

Level Up Your Digital Skills

An introduction to SFIA
for development, career pathways and recruitment



Today

- Introducing SFIA
 - SFIA basics in a nutshell
 - Ways to use SFIA
- SFIA for development and career pathways
- SFIA in recruitment
- Getting started with SFIA

Introductions



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BEING HUMAN IN
A DIGITAL WORLD

Digital Skills Agency

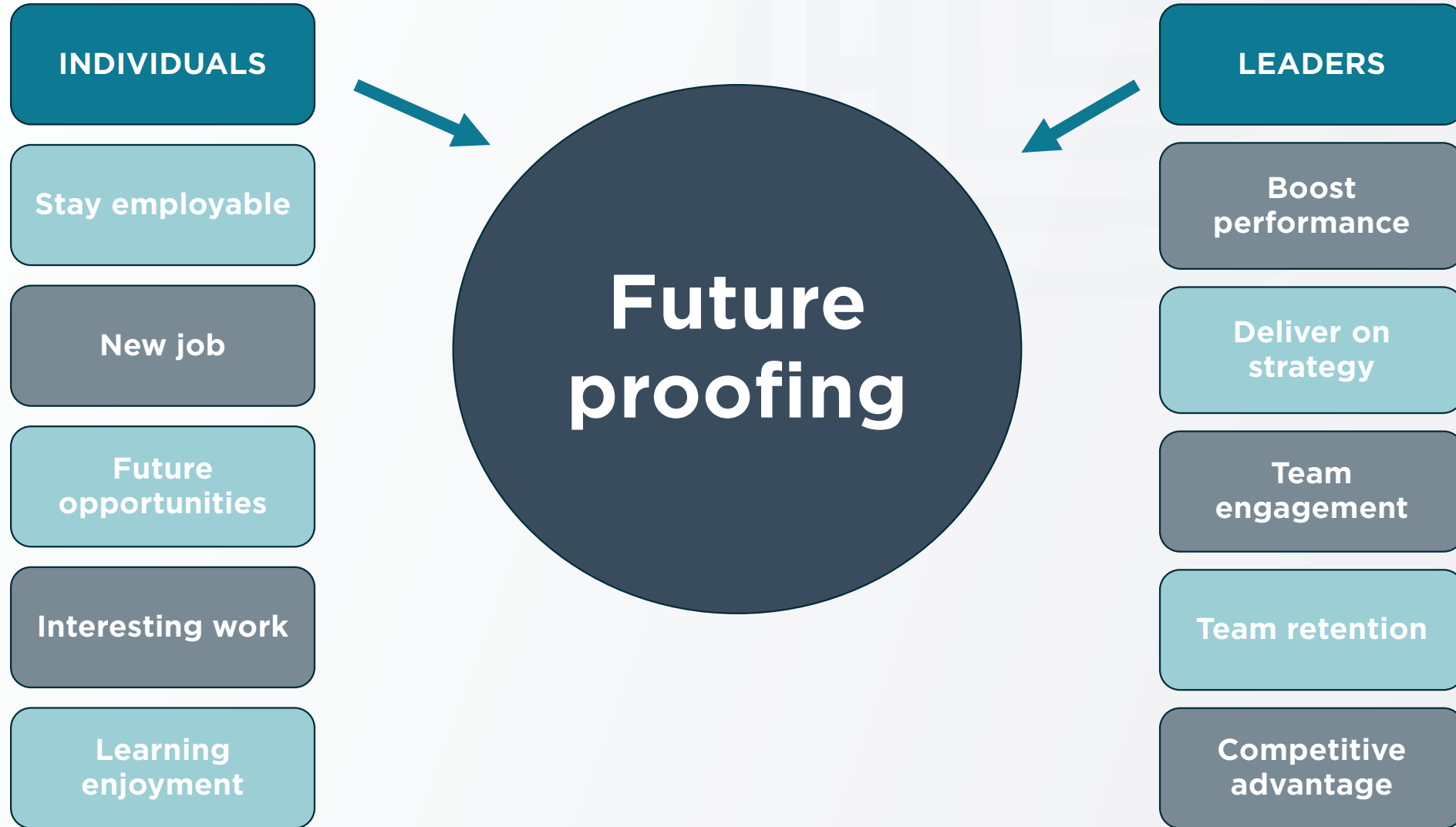


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BEING HUMAN IN
A DIGITAL WORLD

Why level up your digital skills?



