

SFIA Introduction & Refresher

Plan your skills, shape your future



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

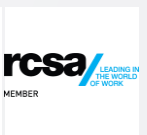
We'll make the video and slides available later

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 SFIA Matters

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

Cybersecurity breach

Digital transformation failure

Project failure

Compromised ability to deliver to customers

Recruitment challenges

Poor employee engagement

Retention challenges

Ineffective training & development

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)

“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



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			

SFIA business skills & attributes

Generic Attributes



Business Skills / Behavioural Factors



7 Levels

SFIA skill levels

Level 7	<i>“Set strategy, inspire, mobilise”</i>	Operates at the highest organisational level, determines overall organisational vision and strategy, and assumes accountability for overall success.
Level 6	<i>“Initiate, influence”</i>	Has significant organisational influence, makes high-level decisions, shapes policies, demonstrates leadership, fosters organizational collaboration, and accepts accountability in key areas.
Level 5	<i>“Ensure, advise”</i>	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	<i>“Enable”</i>	Performs diverse complex activities, supports and supervises others, works autonomously under general direction, and contributes expertise to deliver team objectives.
Level 3	<i>“Apply”</i>	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	<i>“Assist”</i>	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	<i>“Follow”</i>	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: Receives and handles routine customer inquiries and requests, following established procedures.
‘Follow’ Accurately records customer interactions and maintains relevant records.
Escalates complex issues to appropriate team members or departments.

Level 2 Description: Responds to common customer service requests, providing information to enable fulfilment or
‘Assist’ 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: Acts as a routine contact point for customers, handling a wide range of inquiries and service
‘Apply’ 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’

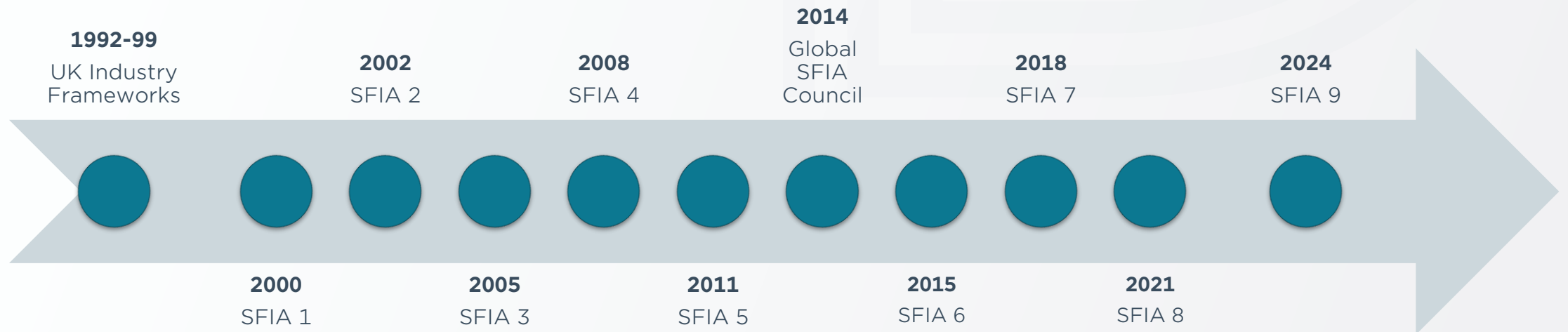
Manages day-to-day operations of the customer service function, including resource planning and work allocation.
Develops and implements service standards, policies and procedures.
Analyses service metrics and customer feedback to drive continuous improvement initiatives.
Ensures the service catalogue 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.

Regularly updated

As digital skills evolve over time, so does SFIA



SFIA Foundation

You need a licence to use SFIA...

... in NZ & AU we have an all-of-country licence

... and SFIA is free for most users!

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

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

Change and transformation									
Change implementation									
Portfolio management	POMG							5	6
Programme management	PGMG							6	7
Project management	PRMG							4	5
Portfolio, programme and project support	PROF							2	3
Delivery management	DEMG							3	4
Change analysis									
Business situation analysis	BUSA							2	3
Feasibility assessment	FEAS							2	3
Requirements definition and management	REQM							2	3
Business modelling	BSMO							2	3
User acceptance testing	BPTS							2	3
Change planning									
Business process improvement	BPRE							2	3
Organisational capability development	OCDEV							3	4
Job analysis and design	JADN							3	4
Organisation design and implementation	ORDI							3	4
Organisational change management	CIPM							2	3
Organisational change enablement	OCCN							4	5

