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# Levels of Responsibility & Behavioural Factors in SFIA version 9

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ONLINE

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# Version 9 Levels of Responsibility

## Focus on Behavioural Factors

- The Journey – History of Behavioural Factors
- Design Principles
- SFIA v9 Levels of Responsibility and Generic Attributes Structure
- Behavioural Factors Refresh - what's changed in Version 9
- Generic Attributes with Professional Skills
- SFIA v9 Use Case – Role Profile
- SFIA v9 Website Resources – Useful Links

# The Journey

## Behavioural Factors within Levels of Responsibility

Behavioural statements have always been present but not so visible.

### Behavioural Factors in Version 8

- Existing behavioural statements were labelled
- Individually referenced in the Behavioural Factor Glossary (PDF)

### Community Feedback on Version 8

- Overall, very positive feedback, the Glossary was frequently downloaded
- Some confusion about Behavioural Factors being across multiple Generic Attributes
- Behavioural Factors not spanning all Levels
- Professional Skills – introduction of Short description and Guidance Notes were very well received

# Preparing for Version 9

## Design Goals

- Making SFIA easier to consume (readability, simplicity and clarity)
- A Behavioural Factors across all 7 Levels
- A Behavioural Factor to reside in 1 Generic Attribute only
- Refresh Generic Attributes
- Maximise SFIA Foundation website

# Making SFIA easier to consume

## Simplicity – Placement of Behavioural Factors

Version 8 – Behavioural Factors distributed across 1 or more Generic Attributes (from Glossary)

Generic Attributes		1	2	3	4	5	6	7
Autonomy	Context							
	Delegation							
	Decision making							
	Planning							
Influence	Influence							
	Decision making							
	Delegation							
	Collaboration							
Complexity	Leadership							
	Execution performance							
	Problem solving							
	Creativity							
	Attribute							
Business Skills	Communication							
	Leadership							
	Execution performance							
	Creativity							
	Planning							
	Learning and professional development							
Knowledge	Security, privacy and ethics							
	Learning and professional development							
	Attribute							

Version 9 – Behavioural Factors located in Business skills

Generic Attributes	1	2	3	4	5	6	7
Autonomy							
Influence							
Complexity							
<b>Business Skills / Behavior Factors</b>							
Adaptability							
Collaboration							
Communication							
Creativity							
Decision making							
Digital mindset							
Improvement mindset							
Leadership							
Learning and development							
Planning							
Problem solving							
Security, privacy and ethics							
Knowledge							

Version 9 – For example, Decision making moves from Autonomy and Influence to Business skills

# SFIA 9 Generic Attributes Refresh ...

Generic Attributes  
Directory  
(New)

## Replaces the SFIA 8 Business Skills and Behavioural Factors Glossary Document

- See them all together
- Access each easily

Directory to help find  
the attribute/factor you  
are looking for

## SFIA 9 generic attributes - directory

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.

### Looking for something else?

- [SFIA 9 skills directory A-Z to search for or browse the skills in SFIA 9.](#)

Title	Description	Short code
<a href="#">Autonomy</a>	The level of independence, discretion and accountability for results in your role.	AUTO
<a href="#">Influence</a>	The reach and impact of your decisions and actions, both within and outside the organisation.	INFL
<a href="#">Complexity</a>	The range and intricacy of tasks and responsibilities that come with your role.	COMP
<a href="#">Knowledge</a>	The depth and breadth of understanding required to perform and influence work effectively.	KNGE
<a href="#">Collaboration</a>	Working effectively with others, sharing resources and coordinating efforts to achieve shared objectives.	COLL
<a href="#">Communication</a>	Exchanging information, ideas and insights clearly to enable mutual understanding and cooperation.	COMM
<a href="#">Improvement mindset</a>	Continuously identifying opportunities to refine work practices, processes, products, or services for greater efficiency and impact.	IMPM
<a href="#">Creativity</a>	Generating and applying innovative ideas to enhance processes, solve problems and drive organisational success.	CRTY
<a href="#">Decision-making</a>	Applying critical thinking to evaluate options, assess risks and select the most appropriate course of action.	DECM
<a href="#">Digital mindset</a>	Embracing and effectively using digital tools and technologies to enhance performance and productivity.	DIGI
<a href="#">Leadership</a>	Guiding and influencing individuals or teams to align actions with strategic goals and drive positive outcomes.	LEAD
<a href="#">Learning and development</a>	Continuously acquiring new knowledge and skills to enhance personal and organisational performance.	LADV
<a href="#">Planning</a>	Taking a systematic approach to organising tasks, resources and timelines to meet defined goals.	PLAN
<a href="#">Problem-solving</a>	Analysing challenges, applying logical methods and developing effective solutions to overcome obstacles.	PROB
<a href="#">Adaptability</a>	Adjusting to change and persisting through challenges at personal, team and organisational levels.	ADAP
<a href="#">Security, privacy and ethics</a>	Ensuring the protection of sensitive information, upholding privacy of data and individuals, and demonstrating ethical conduct within and outside the organisation.	SCPE

