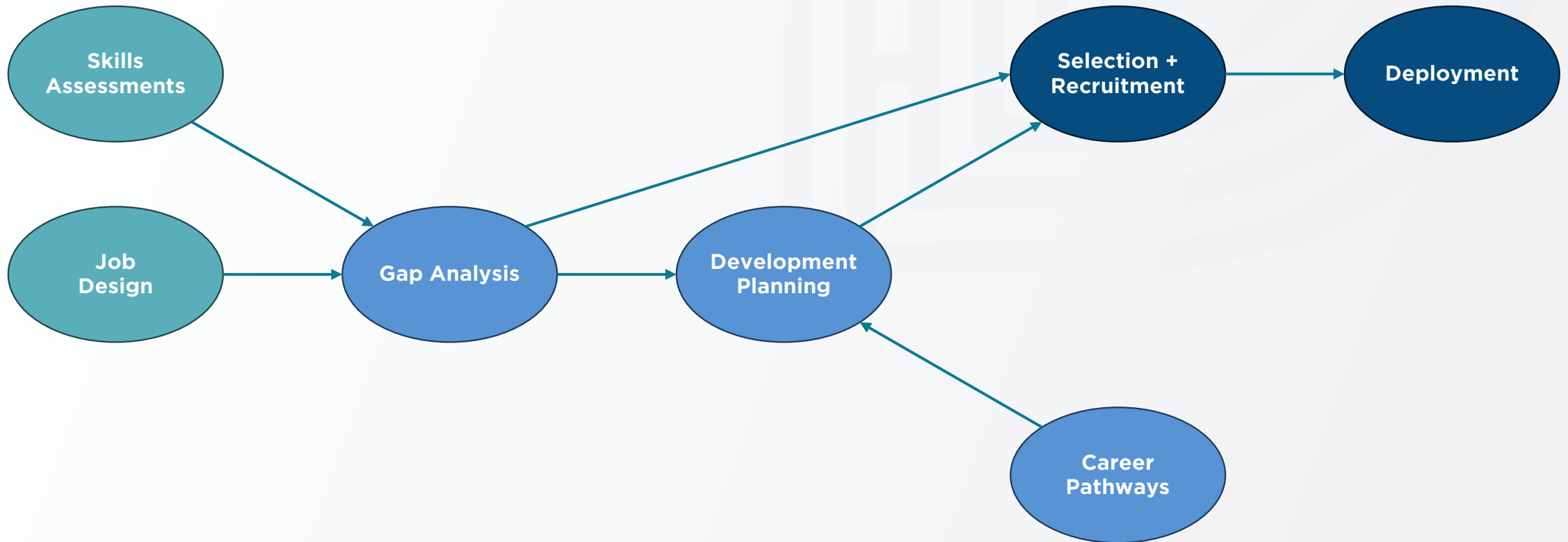
Sequencing – Phase 1a Development



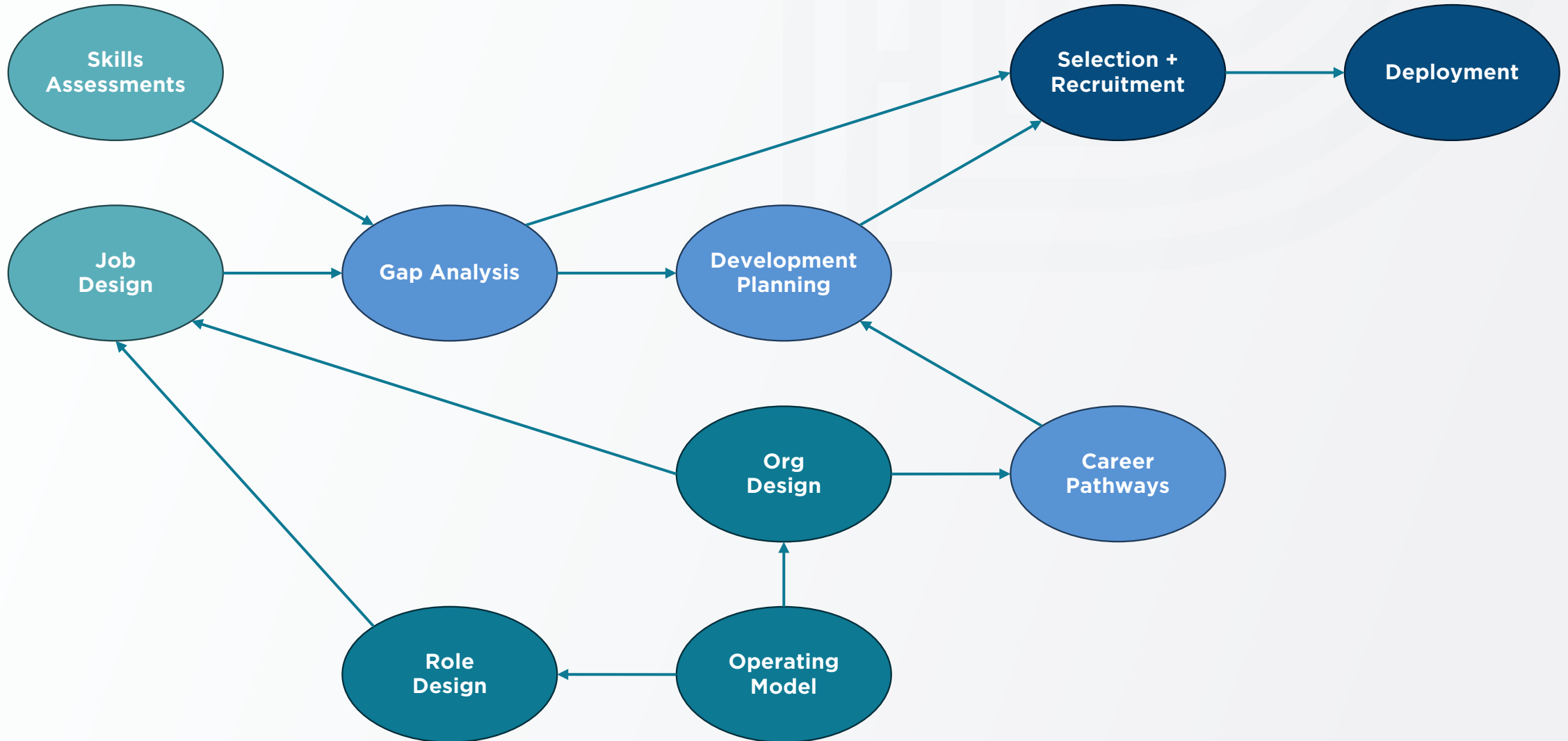
Sequencing – Phase 1b Pathways



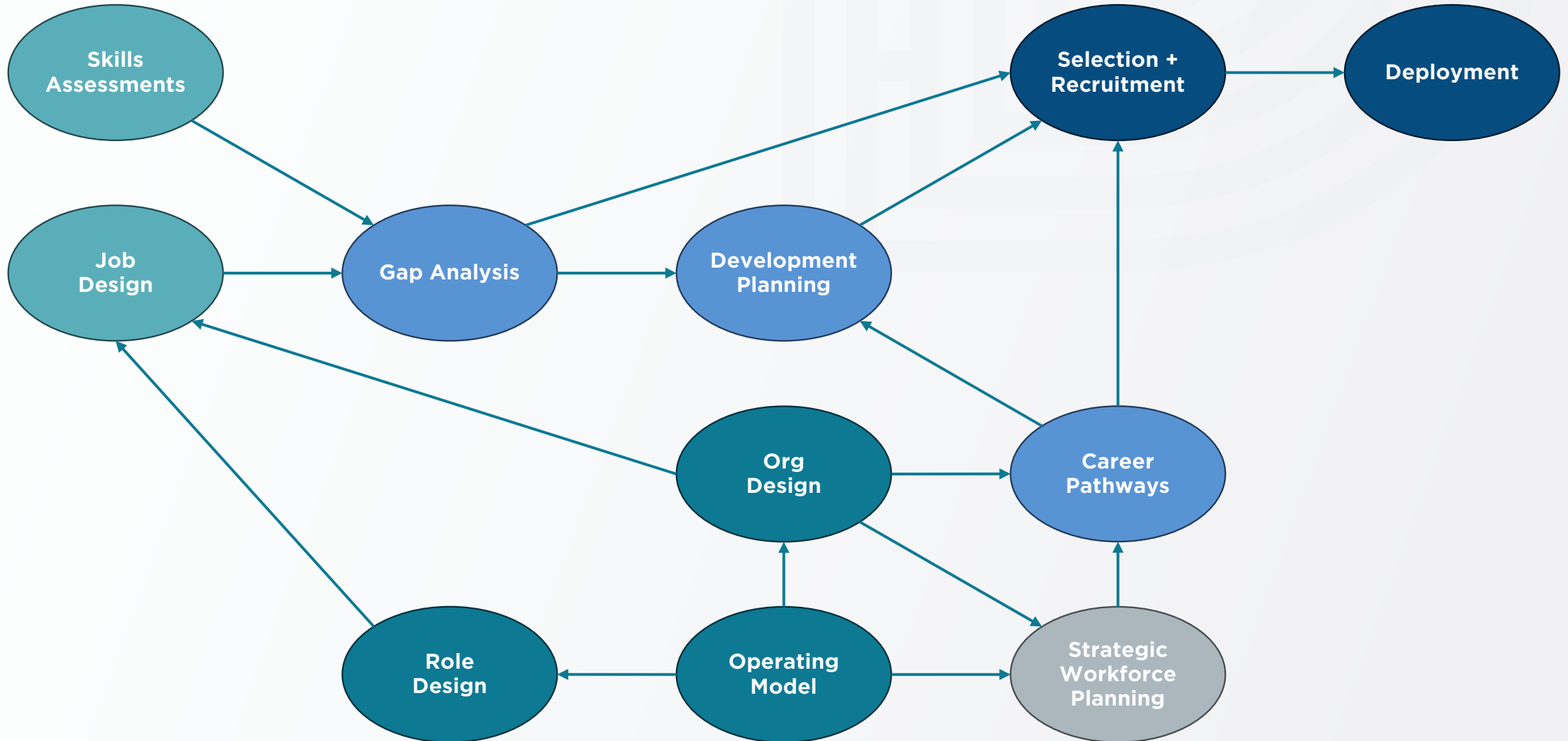
Sequencing - Phase 1c Recruitment



Sequencing - Phase 2 Org Design



Sequencing - Phase 3 Planning



Q&A





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