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

People and skills									
People management									
Performance management	PEMT							4	5
Employee experience	EXPE							4	5
Organisational facilitation	OFCL							4	5
Professional development	PDSV							4	5
Workforce planning	WFPL							4	5
Resourcing	RESC							2	3
Skills management									
Learning and development management	ETMG							2	3
Learning design and development	TMCN							2	3
Learning delivery	ETDL							2	3
Competency assessment	LEDA							2	3
Certification scheme operation	CSOP							2	3
Teaching	TEAC							2	3
Subject formation	SUBF							4	5

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

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

SFIA v9 Highlights

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 & 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 7	<i>“Set strategy, inspire, mobilise”</i>	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

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.

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.

2 3 4 5 6

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

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.

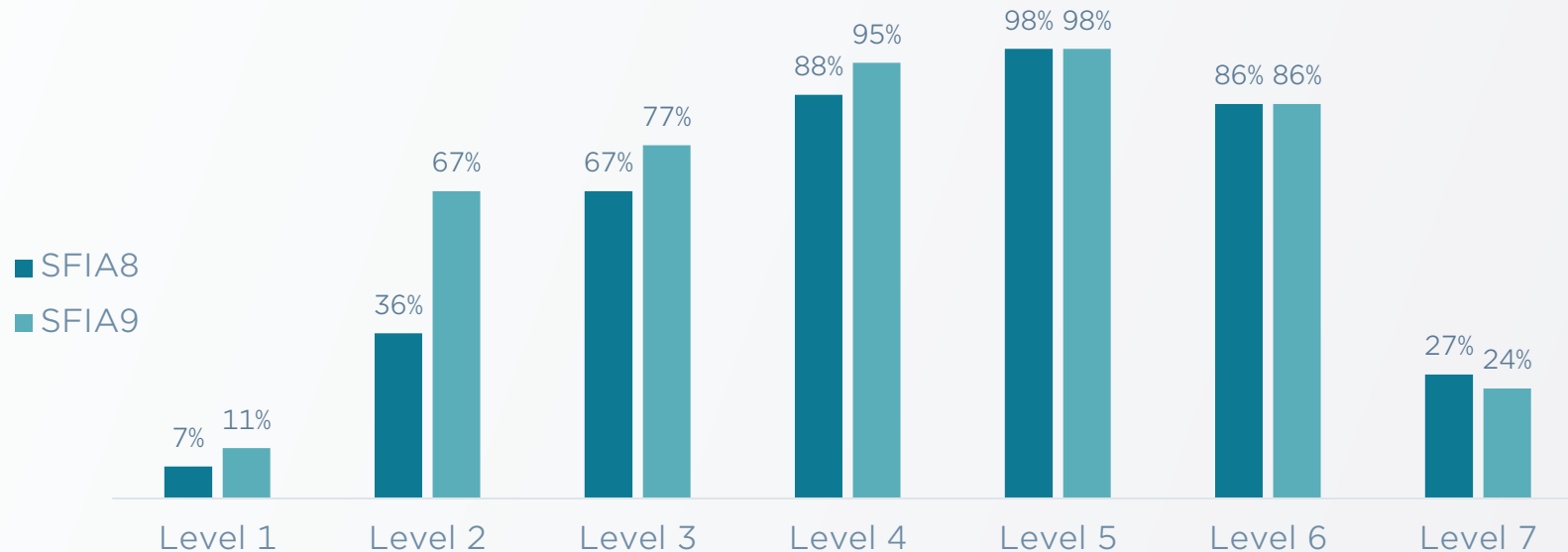
3 4 5 6

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



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)

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)

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)

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.

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.

Other Skills Updates

SFIA 8 skills with significant or notable changes in SFIA 9

Development and implementation

Data science (DATS)

Notes

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

Security Operations (SCAD)

Release and Deployment (RELM)

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.