# Making SFIA easier to consume

## Clarity – Definition, Guidance notes & Short code

Guidance  
(New)

### Autonomy AUTO

The level of independence, discretion and accountability for results in your role.

#### SFIA 9 is in development

- SFIA 9 planned for publication October 2024
- This is subject to change before publication.

#### Guidance notes

Autonomy in SFIA represents a progression from following instructions to setting organisational strategy. It involves:

- working under varying levels of direction and supervision
- making independent decisions in line with responsibility
- taking accountability for actions and their outcomes
- delegating tasks and responsibilities appropriately
- setting personal, team, or organisational goals.

Effective autonomy encompasses decision-making skills, self-management and the ability to balance independence with organisational goals. Autonomy is closely linked with skills such as **decision-making, leadership, and planning.**

As professionals advance, their level of autonomy increasingly shapes their ability to drive change, innovate and contribute to organisational success. As professionals advance, their autonomy enables them to lead initiatives and drive strategic outcomes.

At higher levels, individuals shape their role and make decisions that have a wider organisational impact, with minimal supervision.

### Communication COMM

Beta

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

#### SFIA 9 is in development

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#### Guidance notes

Communication in SFIA represents a progression from basic team interaction to complex, organisation-wide influence and external engagement. It involves:

- communicating within immediate teams
- exchanging information and ideas clearly
- verbal and written skills, active listening, and the ability to use communication tools and platforms appropriately
- adapting communication style to diverse audiences, both technical and non-technical
- articulating complex concepts in a way that enables informed decision-making
- influencing strategy through effective dialogue with senior stakeholders.

As professionals advance, their communication skills evolve from simple information sharing within teams to influencing decisions at the highest levels of an organisation. This progression involves adapting communication to different audiences, including senior stakeholders and external partners, and shaping strategic outcomes through effective dialogue. At higher levels, professionals take on the responsibility of using communication to drive organisational direction and engage with industry leaders to achieve business objectives.



# Making SFIA easier to consume

## Clarity – Level Essence Statements

Introduced the Level Essence Statements – BUT the Levels of Responsibility themselves are unchanged!:

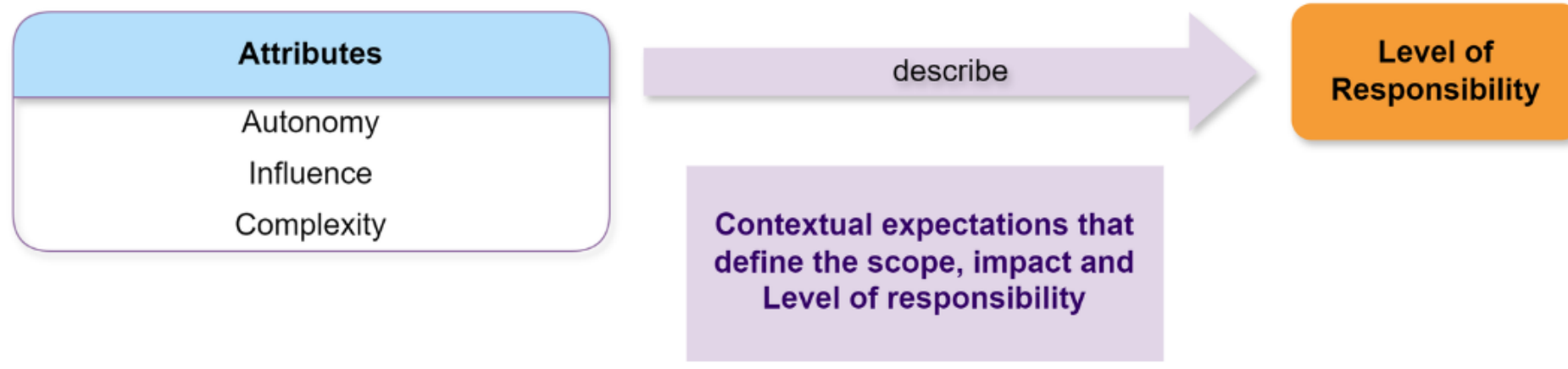
- Short text description of the meaning of Autonomy, Influence and Complexity for each level
- Provide an easily, readable description of the SFIA Level
- Bridge the gap between the SFIA Level Name (Follow, Assist ...) and the full text of the Generic Attributes