Case study

Hollyford Tech



AVA – Solution Architect

Priorities: Wants progression to Head of Architecture

Concerns: Pathway not visible, pressure to step up delivery



JUN – Head of Architecture

Priorities: Own development, support team delivery, bolster engagement

Concerns: Team delivery below expectations, needs to hire



TAMA – Candidate Solution Architect

Priorities: Obtain a new role as a Solution Architect

Concerns: Being visible in a candidate-heavy market, putting best foot forward

NB: Ava, Jun, Tama, and Hollyford Technologies are fictional examples, although based on real scenarios

Introduction to SFIA

Skills Framework for the Information Age (SFIA)

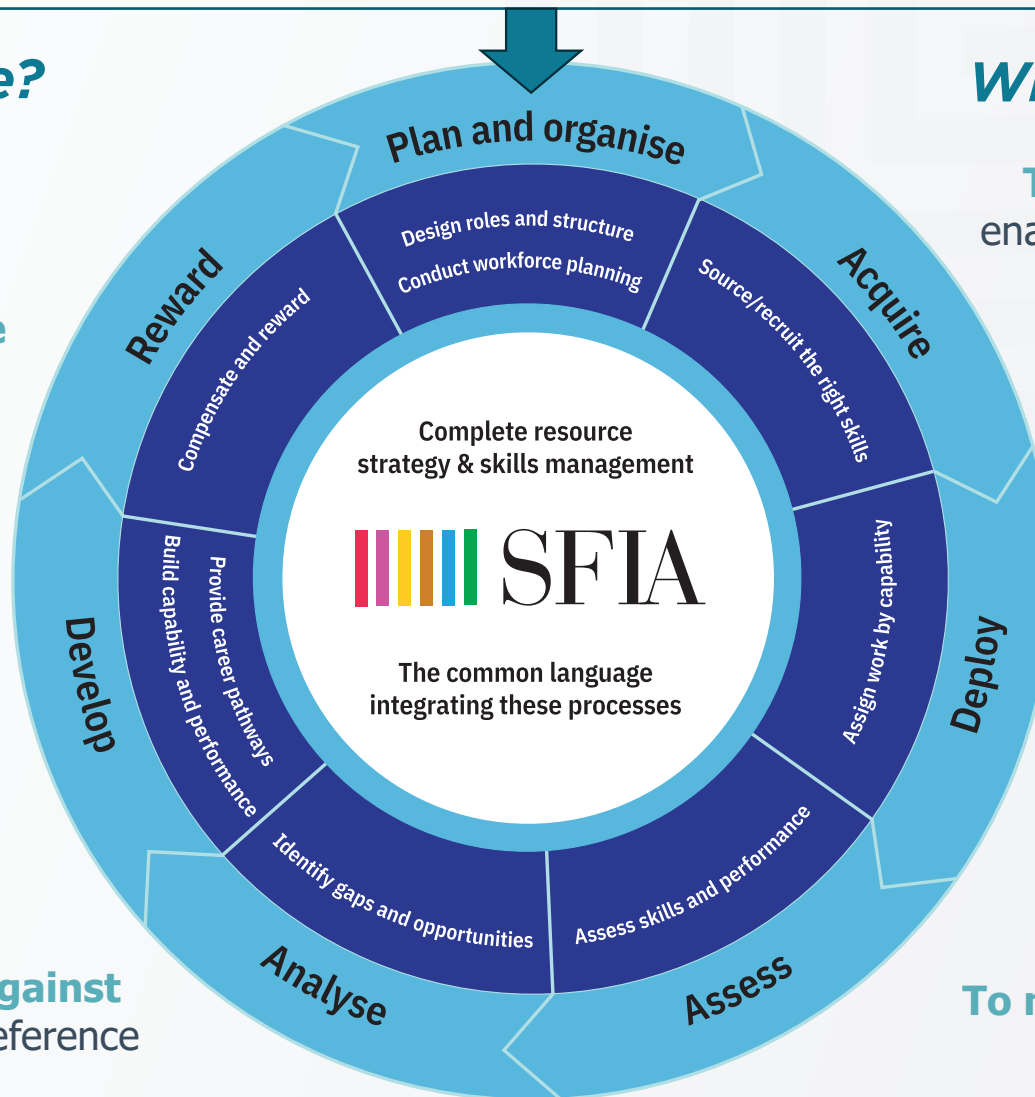
How SFIA helps

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**.

