DIGITAL SKILLS AGENCY

SFIA Introduction & Refresher

Plan your skills, shape your future

SFIA NEW ZEALAND AOTEAROA

SFIA ACCREDITED PARTNER

SFIA TRAINING PROVIDER

Today

- About SFIA
  - Why SFIA matters for digital skills
  - Introduction to SFIA (refresher)

- SFIA v9 highlights
  - New features
  - New skills
  - Other changes

- Practical applications of SFIA

- Getting started with SFIA

Housekeeping

Q&A is enabled in MS Teams
Ask questions any time in the Q&A feature

Microphones muted by default
Unless responding to a question

Use Reactions
To respond 'in flow'

Online resources
We'll make the video and slides available later

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Introductions

Mary-Anne Merriott

Director, Head of Client Success

DIGITAL SKILLS AGENCY

BEING HUMAN IN A DIGITAL WORLD

Digital Skills Agency

SFIA SERVICES

SFIA ACCREDITED PARTNER

DIGITAL BADGES

SFIA ACCREDITED PARTNER

ORGANISATION PERFORMANCE

TALENT SERVICES

rcsa/ LEADING IN THE WORLD OF WORK
CORPORATE MEMBER

SFIA NEW ZEALAND AOTEAROA

SFIA ACCREDITED PARTNER

SFIA TRAINING PROVIDER

rcsa/ LEADING IN THE WORLD OF WORK
CORPORATE MEMBER

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BEING HUMAN IN A DIGITAL WORLD

Why SFIA Matters

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State of digital capability

86% of organisations expect changes due to new tech like AI

79% of CIOs are worried about a lack of essential skills in their workforce

16% of executives believe their teams have the capabilities to deliver their digital strategy

37% of employees said that their current jobs did not fully use their skills or provide enough challenge

>50% of employees are looking for a new job

41% of leavers say their top reason for leaving is lack of career development opportunities

70% of employees have not mastered the skills they need

44% workers' core skills est disrupted by 2027

Biggest risks:
- **AI** impacts
- **Cybersecurity** threats
- Pace of **digital transformation/IT change** creating **skills gaps**

Only **32%** of NZ organisations are actively upskilling their people

Ref: NZTech, World Economic Forum, Gartner, McKinsey, PwC, American Psychological Association, Deloitte

Capability risks

Most organisations don't know:

- The **current skills** of their Digital, Cybersecurity and ICT Workforce

- **What skills they need** short, medium or long term

Without managing this, there is significant risk of:

Visible business disruption	**Project failure**	**Poor employee engagement**
Cybersecurity breach	**Compromised ability to deliver to customers**	**Retention challenges**
Digital transformation failure	**Recruitment challenges**	**Ineffective training & development**

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SFIA: A modern capability framework

SFIA *has become the* *global common reference* *for skills and competency for the digital world.*

Common reference language

Skills describe activities

Multiple levels of responsibility
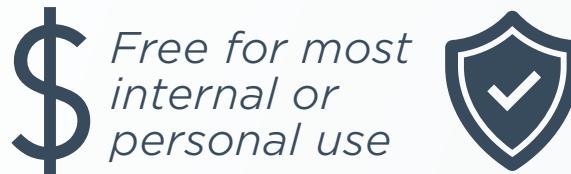
$ *Free for most internal or personal use*

Adopted by many professional and industry bodies

Updated by real-world practitioners of the skills

Used by employers in government, industry, education, …

SFIA helps

SFIA is free to use if you are not generating revenue from it

NZ Tech recommends:
"Use an Industry Standard – rapidly deploy the SFIA framework"
Digital Skills Aotearoa Report 2023

NZ Govt confidence:
- Procured all of country SFIA licence for FREE & accessible NZ use
- Leading the way in SFIA adoption

Rand Group recommends:
- Using a common skills framework to match skills with business demand
- Skills based hiring practices to fill digital skills gaps
- Upskilling and reskilling initiatives
The Global Digital Skills Gap Report 2021

Introduction to SFIA

Skills Framework for the Information Age (SFIA)

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"Skills Framework for the Information Age"

SFIA focuses on
Professional Skills

SFIA also contains
Behavioural Factors

Skill vs knowledge

Who is the musician?

