

SFIA Overview

A very quick introduction to the SFIA Skills and Competency Framework ...

www.sfia-online.org

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Agenda

- SFIA History – *The First 30 years ...*
 - The SFIA Framework – *SFIA 7 ...*
 - The SFIA Global Ecosystem – *How it all works ...*
 - The SFIA Roadmap – *what to expect from an ever-evolving framework ...*
- } *The Past*
- } *The Present*
- } *The Future*

SFIA - History

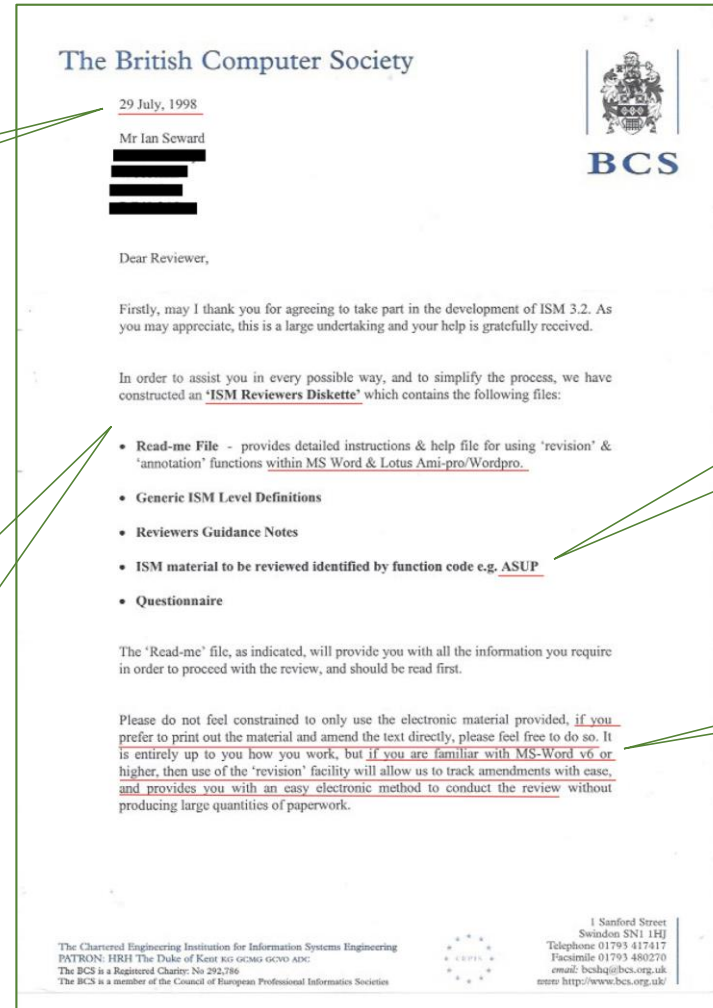
The first 30 years ...

An interesting historical artefact ...

1998

Industry Structure
Model
ISM
(Around 1989/90)