Introducing SFIA

- **SFIA** – the global common reference for skills and competency for the digital world

Key facts:

- ✔ 147 skills
- ✔ 6 categories
- ✔ 7 levels

Characteristics:

- ✔ Activity focussed
- ✔ Tool/vendor agnostic
- ✔ Jargon free descriptors
- ✔ Refined over 20+ years



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.

Skills Framework for the Information Age



Skill vs knowledge

Who is the musician?



Knowledge – *understanding your domain*



Skill – *putting the knowledge to use*

SFIA skills

6 categories

147 skills (v9)

Each skill described at up to 7 levels

672 skill-level descriptions

Strategy and architecture									
Strategy and planning									
Strategic planning	ITSP	1	2	3	4	5	6	7	
Information systems coordination	ISCO								6 7
Information management	IRMG			3	4	5	6	7	
Enterprise and business architecture	STPL								5 6 7
Solution architecture	ARCH					4	5	6	
Innovation management	INOV								5 6 7
Emerging technology monitoring	EMRG					4	5	6	
Formal research	RSCH				2	3	4	5	6
Sustainability	SUST								4 5 6
Financial and value management									
Financial management	FMIT						4	5	6
Investment appraisal	INVA							4	5 6
Benefits management	BENM					3	4	5	6
Budgeting and forecasting	BUDF					2	3	4	5 6
Financial analysis	FIAN					2	3	4	5 6
Cost management	COMG					2	3	4	5 6
Demand management	DEMM								4 5 6
Measurement	MEAS					2	3	4	5 6
Security and privacy									
Information security	SCIT					2	3	4	5 6 7
Information assurance	INAS					2	3	4	5 6 7
Information and data compliance	PEDP								4 5 6
Vulnerability research	VURE					2	3	4	5 6
Threat intelligence	THIN					2	3	4	5 6
Governance, risk and compliance									
Governance	GOVN								6 7
Risk management	BURM					2	3	4	5 6 7
Artificial intelligence (AI) and data ethics	ADRE					2	3	4	5 6
Audit	AUDT					2	3	4	5 6 7
Quality management	QUMG					2	3	4	5 6 7
Quality assurance	QUAS					2	3	4	5 6
Advice and guidance									
Consultancy	CNSL								4 5 6 7
Specialist advice	TECH								4 5 6
Methods and tools	METL					2	3	4	5 6

Change and transformation									
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
Delivery management	DEMG					3	4	5	6
Change analysis									
Business situation analysis	BUSA					2	3	4	5 6
Feasibility assessment	FEAS					2	3	4	5 6
Requirements definition and management	REQM					2	3	4	5 6
Business modelling	BSMO					2	3	4	5 6
User acceptance testing	BPTS					2	3	4	5 6
Change planning									
Business process improvement	BPRE					2	3	4	5 6 7
Organisational capability development	OCOV					3	4	5	6 7
Job analysis and design	JADN					3	4	5	
Organisation design and implementation	ORDI					3	4	5	6 7
Organisational change management	CIPM					2	3	4	5 6
Organisational change enablement	OCEM								4 5 6