Knowledge *– understanding your domain*
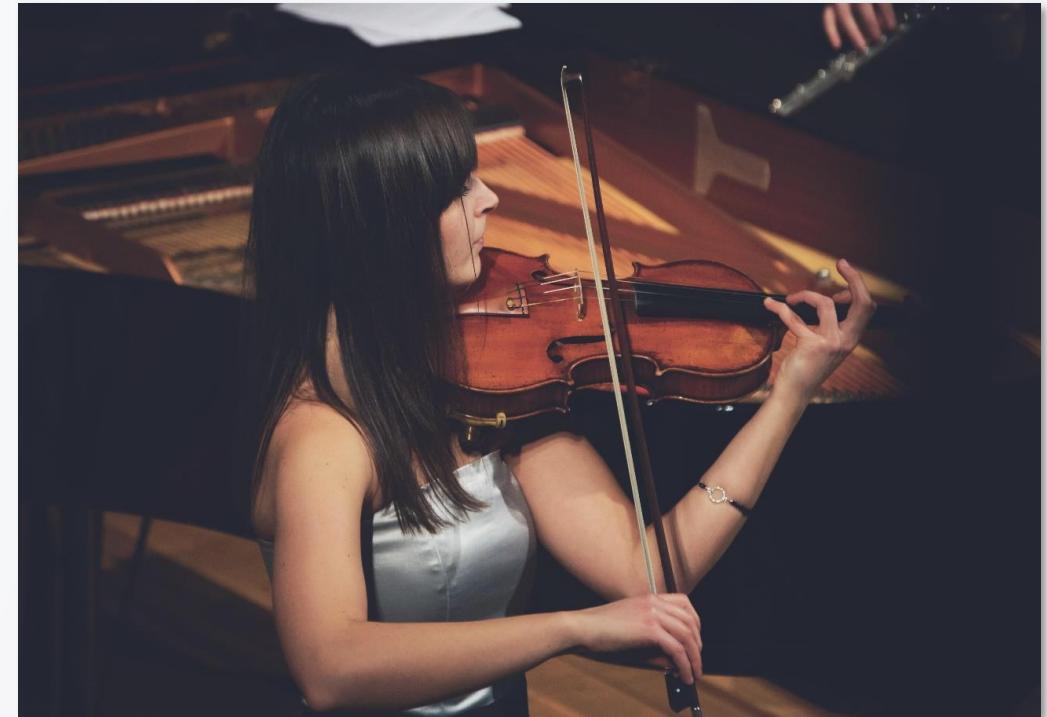
Skill *– putting the knowledge to use*

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

Professional Skills Categories

- Strategy and architecture
- Change and transformation
- Development and implementation
- Delivery and operation
- People and skills
- Relationships and engagement

Responsibility Levels: 1 2 3 4 5 6 7

SFIA skill categories & subcategories

Strategy and architecture	Change and transformation	Development and implementation	Delivery and operation	People and skills	Relationships and engagement
Strategy & planning	Change implementation	Systems development	Technology management	People management	Stakeholder management
Financial & value management	Change analysis	Data & analytics	Service management	Skills management	Sales & bid management
Security and privacy	Change planning	User centred design	Security services		Marketing
Governance, risk and compliance		Content management	Data and records operations		
Advice & guidance		Computational science			

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SFIA business skills & attributes

Generic Attributes

Autonomy

Influence

Complexity

Knowledge

Business Skills / Behavioural Factors

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

7 Levels →

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SFIA skill levels

Level 7	*"Set strategy, inspire, mobilise"*	Operates at the highest organisational level, determines overall organisational vision and strategy, and assumes accountability for overall success.
Level 6	*"Initiate, influence"*	Has significant organisational influence, makes high-level decisions, shapes policies, demonstrates leadership, fosters organizational collaboration, and accepts accountability in key areas.
Level 5	*"Ensure, advise"*	Provides authoritative guidance in their field and works under broad direction. Accountable for achieving workgroup objectives and managing work from analysis to execution and evaluation.
Level 4	*"Enable"*	Performs diverse complex activities, supports and supervises others, works autonomously under general direction, and contributes expertise to deliver team objectives.
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.
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.
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.