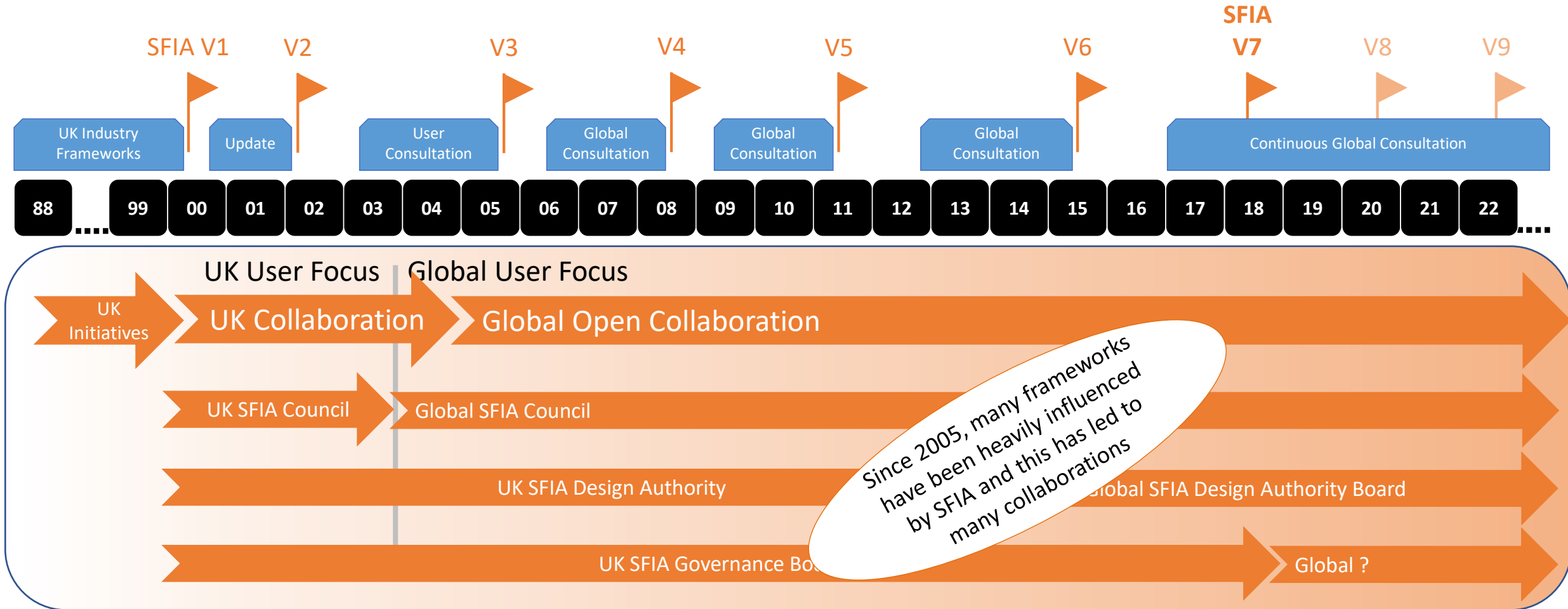
Diskettes through the
Post



Function Code: ASUP

We've refined our
processes since then ...

SFIA – The first 30 years ...



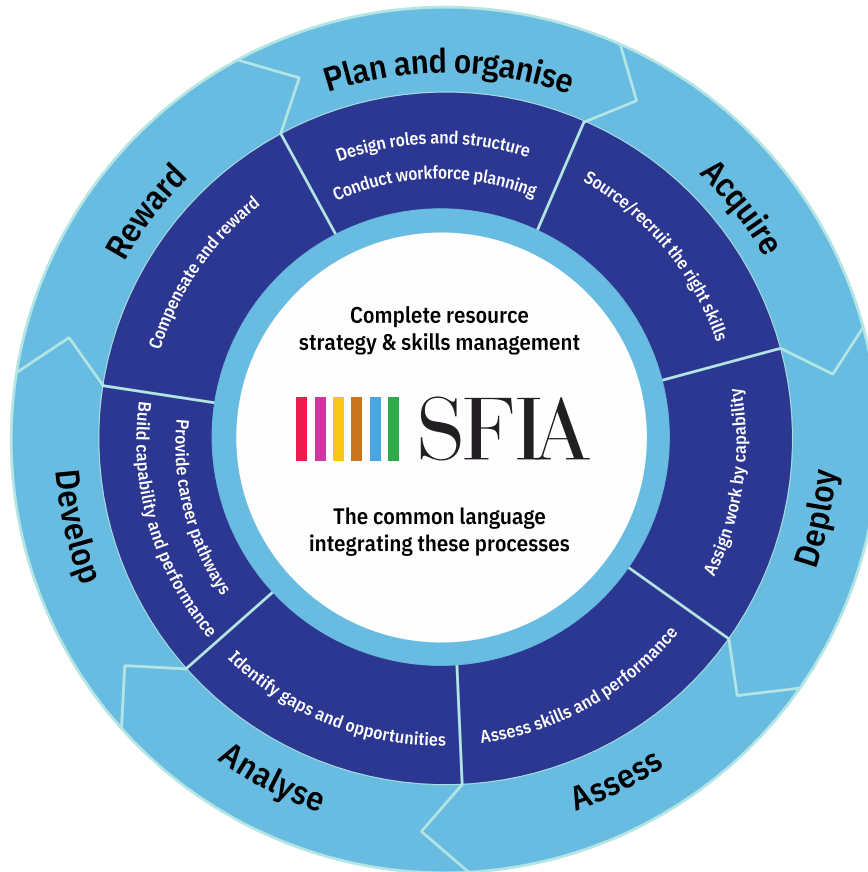
Initially a UK initiative: SFIA, by being available, relevant, essentially right and driven by industry and business users globally, has established SFIA as the most widely adopted skills and competency framework

... sound provenance and proven sustainability !