Practical Applications

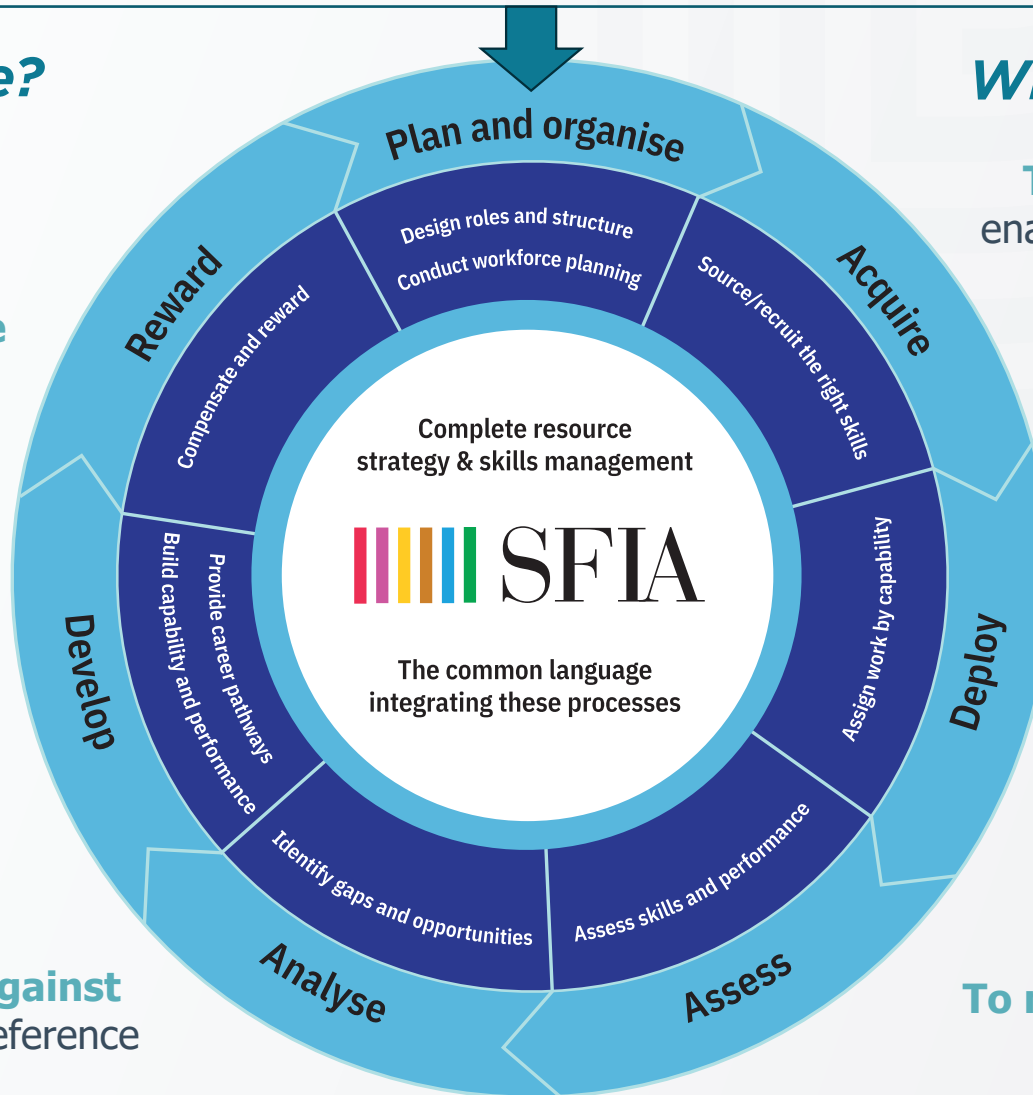
Using SFIA

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?

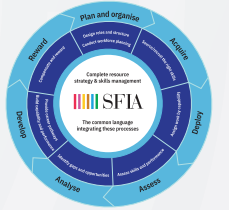
To **set recruitment criteria** that enables the **attraction** & **selection** of the RIGHT candidates.

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**.