		Increasing responsibility, accountability and impact						
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
<div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">                     SFIA's Level Names Unchanged                 </div>		Follow	Assist	Apply	Enable	Ensure, advise	Initiate, influence	Set strategy, inspire, mobilise
	<div style="background-color: #c85134; color: white; padding: 5px; text-align: center;">                     Essence (New)                 </div>	<b>Essence of the level</b>	Performs routine tasks under close supervision, follows instructions, and requires guidance to complete their work. Learns and applies basic skills and knowledge.	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.	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.	Performs diverse complex activities, supports and guides others, delegates tasks when appropriate, works autonomously under general direction, and contributes expertise to deliver team objectives.	Provides authoritative guidance in their field and works under broad direction. Accountable for delivering significant work outcomes, from analysis through execution to evaluation.	Has significant organisational influence, makes high-level decisions, shapes policies, demonstrates leadership, promotes organisational collaboration, and accepts accountability in key areas.

# Making SFIA easier to consume

## Clarity - Generic attribute refresh

Together provide a comprehensive picture of an individual's level of responsibility.

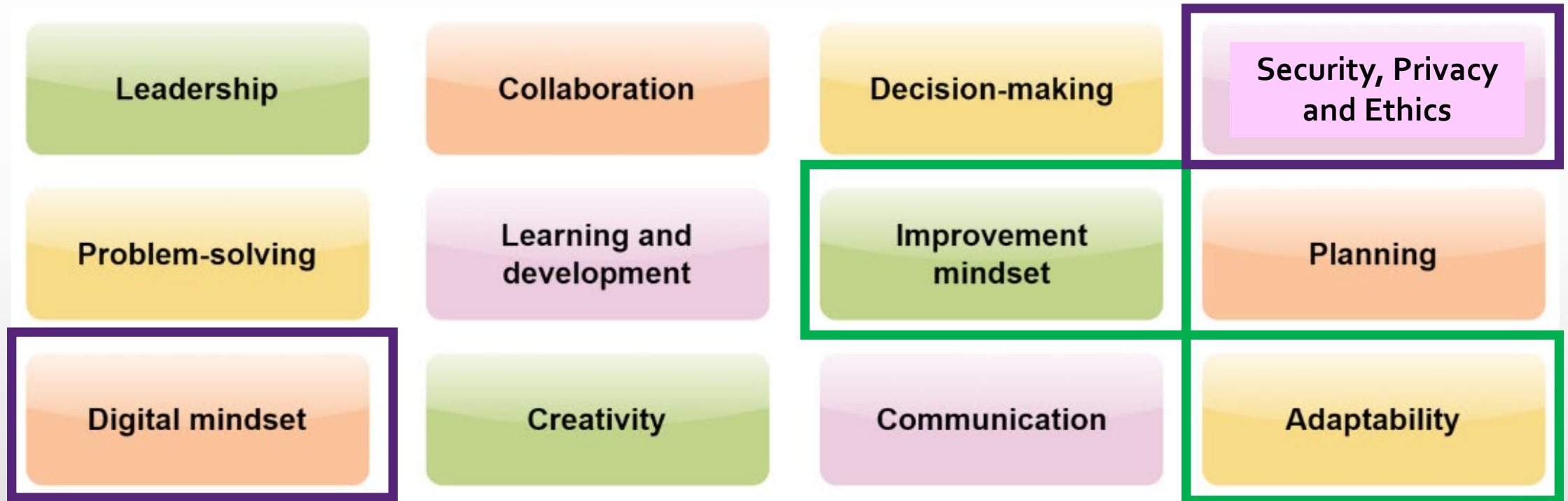


Knowledge related to a level responsibility



# Making SFIA easier to consume

Clarity - Business Skills / Behavioural Factors



**Renamed**

From Execution Performance

**Moved**

V8 Delegation to  
v9 Autonomy

**New Behaviour**

# Readability Simplicity and Clarity

## Other examples

### Readability

- Glossary to Webpage →
- Language review – intent typically remains the same

### Simplicity

- “Breakout” Execution Performance to Digital mindset and Security, privacy and ethics.
- Behavioural Factor Names: Learning and Professional Development to Learning and Development

### Clarity

- Communication now describes observable communication behaviours that would be considered “Effective” at a level of responsibility.