Example SFIA skill

Skill Name: **Customer Service Support**

Skill Description: *Managing and operating customer service or service desk functions.*

Guidance Notes: Customer service support can be managed and delivered across a variety of environments, such as physical contact centres, distributed or virtual teams, and through automated systems like chatbots or self-service portals. These functions may be applied in any customer-facing context, including but not limited to contact centres, service desks, and digital customer interaction channels.

Activities may include, but are not limited to:
- managing customer service functions and teams.
- acting as a point of contact for customers and clients.
- responding to inquiries and issues.
- handling requests for information or assistance.
- managing access to products, services, or systems.
- processing and filling service requests.
- maintaining customer satisfaction.

Example SFIA skill

Skill Name: **Customer Service Support**

Level 1 Description:
'Follow'

Receives and handles routine customer inquiries and requests, following established procedures.
Accurately records customer interactions and maintains relevant records.
Escalates complex issues to appropriate team members or departments.

Level 2 Description:
'Assist'

Responds to common customer service requests, providing information to enable fulfilment or resolution.
Allocates unresolved calls, requests, or issues to appropriate functions.
Contributes to the maintenance of customer service knowledge bases and documentation.
Assists in monitoring customer satisfaction metrics.

Level 3 Description:
'Apply'

Acts as a routine contact point for customers, handling a wide range of inquiries and service requests.
Performs initial investigations and diagnosis of customer issues, resolving them where possible or escalating as needed.
Contributes to the development of service standards and procedures.
Assists in analysing service performance data and identifying areas for improvement.

Example SFIA skill

Skill Name: **Customer Service Support**

Level 4 Description:
'Enable'

Monitors service delivery across multiple channels and analyses performance data.
Contributes to the development and implementation of service standards and procedures.
Provides technical and procedural guidance to team members.
Identifies trends in customer inquiries and service issues, recommending process improvements.
Collaborates with other departments to enhance the overall customer experience.

Level 5 Description:
'Ensure, Advise'

Manages day-to-day operations of the customer service function, including resource planning and work allocation.
Develops and implements service standards, policies and procedures.
Analyses service metrics and customer feedback to drive continuous improvement initiatives.
Ensures the service catalogue is comprehensive, up-to-date, aligned with organisational goals.
Develops approaches to enhance customer satisfaction.

Level 6 Description:
'Initiate, Influence'

Shapes the strategic direction for customer service across the organisation.
Defines service channels, service levels, standards and the monitoring process for customer service or service desk staff.
Champions the service culture required to deliver organisational outcomes.
Leads the development and implementation of organisational frameworks for complaints, service standards and operational agreements.
Takes responsibility for business continuity and legal, regulatory and contractual compliance.

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Regularly updated

As digital skills evolve over time, so does SFIA
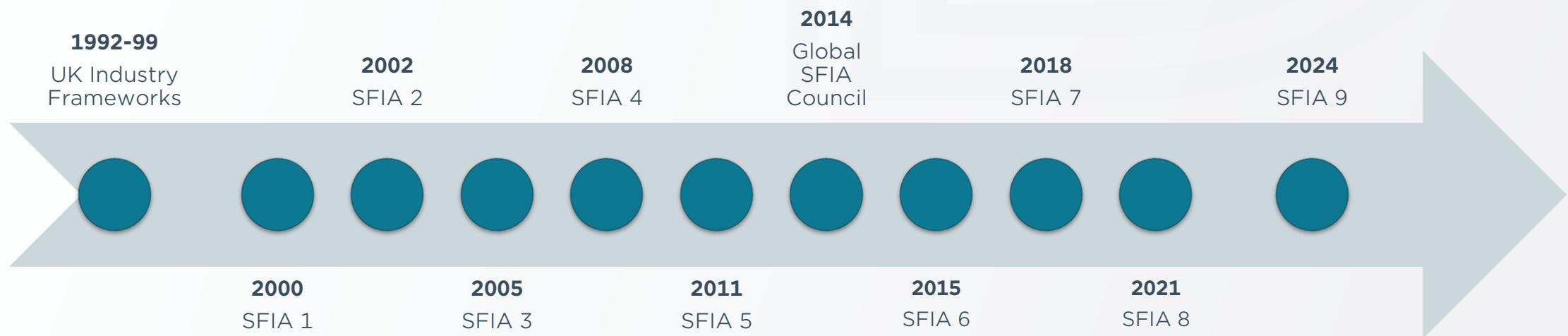
1992-99
UK Industry Frameworks