Development and implementation									
Systems development									
Product management	PROD					2	3	4	5 6 7
Systems development management	DLMG								4 5 6 7
Systems and software lifecycle engineering	SLEN					3	4	5	6 7
Systems design	DESN					2	3	4	5 6
Software design	SWDN					2	3	4	5 6
Network design	NTDS					2	3	4	5 6
Infrastructure design	IFDN					2	3	4	5 6
Hardware design	HWDE					2	3	4	5 6
Programming/software development	PROG					2	3	4	5 6
Systems integration and build	SINT					2	3	4	5 6
Functional testing	TEST					1	2	3	4 5 6
Non-functional testing	NFTS					1	2	3	4 5 6
Process testing	PRTS					1	2	3	4 5 6
Software configuration	PORT					2	3	4	5 6
Real-time/embedded systems development	RESO					2	3	4	5 6
Safety engineering	SFEN					2	3	4	5 6
Safety assessment	SFAS								4 5 6
Radio frequency engineering	RFEF					2	3	4	5 6
Animation development	ADEV					2	3	4	5 6
Data and analytics									
Data management	DATM					2	3	4	5 6
Data modelling and design	DTAN					2	3	4	5
Database design	DBDS					2	3	4	5
Data analytics	DAAN					2	3	4	5 6 7
Data science	DATS					2	3	4	5 6
Machine learning	MLNG					2	3	4	5 6
Business intelligence	BINT					2	3	4	5
Data engineering	DENG					2	3	4	5 6
Data visualisation	VSIL					2	3	4	5
User centred design									
User research	URCH					2	3	4	5 6
Customer experience	CEXP					2	3	4	5 6
Accessibility and inclusion	ACIN					2	3	4	5 6
User experience analysis	UNAN					2	3	4	5
User experience design	HCEV					2	3	4	5 6
User experience evaluation	USEV					2	3	4	5 6
Content management									
Content design and authoring	INCA					1	2	3	4 5 6
Content publishing	ICPM					1	2	3	4 5 6
Knowledge management	KNOW					2	3	4	5 6 7
Graphic design	GRDN					1	2	3	4 5
Computational science									
Scientific modelling	SCMO					2	3	4	5 6 7
Numerical analysis	NUAN								4 5 6 7
High-performance computing	HPCC								4 5 6 7

People and skills									
People management									
Performance management	PEMT								4 5 6
Employee experience	EXPE								4 5 6
Organisational facilitation	OFCL								4 5 6
Professional development	PDSV								4 5 6
Workforce planning	WFPL								4 5 6
Resourcing	RESC					2	3	4	5 6
Skills management									
Learning and development management	ETMG					2	3	4	5 6 7
Learning design and development	TMCR					2	3	4	5 6
Learning delivery	ETDL					2	3	4	5
Competency assessment	LEDA					2	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

Delivery and operation									
Technology management									
Technology service management	ITMG								5 6 7
Application support	ASUP					2	3	4	5
Infrastructure operations	ITOP					1	2	3	4 5
System software administration	SVSP					2	3	4	5
Network support	NTAS					1	2	3	4 5
Systems installation and removal	HSIN					1	2	3	4 5
Configuration management	CPMG					2	3	4	5 6
Release management	RELM					2	3	4	5 6
Deployment	DEPL					2	3	4	5 6
Storage management	STMG					2	3	4	5 6
Facilities management	DCMA					2	3	4	5 6
Service management									
Service level management	SLMO					2	3	4	5 6 7
Service catalogue management	SCMG					2	3	4	5
Availability management	AVMT					3	4	5	6
Continuity management	COPM					2	3	4	5 6
Capacity management	CPMG					2	3	4	5 6
Incident management	USUP					1	2	3	4 5 6
Problem management	PBMG					2	3	4	5
Change control	CHMG					2	3	4	5 6
Asset management	ASMG					2	3	4	5 6
Service acceptance	SEAC					3	4	5	6
Security services									
Security operations	SCAD					1	2	3	4 5 6
Identity and access management	IAMT					1	2	3	4 5 6
Vulnerability assessment	VUAS					2	3	4	5
Digital forensics	DGFS					2	3	4	5 6
Cybercrime investigation	CRIM					2	3	4	5 6
Offensive cyber operations	OCOP					2	3	4	5 6
Penetration testing	PENT					2	3	4	5 6
Data and records operations									
Records management	RMGT					1	2	3	4 5
Analytical classification and coding	ANCC					2	3	4	5 6
Database administration	DBAD					2	3	4	5

Relationships and engagement									
Stakeholder management									
Sourcing	SORC					2	3	4	5 6 7
Supplier management	SUPP					2	3	4	5 6 7
Contract management	ITCM					2	3	4	5 6 7
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 bid management									
Bid/proposal management	BIDM					3	4	5	6 7
Selling	SALE					3	4	5	6
Sales support	SSUP					1	2	3	4 5 6
Marketing									
Marketing management	MKTG					3	4	5	6 7
Market research	MRCH					3	4	5	6
Brand management	BRMG								4 5 6
Customer engagement and loyalty	CELO					3	4	5	6
Marketing campaign management	MKCM					3	4	5	
Digital marketing	DIGM					2	3	4	5

SFIA 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

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 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