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>



SFIA 9 Summary Chart

The global skills and competency framework for the digital world

Strategy and planning						
Strategic planning	ITSP	1	2	3	4	5
Information systems coordination	ISCO	1	2	3	4	5
Information management	IRMG	1	2	3	4	5
Enterprise and business architecture	STPL	1	2	3	4	5
Solution architecture	ARCH	1	2	3	4	5
Innovation management	INOV	1	2	3	4	5
Emerging technology monitoring	EMRG	1	2	3	4	5
Research	RSCH	1	2	3	4	5
Sustainability	SUST	1	2	3	4	5
Financial and value management						
Financial management	FMGT	1	2	3	4	5
Investment appraisal	INVA	1	2	3	4	5
Benefits management	BNMA	1	2	3	4	5
Budgeting and forecasting	BLUF	1	2	3	4	5
Financial analysis	FIAN	1	2	3	4	5
Cost management	COAC	1	2	3	4	5
Demand management	DEMA	1	2	3	4	5
Measurement	MEAS	1	2	3	4	5
Security and privacy						
Information security	ISCT	1	2	3	4	5
Information assurance	INAS	1	2	3	4	5
Information and data compliance	PEDP	1	2	3	4	5
Vulnerability research	VURE	1	2	3	4	5
Threat intelligence	THIN	1	2	3	4	5
Governance, risk and compliance						
Governance	GOVN	1	2	3	4	5
Risk management	BURM	1	2	3	4	5
Artificial intelligence (AI) and data ethics	AUDE	1	2	3	4	5
Audit	AUDT	1	2	3	4	5
Quality management	QUAM	1	2	3	4	5
Quality assurance	QUAS	1	2	3	4	5
Advice and guidance						
Consultancy	CONS	1	2	3	4	5
Specialist advice	TECH	1	2	3	4	5
Methods and tools	METL	1	2	3	4	5
Change and transformation						
Change implementation	POMG	1	2	3	4	5
Portfolio management	POMG	1	2	3	4	5
Programme management	PRMG	1	2	3	4	5
Project management	PROF	1	2	3	4	5
Portfolio, programme and project support	DEMG	1	2	3	4	5
Delivery management	DEMG	1	2	3	4	5
Change analysis						
Business situation analysis	BUASA	1	2	3	4	5
Feasibility assessment	FEAS	1	2	3	4	5
Requirements definition and management	REQM	1	2	3	4	5
Business modelling	BMGM	1	2	3	4	5
User acceptance testing	BUPT	1	2	3	4	5
Change planning						
Business process improvement	BPRE	1	2	3	4	5
Organisational capability development	OCOV	1	2	3	4	5
Job analysis and design	JOAN	1	2	3	4	5
Organisation design and implementation	OROI	1	2	3	4	5
Organisational change management	OCPM	1	2	3	4	5
Organisational change enablement	OCEN	1	2	3	4	5
Development and implementation						
Systems development	PROD	1	2	3	4	5
Product management	PROD	1	2	3	4	5
Systems development management	DLMG	1	2	3	4	5
Systems and software lifecycle engineering	SLEN	1	2	3	4	5
Systems design	DESN	1	2	3	4	5
Software design	SWDN	1	2	3	4	5
Network design	NTDS	1	2	3	4	5
Infrastructure design	IFDN	1	2	3	4	5
Hardware design	HWDG	1	2	3	4	5
Programming/software development	PROG	1	2	3	4	5
Systems integration and build	SINT	1	2	3	4	5
Functional testing	TEST	1	2	3	4	5
Non-functional testing	NFTS	1	2	3	4	5
Process testing	PRTS	1	2	3	4	5
Software configuration	PORT	1	2	3	4	5
Real-time/embedded systems development	RESD	1	2	3	4	5
Safety engineering	SEEN	1	2	3	4	5
Safety assessment	SPAS	1	2	3	4	5
Build frequency engineering	BREN	1	2	3	4	5
Animation development	ADEV	1	2	3	4	5
Data and analytics						
Data management	DATM	1	2	3	4	5
Data modelling and design	DTAN	1	2	3	4	5
Database design	DBDS	1	2	3	4	5
Data analytics	DAN	1	2	3	4	5
Data science	DATS	1	2	3	4	5
Machine learning	MLNG	1	2	3	4	5
Business intelligence	BBNT	1	2	3	4	5
Data engineering	DENG	1	2	3	4	5
Data visualisation	VSLS	1	2	3	4	5
User centred design						
User research	URCH	1	2	3	4	5
Customer experience	CEXP	1	2	3	4	5
Accessibility and inclusion	ACIN	1	2	3	4	5
User experience analysis	UNAN	1	2	3	4	5
User experience design	HEUV	1	2	3	4	5
User experience evaluation	USEV	1	2	3	4	5
Content management						
Content design and authoring	INCA	1	2	3	4	5
Content publishing	ICPM	1	2	3	4	5
Knowledge management	KNOW	1	2	3	4	5
Graphic design	GRDN	1	2	3	4	5
Computational science						
Scientific modelling	SCMO	1	2	3	4	5
Numerical analysis	NUAN	1	2	3	4	5
High-performance computing	HPCC	1	2	3	4	5
People and skills						
People management	PEMT	1	2	3	4	5
Performance management	PEMT	1	2	3	4	5