2002
SFIA 2

2008
SFIA 4

2014
Global SFIA Council

2018
SFIA 7

2024
SFIA 9

2000
SFIA 1

2005
SFIA 3

2011
SFIA 5

2015
SFIA 6

2021
SFIA 8

SFIA Foundation

SFIA is owned/managed 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

Recap

6 categories

147 skills (v9)

4 Generic Attributes

12 Behavioural Factors (optional)

7 levels

672 combined skill-level descriptions
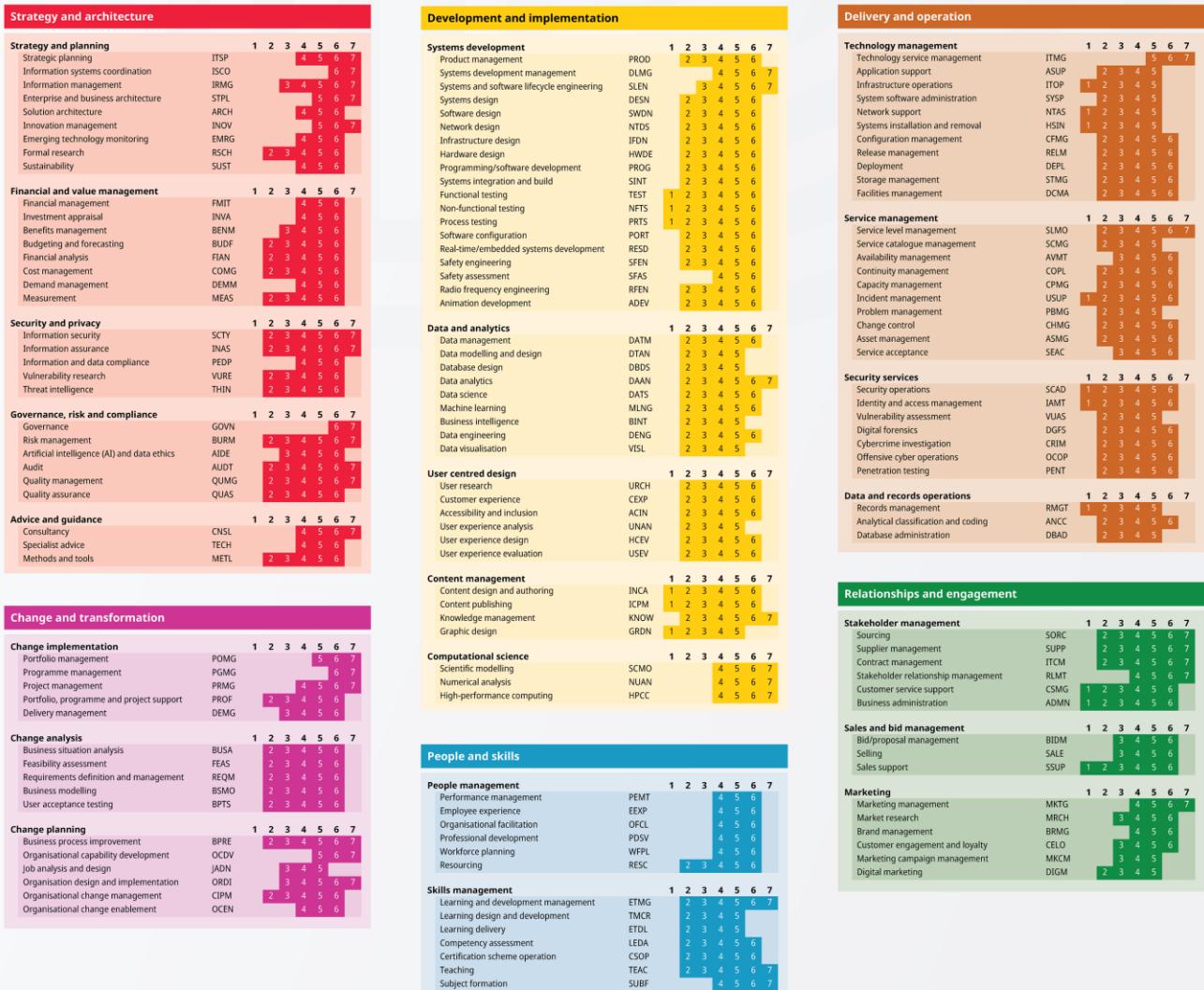
SFIA v9 Highlights