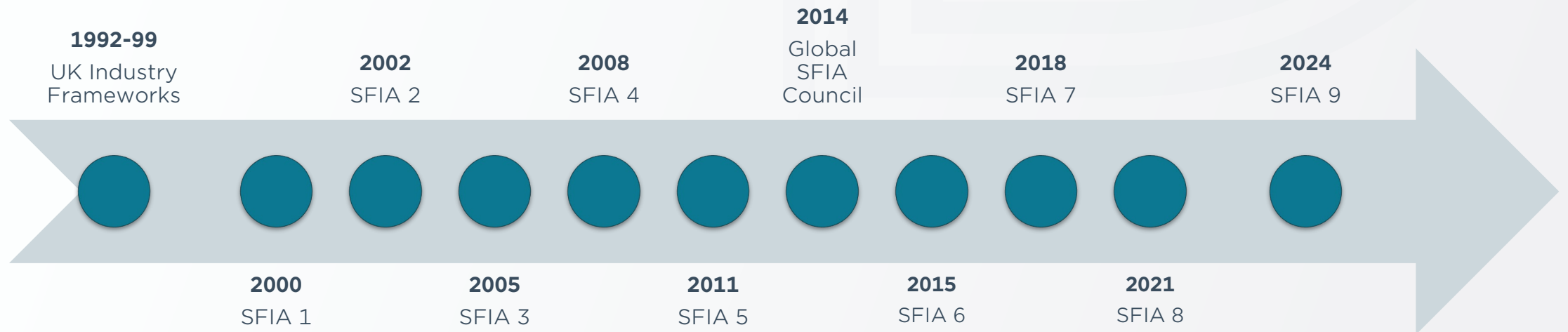
Activities may include but are not limited to:

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

Level 3 Apply	Autonomy	Works under general direction to complete assigned tasks. Receives guidance and has work reviewed at agreed milestones ...	<p>Follows agreed procedures to identify and resolve issues with applications.</p> <p>Uses application management software and tools to collect agreed performance statistics.</p> <p>Carries out agreed applications maintenance tasks.</p>
	Influence	Works with and influences team decisions. Has a transactional level of contact with people outside their team, including internal colleagues and external contacts.	
	Complexity	Performs a range of work, sometimes complex and non-routine, in a variety of environments.	
	Knowledge	Applies a knowledge of a range of role-specific practices to complete tasks within defined boundaries ...	

Regularly updated

As digital skills evolve over time, so does SFIA



SFIA Foundation

You need a licence to use SFIA...

... but in NZ we have an all-of-country licence

... and SFIA is free for most users!

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

How to use SFIA?



How to use SFIA?

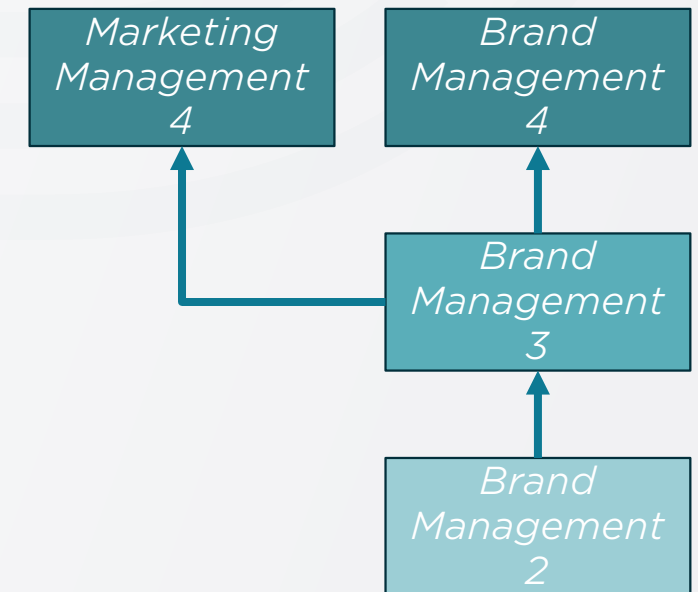


Position descriptions	Capability planning	Career pathway maps	Digital skills profiles
Digital badges	Organisational structural modelling	Uncover hidden strengths	Supplier procurement criteria
Organisational capability modelling	Individual development plans	Interview questions	Remuneration structures
Team structures	Target skills blind spots	Targeted training	Secondments
Project needs assessment	Recruitment criteria	Job design	Leadership pipelines