Actually why have a framework at all?

Why is always a good question to ask ...

SFIA – The Skills and Competency Management Cycle



Who is SFIA for?

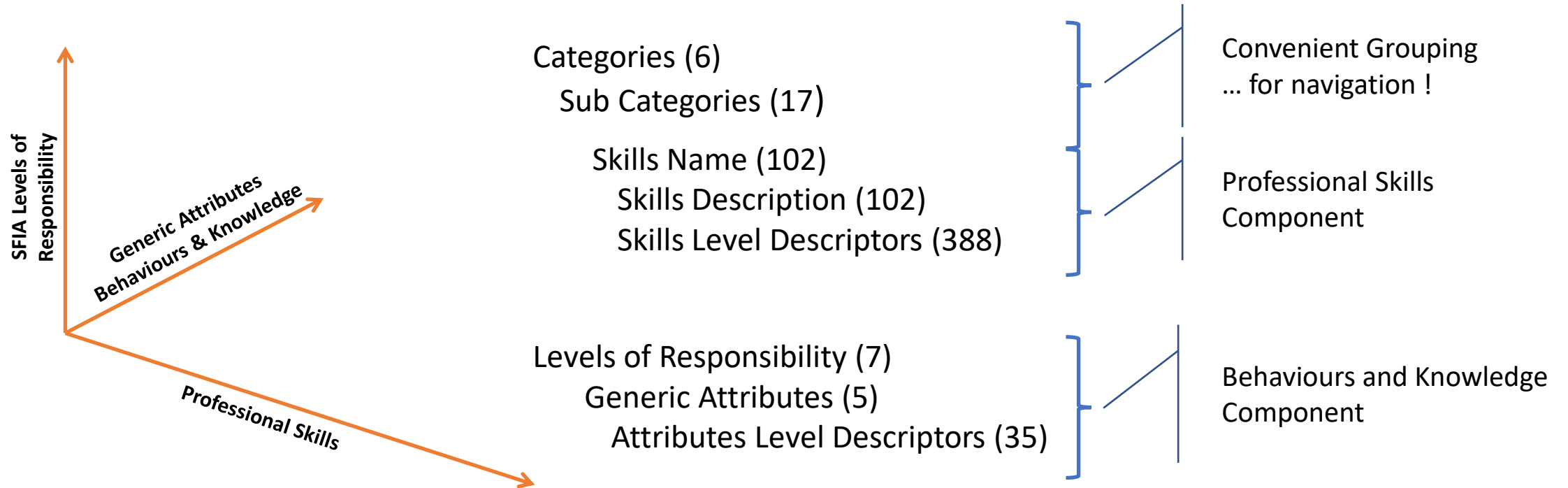
- Individuals
- Corporates (Global Enterprises and SMEs)
 - Line Managers
 - Organisational Leaders
 - Human Resource Professionals
 - Learning and Development Professionals
 - Procurement, supplier management/service providers
 - Recruiters
 - Professional bodies and certification organisations
 - Education and training providers
- Countries
 - Globally recognized common framework

SFIA – The Framework

What it is and how it might be used ...

The SFIA Framework – Structure

A consistent structure throughout ...