Generic attributes, business skills and behavioural factors
* Autonomy
* Influence
* Complexity
* Knowledge
* Collaboration
* Communication
* Improvement mindset
* Creativity
* Decision-making
* Digital mindset
* Leadership
* Learning and development
* Planning
* Problem-solving
* Adaptability
* Security, privacy and ethics

# Making SFIA easier to consume

Success in technology-related roles requires not only technical proficiency but also the ability to navigate complex business environments and inspire others towards shared goals.

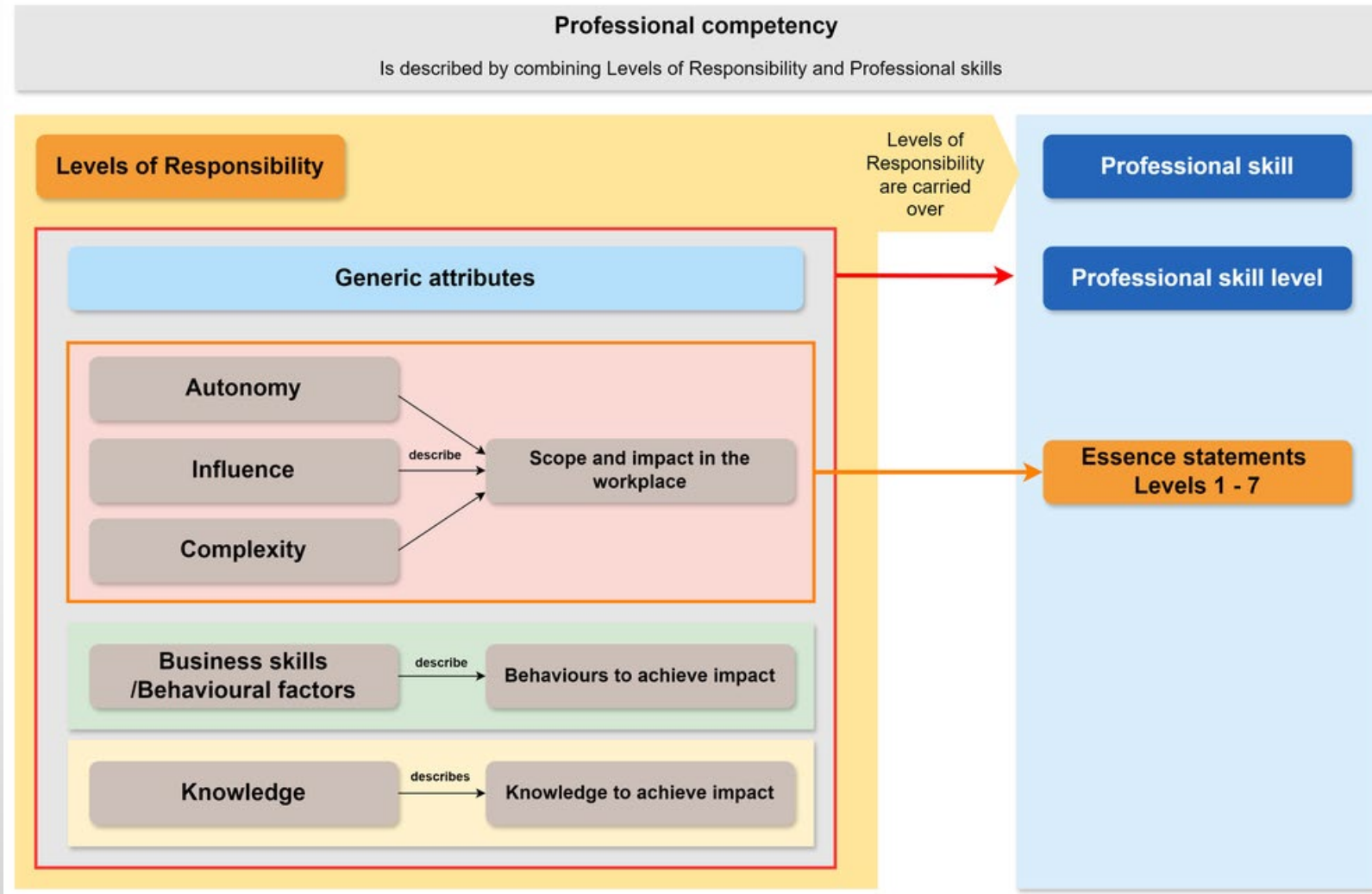


**Levels of Responsibility with Generic Attributes**



# Levels of Responsibility and Professional skills

## How SFIA Works



# Clarity – Behavioural Factors across all levels

## Leadership

L1 - Proactively increases their understanding of their work tasks and responsibilities.

L2 - Takes ownership to develop their work experience.

L3 - Provides basic guidance and support to less experienced team members as needed.

## Planning

L1 - Confirms required steps for individual tasks.

## Problem-Solving

L6 - Anticipates and leads in addressing problems and opportunities that may impact organisational objectives, establishing a strategic approach and allocating resources.

L7 - Manages inter-relationships between impacted parties and strategic imperatives, recognising the broader business context and drawing accurate conclusions when resolving problems.

# Clarity and Simplicity - Behavioural Factors

## Communication

Version 8 – Level 2	Version 9 – Level 2
Has sufficient oral and written communication skills for effective engagement with colleagues and internal users/customers.	Communicates familiar information with immediate team and stakeholders directly related to their role.
	Listens to gain understanding and asks relevant questions to clarify or seek further information.

## Knowledge

Version 8 – Level 3	Version 9 – Level 3
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.	Applies knowledge of a range of role-specific practices to complete tasks within defined boundaries and has an appreciation of how this knowledge applies to the wider business context.



# Clarity and Simplicity - Behavioural Factors

Influence – Key words Transactional, Tactical

V8 - Influence	V9 - Influence
L3 - Has working level contact with customers, suppliers and partners.	L3 - Has a transactional level of contact with people outside their team, including internal colleagues and external contacts.