SFIA for Development and Career Pathways

SFIA and development

- **‘Lego blocks’** for individual skill development
 - See the pathway – brick by brick
 - Build skill by skill – track progress
- Map skills to the **job you have**
- Map skills to the **job you want**
- Identify skills for the **talent you need**



Case study



Hollyford Tech



- ✓ Personal development
- ✓ Career pathways

AVA – Solution Architect

Priorities: Wants progression to Head of Architecture

Concerns: Pathway not visible, pressure to step up delivery

NB: Ava, Jun, Tama, and Hollyford Technologies are fictional examples, although based on real scenarios

Ava – individual user

Skills Portfolio

- Solution Architect
- Hungry to grow professionally
- Wants visibility of future options

SKILL CODES:

STPL: Enterprise and Business Architecture
 ARCH: Solution Architecture
 EMRG: Emerging Technology Monitoring
 CNSL: Consultancy
 TECH: Specialist Advice
 METL: Methods and Tools
 PROD: Product Management
 DESN: Systems Design
 RLMT: Stakeholder Relationship Management
 PEMT: Performance Management



	SFIA Skill Code and Level									
Ava	STPL 5	ARCH 5	EMRG 5	CNSL 5	TECH 5	METL 5	PROD 5	DESN 5	RLMT 5	PEMT 4

NB: Ava, Jun, Tama, and Hollyford Technologies are fictional examples, although based on real scenarios

Ava – individual user

Current Role

- Solution Architect
- Hungry to grow professionally
- Wants visibility of future options

SKILL CODES:

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Team	Position	SFIA Skill Code and Level									
Architecture	Solution Architect	STPL 5	ARCH 5	EMRG 5	CNSL 5	PROD 5	RLMT 5	DESN 5	SINT 5	SUPP 4	
	Ava	STPL 5	ARCH 5	EMRG 5	CNSL 5	PROD 5	RLMT 5	DESN 5	X	SUPP 4	+ TECH 5 METL 5

NB: Ava, Jun, Tama, and Hollyford Technologies are fictional examples, although based on real scenarios

Ava – individual user

Target Role

- Head of Architecture
- Wants a plan to step up
- Not sure what she needs to do

SKILL CODES:

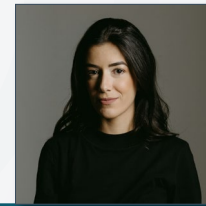
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Team	Position	SFIA Skill Code and Level									
Architecture	Solution Architect	STPL 5	ARCH 5	EMRG 5	CNSL 5	PROD 5	RLMT 5			SUPP 4	+ DESN 5 SINT 5
	Head of Architecture	STPL 6	ARCH 6	EMRG 6	CNSL 6	PROD 6	RLMT 6	SCTY 6	PEMT 5	SUPP 5	QUMG 5
	Ava	STPL 5	ARCH 5	EMRG 5	CNSL 5	PROD 5	RLMT 5			SUPP 4	+ TECH 5 METL 5 DESN 5

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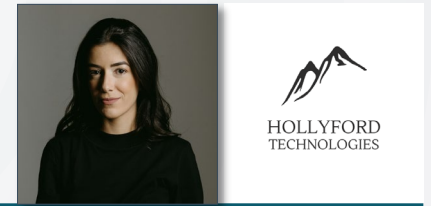
Ava – first steps



Solution Architecture (ARCH)	
Level 5 – Ensure, Advise	Level 6 – Initiate, Influence
Leads the development of solution architectures in specific business, infrastructure or functional areas.	Leads the development of architectures for complex solutions ensuring consistency with agreed requirements.
Leads the preparation of technical plans and ensures appropriate technical resources are made available.	Establishes policies, principles and practices for the selection of solution architecture components.
.....

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Ava – first steps



Development Plan

- Solution Architect to Head of Architecture

Skills I Have	Skills I Need	Actions	Next Steps
Enterprise and Business Architecture (STPL) Level 5	STPL 6 + 1 skill level to increase	<i>What resources do I have access to</i> <i>What training is available at the right level</i> <i>How can I get practical experience at the level I need</i> <i>Who can support, mentor or coach me</i> <i>How do I build knowledge in this new area – reading, training, shadowing etc</i>	<i>Specific step I will take</i> <i>Timescale</i> <i>Accountability actions</i>
Solution Architecture (ARCH) Level 5	ARCH 6 +1 skill level to increase		
Stakeholder Relationship Management (RLMT) Level 5	RLMT 6 +1 skill level to increase		
	Performance Management (PEMT) Level 5 n/a – new skill		

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How to get started?