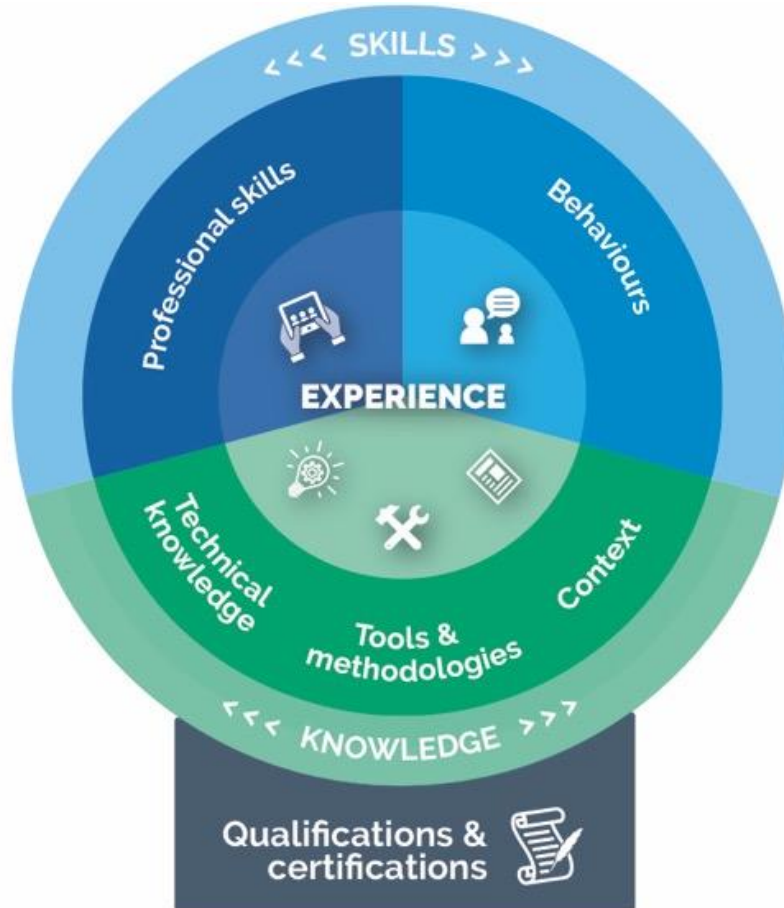
... The 7 levels are consistent across Responsibility, Professional Skills, Behaviours and Knowledge

The SFIA Framework

SFIA is developed by industry and business for use by industry and business in the real world

At its heart is Experience

You have a skill or competence because you have experience of practicing the skill in a real world situation



SFIA – The Framework at its most simple

Level 7	Set strategy, inspire, mobilise
Level 6	Initiate, influence
Level 5	Ensure, advise
Level 4	Enable
Level 3	Apply
Level 2	Assist
Level 1	Follow

The SFIA Framework identifies 7 Levels of Responsibility.

The Levels of responsibility are straightforward, progressive, generic and universally applicable.

... what makes up a level?

SFIA – The Definition of a Level of Responsibility

Follow	Autonomy	Works under supervision. Uses little discretion. Is expected to seek guidance in unexpected situations.
	Influence	Minimal influence. May work alone, or interact with immediate colleagues.
	Complexity	Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems.
	Knowledge	Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills.
	Business skills	Has sufficient communication skills for effective dialogue with others. Demonstrates an organised approach to work.
Level 1		Uses basic systems and tools, applications, and processes Contributes to identifying own development opportunities. Follows code of conduct, ethics and organisational standards. Is aware of health and safety issues. Understands and applies basic personal security practice.

The 7 SFIA levels of responsibility are described in a consistent manner using a common set of generic attributes.