Business Skills / Behavioural Factors

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

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

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

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

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

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

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

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

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

Problem-solving
Analysing challenges, applying logical methods and developing effective solutions to overcome obstacles.

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

Security, privacy & ethics
Ensuring the protection of sensitive information, upholding privacy of data and individuals, and demonstrating ethical conduct within and outside the organisation

7 Levels

Essence of the levels

Level	Essence	Description
Level 7	*"Set strategy, inspire, mobilise"*	Operates at the highest organisational level, determines overall organisational vision and strategy, and assumes accountability for overall success.
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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.	2 3 4 5 6
Cost management (COMG)	Planning, controlling and analysing costs to enable the effective use of financial resources.	2 3 4 5 6
Financial analysis (FIAN)	Conducting in-depth analysis of financial data to derive insights and support decision-making.	2 3 4 5 6

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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.

3 4 5 6

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.	3 4 5 6

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.	3 4 5
Organisational change enablement (OCEN) — Facilitates cultural and behavioural change by enabling individuals and teams to embed new ways of working and adapt to changes.	4 5 6

New Skills

Development and implementation

User centred design	Levels of Responsibility

Accessibility and inclusion (ACIN) — Driving accessibility and inclusion in services and products. — 3 4 5 6

Customer experience (CEXP) — Ensuring the delivery of high-quality interactions and experiences that meet customer expectations across all touchpoints and channels. — 3 4 5

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. — 2 3 4 5 6 7

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.

Levels: 1 2 3 4 5

Systems development	Levels of Responsibility

Infrastructure design (IFDN) — Designing technology infrastructure to meet business requirements, ensuring scalability, reliability, security and alignment with strategic objectives.

Levels: 2 3 4 5 6

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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
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

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.	2 3 4 5 6
Records management (RMGT)	Planning, implementing and managing the full lifecycle of organisational records.	1 2 3 4 5

Technology management		Levels of Responsibility

Deployment (DEPL)	Transitioning software from development to live usage, managing risks and ensuring it works as intended.	2 3 4 5 6

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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. | 2 3 4 5 6

Identity and access management (IAMT) | Manages identity verification and access permissions within organisational systems and environments. | 1 2 3 4 5 6

Offensive cyber operations (OCOP) | Offensive Cyber Operations (OCOP) | 2 3 4 5 6

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.	3 4 5 6

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.	4 5 6
Digital marketing (DIGM) — Planning and executing activities to promote products, services and brands through digital channels and technologies.	2 3 4 5

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.	3 4 5
Customer engagement and loyalty (CELO)	Developing and executing strategies to attract, engage and retain customers through targeted communications and loyalty initiatives.	3 4 5 6
Market research (MRCH)	Gathering, analysing and interpreting data about markets, customers and competitors to inform business decisions and strategies.	3 4 5 6