- What would be useful to you?
 - Personal **development planning**
 - **Mapping SFIA skills** to jobs
 - **Career pathway** views
 - Translating development needs into **achievable steps**

Check out the resources on <https://sfia.nz>

Talk to our team

SFIA in Recruitment

Case study

Recruitment

- Hiring new Solution Architect
- Overloaded with applications
- Anxious about getting it right
- Likes data-based decisions



✓ **Recruitment**

JUN – Head of Architecture

Priorities: Support team delivery, bolster engagement

Concerns: Team delivery below expectations, needs to hire

NB: Ava, Jun, Tama, and Hollyford Technologies are fictional examples, although based on real scenarios

Jun – Recruitment

Hiring Criteria

- Choose core SFIA skills
- Choose selection methods to test
- Agree evidence methodology

SKILL CODES:

STPL: Enterprise and Business Architecture
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SUPP: Supplier Management



	SFIA Skill Code and Level								
Solution Architect	STPL 5	ARCH 5	EMRG 5	CNSL 5	PROD 5	RLMT 5	DESN 5	SINT 5	SUPP 4



NB: Ava, Jun, Tama, and Hollyford Technologies are fictional examples, although based on real scenarios

Jun – Recruitment

Skills Survey

- Online for selected candidates
- Self-evaluate on skills needed
- First pass evidence – use for selection
- Refine at interview stage

SKILL CODES:

STPL: Enterprise and Business Architecture
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	SFIA Skill Code and Level								
Solution Architect	STPL 5	ARCH 5	EMRG 5	CNSL 5	PROD 5	RLMT 5	DESN 5	SINT 5	SUPP 4
	✓	☑	☑	☑	✓	☑	✓	✓	✓

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Jun - Recruitment

SFIA Interviews

- Refine survey results
- OR – first pass
- Use SFIA skill to frame quality open questions
- Use SFIA skill to evaluate answers and whether candidate appears to meet the skill/level needed
- 4 questions on core criteria skills selected:
 - Solution Architecture (ARCH)
 - Emerging Technology Monitoring (EMRG)



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Jun - Recruitment

Stakeholder Relationship Management (RLMT)

Design question around the skill overview:

- *Systematically analysing, managing and influencing stakeholder relationships to achieve mutually beneficial outcomes through structured engagement.*

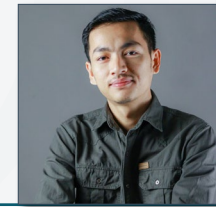
Broad interview question:

- *“Tell me about your work in managing stakeholder relationships. How have you managed and influenced stakeholders to achieve outcomes?”*
- *Draw out examples and probe for detail*
- *Evaluate answer against SFIA levels*
- *Record answer detail as evidence*

NB: Ava, Jun, Tama, and Hollyford Technologies are fictional examples, although based on real scenarios



Jun - Recruitment



- Listen to their answer and probe.
- Which level are you hearing the strongest evidence of?

Level 4 – Enable	Level 5 – Ensure, Advise	Level 6 – Initiate, Influence
Deals with problems and issues, managing resolutions, corrective actions, lessons learned and the collection and dissemination of relevant information.	Identifies the communications and relationship needs of stakeholder groups.	Leads the development of comprehensive stakeholder management strategies and plans.
Implements stakeholder engagement/communications plans.	Translates communications/stakeholder engagement strategies into specific activities and deliverables.	Establishes and builds long-term, strategic relationships with key stakeholders to support service delivery and change initiatives.
Collects and uses feedback from customers and stakeholders to help measure the effectiveness of stakeholder management.	Facilitates open communication and discussion between stakeholders.	Acts as a principal point of contact, ensuring effective communication and alignment.
...

NB: Ava, Jun, Tama, and Hollyford Technologies are fictional examples, although based on real scenarios



Jun - Recruitment

Candidate: Tama

- Would you consider hiring him?
- Why or why not?