L4 - Influences customers, suppliers and partners at account level.	L4 - Has a tactical level of contact with people outside their team, including internal colleagues and external contacts.

**Shorter and merged sentences**

# Behavioural Factors Key Words

## Sentence threads

Level 4 Leadership	Level 5 Leadership
Leads, supports or guides <i>team members</i> .	Provides leadership at an <i>operational level</i> .
Develops solutions for <i>complex work activities related to assignments</i> .	<i>Implements and executes policies aligned to strategic plans</i> .
Demonstrates an <i>understanding of risk factors in their work</i> .	<i>Assesses and evaluates risk</i> .
<i>Contributes specialist expertise</i> to requirements definition in support of proposals.	<i>Takes all requirements into account</i> when considering proposals.

# Behavioural Factors Key Words

## Design Threads

Level	Design Threads
Level 1	Immediate colleagues, inquiries, under direction
Level 2	Task, participates, routine
Level 3	Focus on 'own assignment' within 'stages of projects' / transactional
Level 4	Project and team / deliverable / scope of work / tactical
Level 5	Operation and organisational outcomes (budget, results, deadline), internal and external stakeholders
Level 6	Strategic parameters / objectives / direction
Level 7	Business objectives, executive management, plans and leads strategic direction

# New Behavioural Factor Improvement Mindset

## Improvement mindset IMPM

Beta

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

### SFIA 9 is in development

- SFIA 9 planned for publication October 2024.
- The content of this skill may change before publication.

### Guidance notes

Having an improvement mindset in SFIA represents a progression from recognising opportunities for enhancement to driving a culture of ongoing optimisation. It involves:

- identifying areas for improvement in processes, products, or services
- implementing changes to enhance efficiency and effectiveness
- assessing the impact of improvements and refining approaches
- encouraging and supporting a mindset of continuous improvement in others
- aligning improvement initiatives with organisational objectives
- cultivating a culture of ongoing enhancement and optimisation

An improvement mindset involves proactively seeking opportunities to refine and optimise work practices, processes, products, and services. This reflects the growing responsibility to identify, implement, and lead improvements across increasing scopes of influence.