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

Legend:
- ■ SFIA8
- ■ SFIA9

Level	SFIA8	SFIA9
Level 1	7%	11%
Level 2	36%	67%
Level 3	67%	77%
Level 4	88%	95%
Level 5	98%	98%
Level 6	86%	86%
Level 7	27%	24%
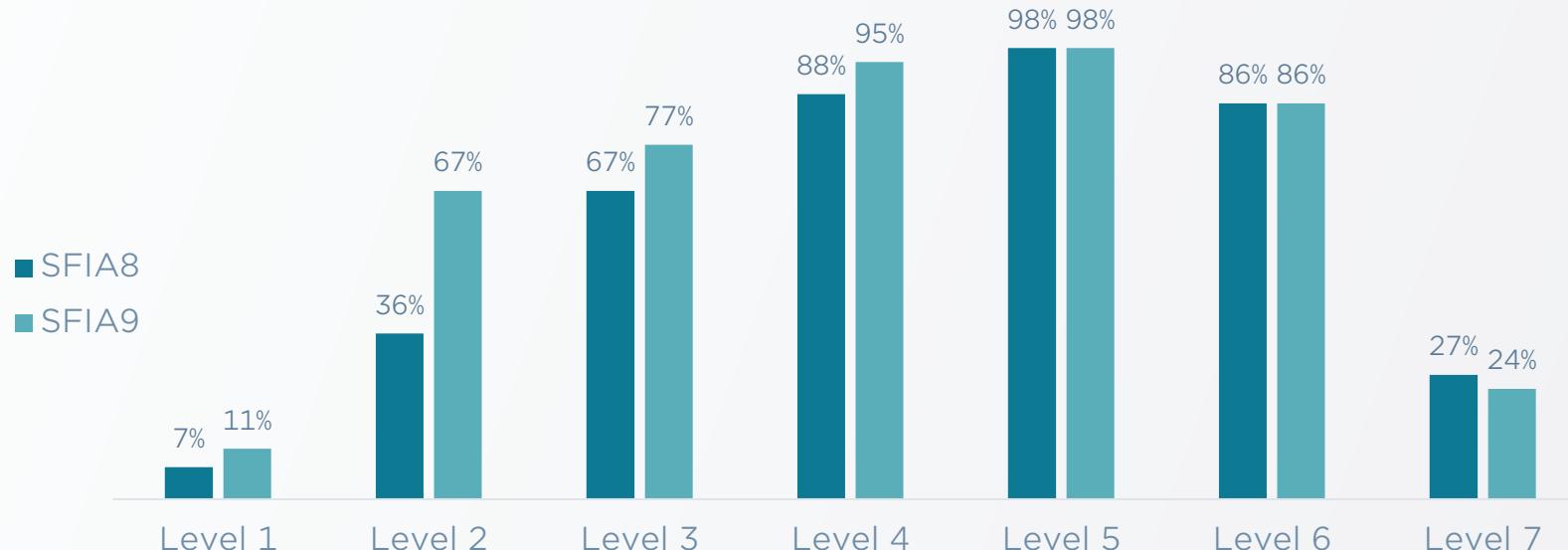
Other Skills Updates

SFIA 8 skills with significant or notable changes in SFIA 9

Strategy and architecture	Notes
Information management (IRMG)	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).
Personal data protection (PEDP)	Updated to **Information and data compliance (PEDP)** to extend beyond privacy concerns and include more general information/data compliance (including privacy)
Financial Management (FMIT)	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	Notes
Project management (PRMG)	In SFIA 9 new skills **Delivery management (DEMG)** and **Deployment (DEPL)** may be more appropriate for some who adopted this skill in SFIA 8.
Programme management (PGMG)	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	Notes
Testing (TEST)	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.
Product management (PROD)	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)**.
Systems design (DESN)	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.

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Other Skills Updates

SFIA 8 skills with significant or notable changes in SFIA 9

Development and implementation	Notes
Data science (DATS)	Some of the analytics components of this skill have been moved to a new skill **Data analytics (DAAN)** in SFIA 9.
Data management (DATM)	This skill sees some significant updates in SFIA 9, including the return of lower levels. Some parallels with the updated **Information management (IRMG)** skill.
Machine learning (MLNG)	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	Notes
Security Operations (SCAD)	Significant improvements made in SFIA 9, including separating out **Identity and access management (IAMT)** into its own skill.
Release and Deployment (RELM)	Deployment activities have been split from the management of release activity in SFIA 9. See the new **Deployment (DEPL)** skill.

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Practical Applications

Using 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**.