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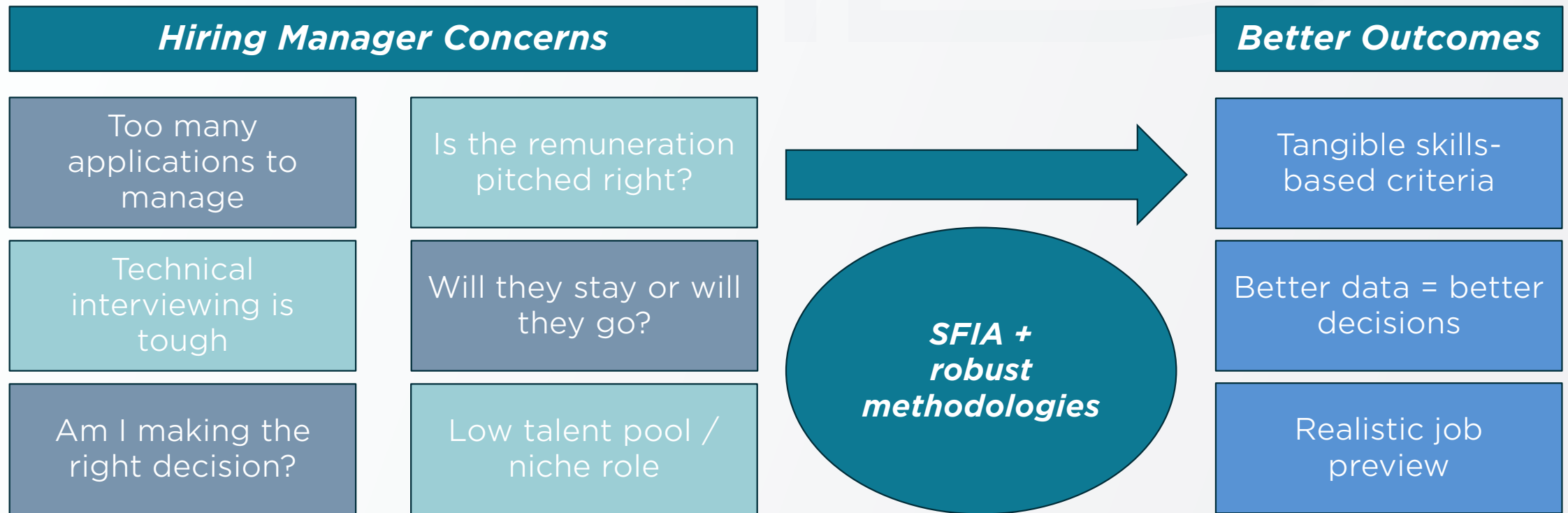


Position	SFIA Skill Code and Level									
Solution Architect	STPL 5	ARCH 5 ✓	EMRG 5 ✓	CNSL 5 ✓	PROD 5	RLMT 5 ✓	DESN 5	SINT 5	SUPP 4	
Tama	STPL 5	ARCH 5	EMRG 5	CNSL 5	PROD 4	RLMT 5	DESN 5	X	X	+ TECH 5 METL 5 HSIN 5 SCTY 4

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Evidence based hiring

- Good evidence = good data
- Strong skills methodologies = evidence
- We have a very high success rate with this



How to get started?

- What would be useful to you?
 - Creating **SFIA role profiles** for jobs to hire
 - Support for **skills-based interviewing**
 - Support for **hiring criteria**
 - Evidence-based **decision making**

Check out the resources on <https://sfia.nz>

Talk to our team

Getting Started with SFIA

SFIA Resources

- SFIA NZ Website: <https://sfia.nz>
- Digital Skills Agency Website: <https://digitalskillsagency.com>
- SFIA Foundation Website: sfia-online.org
 - Official source of materials
 - Lots of resources
 - Key reference documents
 - <https://sfia-online.org/en/sfia-8-documentation>
 - About SFIA (pdf)
 - SFIA Reference Guide (pdf)
 - Summary Chart (A3)
 - Framework Content (Excel)



Getting Started

- What would be useful to you?
 - Identifying team skill profiles
 - Mapping job descriptions to SFIA
 - Stronger team development planning
 - Career pathway visibility
 - SFIA recruitment support
 - Training in how to use SFIA



- **Get in touch with us!**





Mary-Anne Merriott

Director

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09 871 1032

Your partner for digital skills & capability

<https://digitalskillsagency.com>