As professionals advance, their focus shifts from identifying opportunities for improvement in their own tasks to leading improvement initiatives across teams and the organisation. This progression includes enhancing practices at a personal level, supporting others in promoting a culture of continuous optimisation, and ensuring improvement efforts align with broader organisational goals. At higher levels, professionals take responsibility for embedding ongoing improvement strategies throughout the organisation, driving long-term impact.

### Level 1 - Follow

- Identifies opportunities for improvement in own tasks. Suggests basic enhancements when prompted.

### Level 2 - Assist

- Proposes ideas to improve own work area.
- Implements agreed changes to assigned work tasks.

### Level 3 - Apply

- Identifies and implements improvements in own work area.
- Contributes to team-level process enhancements.

### Level 4 - Enable

- Encourages and supports team discussions on improvement initiatives.
- Implements procedural changes within a defined scope of work.

### Level 5 - Ensure, advise

- Identifies and evaluates potential improvements to products, practices, or services.
- Leads implementation of enhancements within own area of responsibility.
- Assesses effectiveness of implemented changes.

### Level 6 - Initiate, influence

- Drives improvement initiatives that have a significant impact on the organisation.
- Aligns improvement strategies with organisational objectives.
- Engages stakeholders in improvement processes.

### Level 7 - Set strategy, inspire, mobilise

- Defines and communicates the organisational approach to continuous improvement.
- Cultivates a culture of ongoing enhancement.
- Evaluates the impact of improvement initiatives on organisational success.

# New Behavioural Factor Adaptability

## Adaptability ADAP

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

Beta

### SFIA 9 is in development

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- This is subject to change before publication.

### Guidance notes

Adaptability and resilience in SFIA represent a progression from personal flexibility to shaping organisational agility. It involves:

- being open to change and new ways of working
- adjusting to different team dynamics and work requirements
- adopting new methods and technologies proactively
- enabling others to adapt to challenges
- leading teams through transitions
- driving significant organisational changes
- embedding adaptability into organisational culture.

Effective adaptability and resilience encompass openness to change, proactive learning and the ability to maintain focus on objectives during transitions. It also involves supporting others through change and creating an environment where innovation and flexibility thrive.

As professionals advance, their ability to drive and manage change increasingly shapes organisational resilience and long-term success in dynamic environments.

### Level 1 - Follow

- Accepts change and is open to new ways of working.

### Level 2 - Assist

- Adjusts to different team dynamics and work requirements.
- Participates in team adaptation processes.

### Level 3 - Apply

- Adapts and is responsive to change and shows initiative in adopting new methods or technologies.

### Level 4 - Enable

- Enables others to adapt and change in response to challenges and changes in the work environment.

### Level 5 - Ensure, advise

- Leads adaptations to changing business environments.
- Guides teams through transitions, maintaining focus on organisational objectives.

### Level 6 - Initiate, influence

- Drives organisational adaptability by initiating and leading significant changes. Influences change management strategies at an organisational level.

### Level 7 - Set strategy, inspire, mobilise

- Champions organisational agility and resilience.
- Embeds adaptability into organisational culture and strategic planning.

# Including the Behavioural Factors in a Role Profile

This Example is for the role of a Senior IT Business Analyst



**Position Description – Senior IT Business Analyst**

**Position Dimension i.e. who reports to, direct reports, etc.**

**Role Purpose xxxxx**

**SFIA Skills for a Senior IT Business Analyst**

<b>SFIA Professional Skills</b>	<b>Level</b>
<b>Feasibility Assessment</b>	<b>4</b>
<b>Requirements Definition &amp; Management</b>	<b>4</b>
<b>User Experience Analysis</b>	<b>4</b>
<b>Business Situation Analysis</b>	<b>4</b>
<b>Business Process Improvement</b>	<b>4</b>