Example: Level 1

SFIA – The Framework Levels of Responsibility



Levels of responsibility in SFIA							
Level 1 Follow	Level 2 Assist	Level 3 Apply	Level 4 Enable	Level 5 Ensure, advise	Level 6 Initiate, influence	Level 7 Set strategy, inspire, mobilise	
<p>Autonomy Works under supervision. Uses little discretion. Is expected to seek guidance in unexpected situations.</p> <p>Influence Minimal influence. May work alone or interact with immediate colleagues.</p> <p>Complexity Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems.</p> <p>Knowledge Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills.</p> <p>Business skills Has sufficient communication skills for effective dialogue with others. Demonstrates an organised approach to work. Uses basic systems and tools, applications and processes. Contributes to identifying own development opportunities. Follows code of conduct, ethics and organisational standards. Is aware of health and safety issues. Understands and applies basic personal security practice.</p>	<p>Autonomy Works under direction. Uses limited discretion in resolving issues or enquiries. Works without frequent reference to others.</p> <p>Influence Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers and partners. May have more influence in own domain. Aware of need to collaborate with team and represent users/customer needs.</p> <p>Complexity Performs a range of work activities in varied environments. May contribute to routine issue resolution.</p> <p>Knowledge Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. Has gained a basic domain knowledge. Absorbs new information when it is presented systematically and applies it effectively.</p> <p>Business skills Has sufficient communication skills for effective dialogue with customers, suppliers and partners. Is able to work in a team, is able to plan, schedule and monitor own work within short time horizons. Demonstrates a rational and ordered approach to work. Understands and uses appropriate methods, tools and applications. Identifies and negotiates own development opportunities. Is fully aware of and complies with essential organisational security practices expected of the individual.</p>	<p>Autonomy Works under general direction. Uses discretion in identifying and responding to complex issues and assignments. Receives specific direction, accepts guidance and has work reviewed at agreed milestones. Determines when issues should be escalated to a higher level.</p> <p>Influence Interacts with and influences colleagues. Has working level contact with customers, suppliers and partners. May supervise others or make decisions which impact the work assigned to individuals or phases of projects. Collaborates regularly with team members, users and customers. Engages to ensure that user needs are being met throughout.</p> <p>Complexity Performs a range of work, sometimes complex and non-routine, in a variety of contexts. Applies methodical approach to issue definition and resolution.</p> <p>Knowledge Has a sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. Demonstrates effective application of knowledge. Has an appreciation of the wider business context. Takes action to develop own knowledge.</p> <p>Business skills Demonstrates effective communication skills. Plans, schedules and monitors own work (and that of others where applicable) completely within limited deadlines and according to relevant legislation, standards and procedures. Contributes fully to the work of teams. Appreciates how own role relates to other roles and to the business of the employer or client. Demonstrates an analytical and systematic approach to issue resolution. Takes the initiative in identifying and negotiating appropriate personal development opportunities. Understands how own role impacts security and demonstrates routine security practice and knowledge required for own work.</p>	<p>Autonomy Works under general direction. Exercises discretion in identifying and responding to complex issues and assignments. Participates in external activities related to organisational and personal responsibilities.</p> <p>Influence Influences customers, suppliers and partners at account level. May have some responsibility for the work of others and for the allocation of resources. Participates in external activities related to own specialism. Makes decisions which influence the success of projects and team objectives. Collaborates regularly with team members, users and customers. Engages to ensure that user needs are being met throughout.</p> <p>Complexity Work includes a broad range of complex technical or professional activities in a variety of contexts. Investigates, defines and resolves complex issues.</p> <p>Knowledge Has a thorough understanding of recognised generic, industry bodies of knowledge and specialist bodies of knowledge as necessary. Has gained a thorough knowledge of the domain of the organisation. Is able to apply the knowledge effectively in unfamiliar situations and a clearly maintains own knowledge and contributes to the development of others. Rapidly absorbs new information and applies it effectively for own personal development and the monitoring or coaching of others. Develops a wide breadth of knowledge across the industry or business. Applies knowledge to help to define the standards which others will apply.</p> <p>Business skills Communicates fluently orally and in writing, and can present complex information to both technical and non-technical audiences. Plans, schedules and monitors work to meet time and quality targets. Facilitates collaboration between stakeholders who have diverse objectives. Analyzes, designs, plans, executes and evaluates work to time, cost and quality targets. Analyzes requirements and advises on scope and options for continuous operational improvement. Takes all requirements into account when making proposals. Demonstrates creativity, innovation and ethical thinking in applying solutions for the benefit of the customer/ stakeholders. Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives. Maintains an awareness of developments in the industry. Takes an initiative to keep skills up to date. Mentors colleagues. Proactively ensures security is appropriately addressed within their area by self and others. Engages or works with specialists as necessary. Contributes to the security culture of the organisation.</p>	<p>Autonomy Works under broad direction. Work is often self-initiated. Is fully responsible for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.</p> <p>Influence Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Builds appropriate and effective business relationships. Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget. Has significant influence over the allocation of organisational objectives and financial performance. Leads on user/customer collaboration throughout all stages of work. Ensures user needs are met consistently through each work stage.</p> <p>Complexity Performs an extensive range and variety of complex technical and/or professional work activities. Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. Understands the relationship between own specialism and wider customer/organisational requirements.</p> <p>Knowledge Is fully familiar with recognised industry bodies of knowledge both generic and specific. Actively seeks out new knowledge for own personal development and the monitoring or coaching of others. Develops a wide breadth of knowledge across the industry or business. Applies knowledge to help to define the standards which others will apply.</p> <p>Business skills Demonstrates leadership. Communicates effectively both formally and informally. Facilitates collaboration between stakeholders who have diverse objectives. Analyzes, designs, plans, executes and evaluates work to time, cost and quality targets. Analyzes requirements and advises on scope and options for continuous operational improvement. Takes all requirements into account when making proposals. Demonstrates creativity, innovation and ethical thinking in applying solutions for the benefit of the customer/ stakeholders. Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives. Maintains an awareness of developments in the industry. Takes an initiative to keep skills up to date. Mentors colleagues. Proactively ensures security is appropriately addressed within their area by self and others. Engages or works with specialists as necessary. Contributes to the security culture of the organisation.</p>	<p>Autonomy Has defined authority and accountability for actions and decisions within a significant area of work, including technical, financial and quality aspects. Establishes organisational objectives and assigns responsibilities.</p> <p>Influence Influences policy and strategy formation. Initiates influential relationships with internal and external customers, suppliers and partners at senior management level, including industry leaders. Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.</p> <p>Complexity Has a broad business understanding and deep understanding of own specialism(s). Performs highly complex work activities covering technical, financial and quality aspects. Contributes to the implementation of policy and strategy. Creatively applies wide range of technical and/or management principles.</p> <p>Knowledge Promotes the application of generic and specific bodies of knowledge in own organisation. Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients.</p> <p>Business skills Demonstrates clear leadership. Communicates effectively at all levels to both technical and non-technical audiences. Understands the implications of new technologies. Understands and communicates industry developments, and the role and impact of technology in the employing organisation. Absorbs complex information. Promotes compliance with relevant legislation and the need for services, products and working practices to provide equal access and equal opportunity to people with diverse abilities. Takes the initiative to keep both own and colleagues' skills up to date. Manages and mitigates risk. Takes a leading role in promoting security throughout own area of responsibility and collectively in the organisations.</p>	<p>Autonomy At the highest organisational level, has authority over all aspects of a significant area of work, including policy formation and application. Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned.</p> <p>Influence Makes decisions critical to organisational success. Improves the organisation, and influences developments within the industry at the highest levels. Advances the knowledge and/or exploitation of technology within one or more organisations. Develops long-term strategic relationships with customers, partners, industry leaders and government.</p> <p>Complexity Leads on the formulation and implementation of strategy. Applies the highest level of leadership skills. Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.</p> <p>Knowledge Has established a broad and deep business knowledge including the activities and practices of own organisation and a broad knowledge of those of suppliers, partners, competitors and clients. Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within own area of influence.</p> <p>Business skills Has a full range of strategic management and leadership skills. Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies. Understands, explains and presents complex ideas to audiences at all levels in a persuasive and convincing manner. Assesses the impact of legislation and actively promotes compliance and inclusivity. Ensures that the organisation develops and mobilises the full range of required skills and capabilities. Champions security within own area of work and throughout the organisation.</p>	