Plan and organise
- Design roles and structure
- Conduct workforce planning

Reward
- Compensate and reward

Acquire
- Source/recruit the right skills

Develop
- Provide career pathways
- Build capability and performance

Deploy
- Assign work by capability

Analyse
- Identify gaps and opportunities

Assess
- Assess skills and performance

Complete resource strategy & skills management

SFIA

The common language integrating these processes

Using 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

Getting Started with SFIA

Accessing SFIA

SFIA Foundation Website

Official source of SFIA materials

https://sfia-online.org
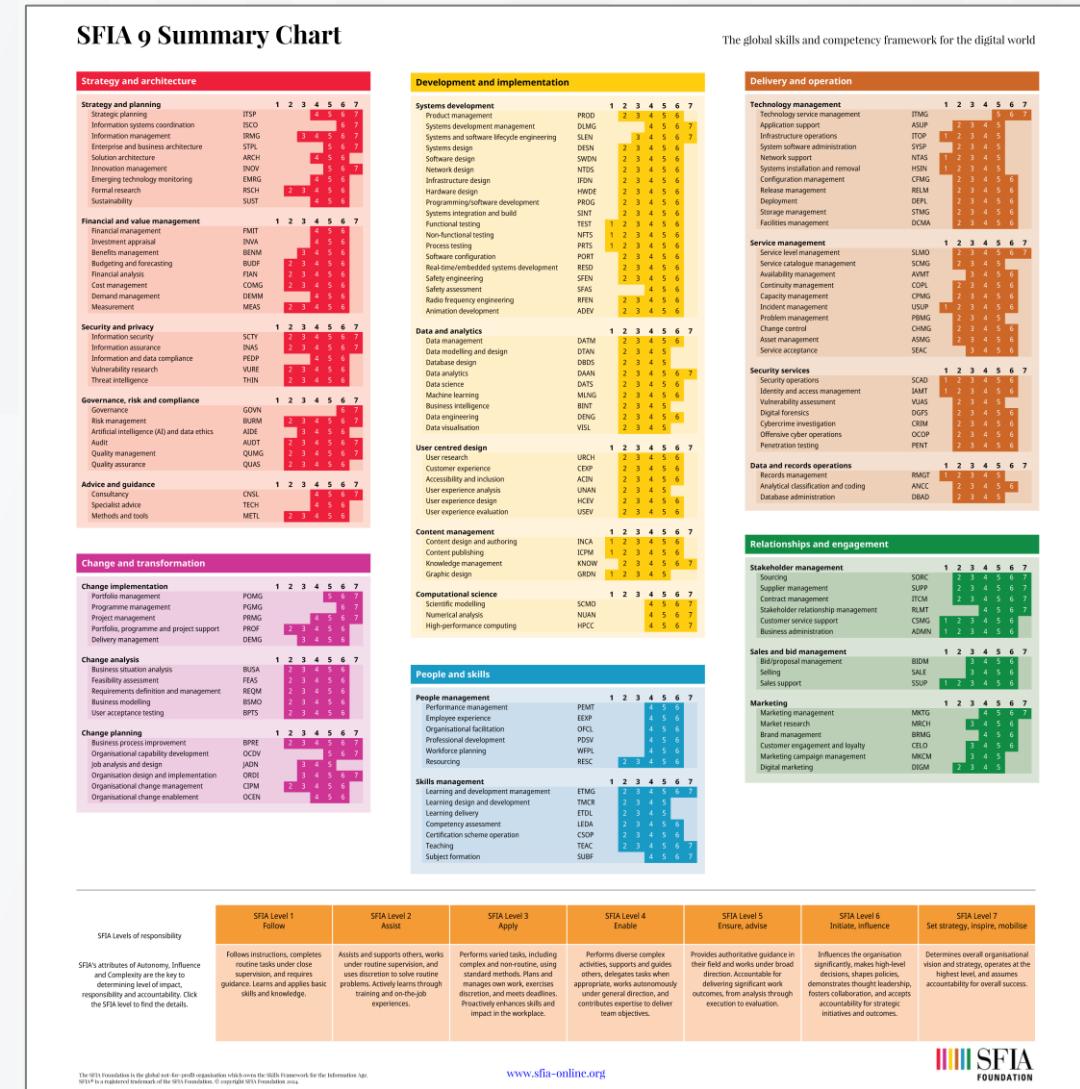
Getting Started

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

Get in touch with us!

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Need more help with SFIA?

Contact our team for a chat

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https://sfia.nz   help@sfia.nz

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