# Including the Behavioural Factors in a Role Profile

**EXAMPLE**

**Professional Skills Level descriptions – Note some of the key behaviours referenced in the description.**

SFIA Professional Skills	Level
<p><b>Feasibility Assessment</b>                      Selects relevant feasibility assessment approaches and techniques.                      Identifies the range of possible options. Undertakes short-listing of options and feasibility assessment.                      Engages with internal and external stakeholders to get the information required for feasibility assessment.                      Supports preparation of business cases including cost/benefit, impact and risk analysis for each option.</p>	4
<p><b>Requirements Definition &amp; Management</b>                      Defines and manages scoping, requirements definition and prioritisation activities for initiatives of medium size and complexity.                      Contributes to selecting the requirements approach.                      Facilitates input from stakeholders, provides constructive challenge and enables effective prioritisation of requirements.                      Establishes requirements baselines or backlogs, obtains appropriate agreement to requirements and ensures traceability to source.</p>	4
<p><b>User Experience Analysis</b>                      Selects appropriate techniques and tools to develop user stories and elicit user experience requirements in complex situations.                      Identifies and describes the design goals for systems, products, services and devices.                      Identifies the roles of affected stakeholder groups. Resolves potential conflicts between differing user requirements.                      Specifies measurable criteria for the required usability and accessibility of systems, products, services and devices.</p>	4

# Including the Behavioural Factors in a Role Profile

## EXAMPLE

Taking advantage of the V9 Generic attributes

SFIA LEVEL OF RESPONSIBILITY – ESSENCE OF LEVEL 4 - ENABLE
<ul style="list-style-type: none"> <li>Essence of the level: Performs diverse complex activities, supports and guides others, delegates tasks when appropriate, works autonomously under general direction, and contributes expertise to deliver team objectives.</li> </ul>

Essence Statment

SFIA LEVELS OF RESPONSIBILITY	
GENERIC ATTRIBUTES OF:	Level
<b>Autonomy</b> <ul style="list-style-type: none"> <li>Works under general direction within a clear framework of accountability. Exercises considerable personal responsibility and autonomy. When required, plans, schedules, and delegates work to others, typically within own team.</li> </ul>	4
<b>Influence</b> <ul style="list-style-type: none"> <li>Influences projects and team objectives. Has a tactical level of contact with people outside their team, including internal colleagues and external contacts.</li> </ul>	4
<b>Complexity</b> <ul style="list-style-type: none"> <li>Work includes a broad range of complex technical or professional activities in varied contexts.</li> </ul>	4
<b>Knowledge</b> <ul style="list-style-type: none"> <li>Applies knowledge across different areas in their field, integrating this knowledge to perform complex and diverse tasks. Applies a working knowledge of the <u>organisation's</u> domain.</li> </ul>	4

Generic Attibute Statements



# Including the Behavioural Factors in a Role Profile

## EXAMPLE

Taking advantage of the V9 Behavioural Factors

Other suggested Behavioural Factors

- Decision Making
- Digital Mindset
- Improvement Mindset
- Planning
- Problem Solving
- Security, Privacy & Ethics

GENERIC ATTRIBUTE OF BUSINESS SKILLS / BEHAVIOURAL FACTORS	Level
<p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>• Facilitates collaboration between stakeholders who share common objectives.</li> <li>• Engages with and contributes to the work of cross-functional teams to ensure that user/customer needs are being met throughout the deliverable/scope of work.</li> </ul>	4
<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Communicates with both technical and non-technical audiences including team and stakeholders inside and outside the organisation.</li> <li>• As required, takes the lead in explaining complex concepts to support decision making.</li> <li>• Listens and asks insightful questions to identify different perspectives to clarify and confirm understanding.</li> </ul>	4
<p><b>Creativity</b></p> <ul style="list-style-type: none"> <li>• Applies, facilitates and develops creative thinking concepts and finds alternative ways to approach team outcomes.</li> </ul>	4

# SFIA Website Resources



<https://sfia-online.org/en/sfia-9/sfia-9-release-notes/sfia-9-launch-quick-links>

[https://bit.ly/sfia9\\_quick](https://bit.ly/sfia9_quick)



SFIA 9  
Today

- About SFIA
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- [SFIA 9 Levels of Responsibility](#)
- [SFIA 9 Generic Attributes Directory](#)
- [SFIA 9 Skills Directory A-Z](#)
- SFIA 9 Beta Translations Releases

## Useful links page

Updating  
to  
SFIA 9

### SFIA Support Assets – status\*\*\*

- SFIA Views
- [SFIA – a framework for cyber security skills](#)
- [SFIA – a framework for cloud computing skills](#)
- SFIA – a framework for AI skills (*BETA*)
- Other Views to be refreshed
- Mappings and sample role profiles
- Illustrative skills profiles (*currently SFIA 8*)
- SFIA – Levelled NICE Work Roles
- NICE Career Path and Role Illustrations
- SFIA Assessment Guidance
- Visual guide to self-assessment

\*\*\* support assets updated in priority order