... behaviours and knowledge ...

SFIA – The Framework Skills and Competencies

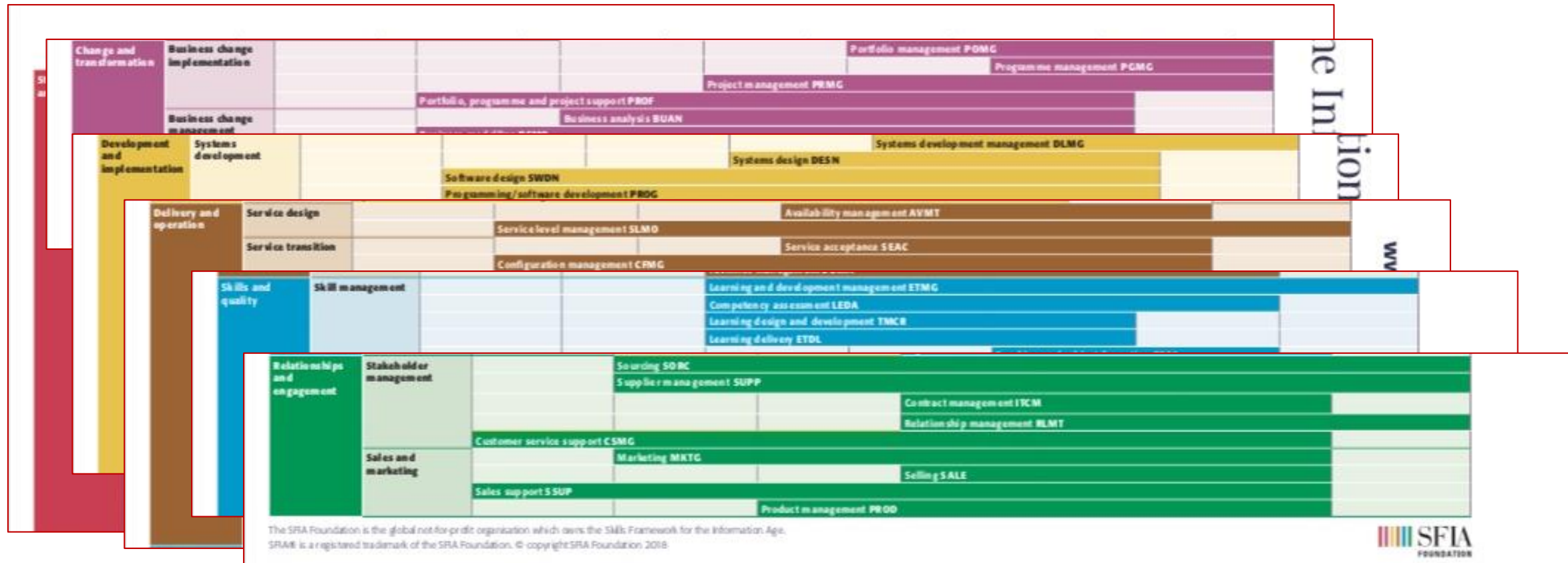


Skills Framework for the Information Age version 7 www.sfia-online.org

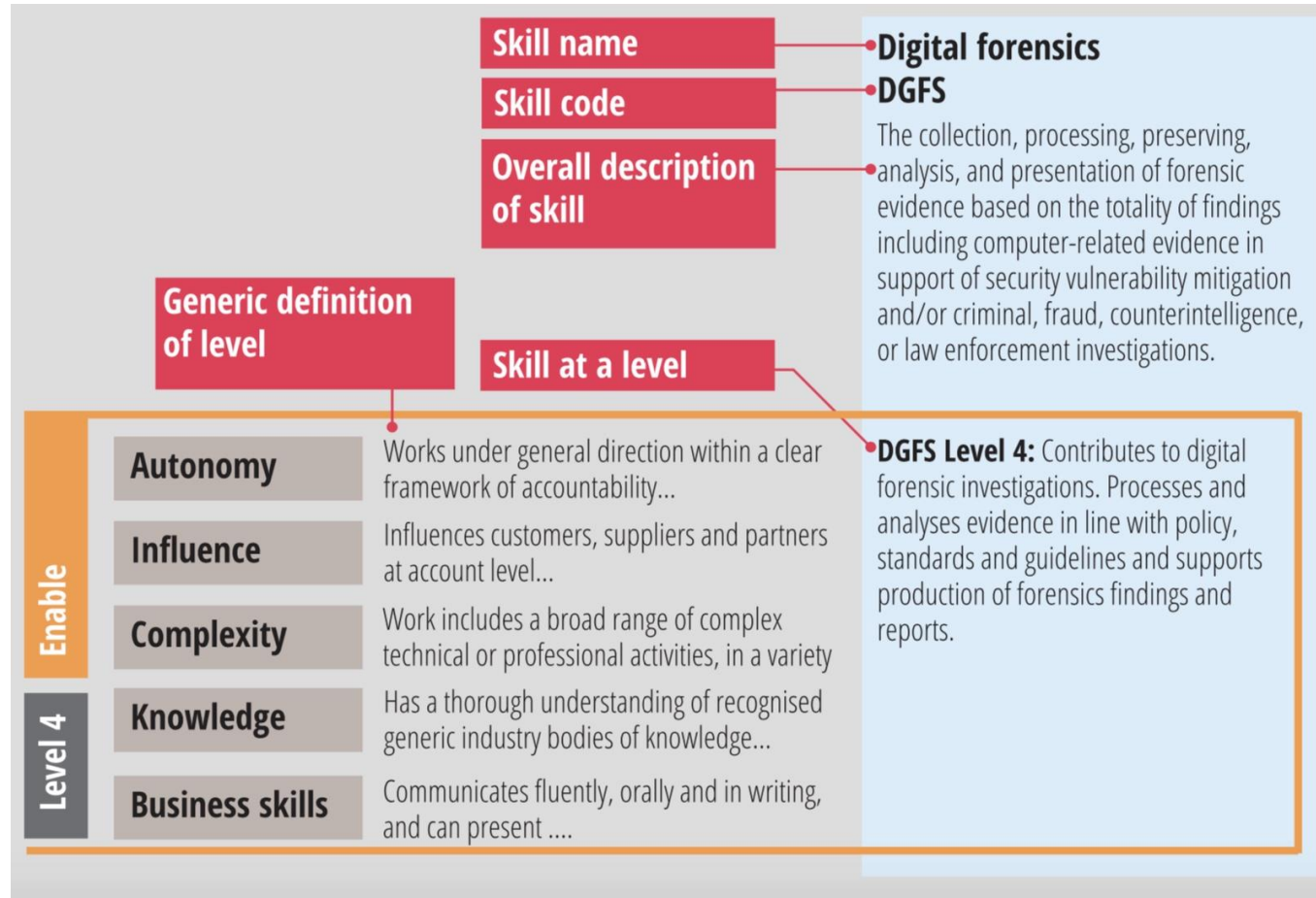
Level	1	2	3	4	5	6	7
Strategic and business	Strategic and business strategy	Strategic and business strategy	Strategic and business strategy	Strategic and business strategy	Strategic and business strategy	Strategic and business strategy	Strategic and business strategy
Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational
Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical
Professional	Professional	Professional	Professional	Professional	Professional	Professional	Professional
Personal	Personal	Personal	Personal	Personal	Personal	Personal	Personal