Employee experience	EEXP	1	2	3	4	5
Organisational facilitation	OFCL	1	2	3	4	5
Professional development	PODV	1	2	3	4	5
Workforce planning	WPLP	1	2	3	4	5
Resourcing	RESC	1	2	3	4	5
Skills management						
Learning and development management	ETMG	1	2	3	4	5
Learning design and development	TLMD	1	2	3	4	5
Learning delivery	ETDL	1	2	3	4	5
Competency assessment	LEDA	1	2	3	4	5
Certification scheme operation	CSOP	1	2	3	4	5
Teaching	TEAC	1	2	3	4	5
Subject formation	SUBF	1	2	3	4	5
Delivery and operation						
Technology management	ITMG	1	2	3	4	5
Application support	ASUP	1	2	3	4	5
Infrastructure operations	ITOP	1	2	3	4	5
System software administration	SSVP	1	2	3	4	5
Network support	NTDS	1	2	3	4	5
Systems installation and removal	HSIN	1	2	3	4	5
Configuration management	CFMG	1	2	3	4	5
Release management	RELM	1	2	3	4	5
Deployment	DEPL	1	2	3	4	5
Storage management	STMG	1	2	3	4	5
Facilities management	DCMA	1	2	3	4	5
Service management						
Service level management	SLMO	1	2	3	4	5
Service catalogue management	SCMG	1	2	3	4	5
Availability management	AVMT	1	2	3	4	5
Continuity management	CCPM	1	2	3	4	5
Capacity management	CPMG	1	2	3	4	5
Incident management	USUP	1	2	3	4	5
Problem management	PRMG	1	2	3	4	5
Change control	CHMG	1	2	3	4	5
Asset management	ASMG	1	2	3	4	5
Service acceptance	SEAC	1	2	3	4	5
Security services						
Security operations	SCOD	1	2	3	4	5
Identity and access management	IAMT	1	2	3	4	5
Vulnerability assessment	VUAS	1	2	3	4	5
Digital forensics	DOFS	1	2	3	4	5
Cybercrime investigation	CCIM	1	2	3	4	5
Offensive cyber operations	OCOP	1	2	3	4	5
Penetration testing	PENT	1	2	3	4	5
Data and records operations						
Records management	RNMG	1	2	3	4	5
Analyst classification and coding	ANCC	1	2	3	4	5
Database administration	DBAD	1	2	3	4	5
Relationships and engagement						
Stakeholder management	SGRK	1	2	3	4	5
Sourcing	SGRK	1	2	3	4	5
Supplier management	SUPP	1	2	3	4	5
Contract management	ITCM	1	2	3	4	5
Stakeholder relationship management	RLMT	1	2	3	4	5
Customer service support	CSMG	1	2	3	4	5
Business administration	ADBN	1	2	3	4	5
Sales and bid management						
Bid/proposal management	BIDM	1	2	3	4	5
Sale	SALE	1	2	3	4	5
Sales support	SSUP	1	2	3	4	5
Marketing						
Marketing management	MKTG	1	2	3	4	5
Market research	MRCH	1	2	3	4	5
Brand management	BRMG	1	2	3	4	5
Customer engagement and loyalty	CELO	1	2	3	4	5
Marketing campaign management	MKCM	1	2	3	4	5
Digital marketing	DMGM	1	2	3	4	5

SFIA Levels of responsibility	SFIA Level 1 Follow	SFIA Level 2 Assist	SFIA Level 3 Apply	SFIA Level 4 Enable	SFIA Level 5 Ensure, advise	SFIA Level 6 Initiate, influence	SFIA Level 7 Set strategy, inspire, mobilise
SFIA's attributes of Autonomy, Influence and Complexity are the key to determining level of impact, responsibility and accountability. Click the SFIA level to find the details.	Follows instructions, completes routine tasks under close supervision, and requires guidance. Learns and applies basic skills and knowledge.	Assists and supports others, works under routine supervision, and uses discretion to solve routine problems. Actively learns through training and on-the-job experiences.	Performs varied tasks, including complex and non-routine, using standard methods. Plans and manages own work, exercises discretion, and meets 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.	Influences the organisation significantly, makes high-level decisions, shapes policies, demonstrates thought leadership, fosters collaboration, and accepts accountability for strategic initiatives and outcomes.	Determines overall organisational vision and strategy, operates at the highest level, and assumes accountability for overall success.

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www.sfia-online.org

SFIA
FOUNDATION

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!





Need more help with SFIA?

Contact our team for a chat

Digital Skills Agency

<https://digitalskillsagency.com>

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