... professional skills ...

SFIA – The Framework Skills and Competencies



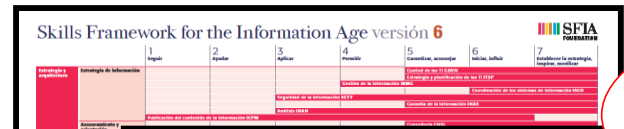
SFIA – Specific Skills meet Generic Attributes




SFIA brings together generic attributes of responsibility with professional skills to form a blended picture from consistent definitions throughout the framework.

... this is really important


SFIA – A common skills language available in your language



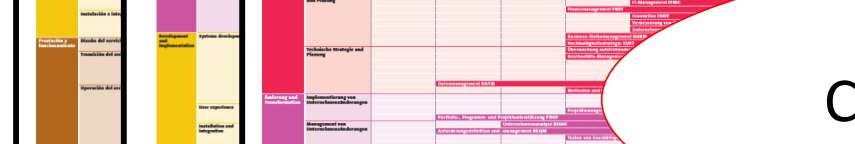
SFIA V6 available in 6 Languages





SFIA V7 Released ...
Currently in translation
(6 Languages)




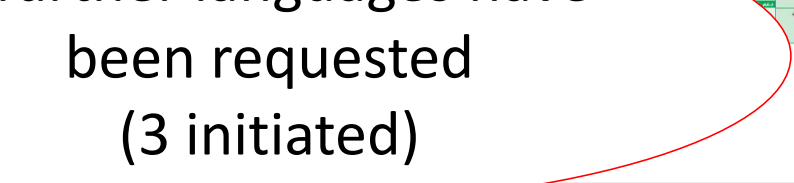
7 further languages have
been requested
(3 initiated)







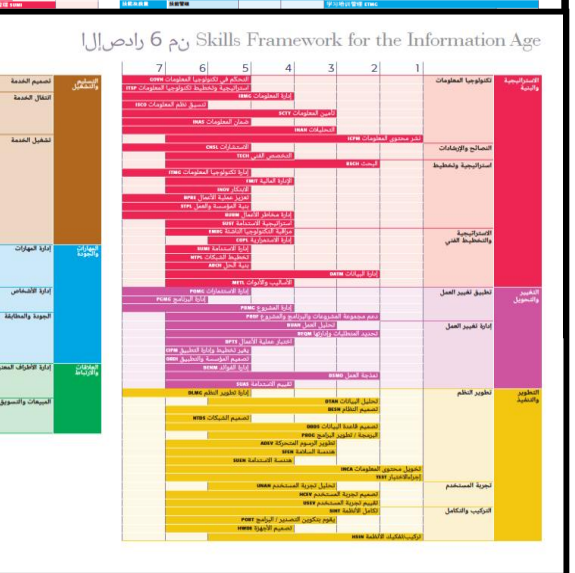












SFIA – The Global Ecosystem

How it all works ...

SFIA – The Global Ecosystem

- The SFIA Foundation – *Not-for-Profit*
 - *Entirely self funding - no central funding*
- The Governance Board
- The SFIA Framework
- The SFIA Council
 - International Advisory Board
- The SFIA Design Authority Board
 - International
 - Design Principles
- The SFIA Partners and Consultants
- The SFIA User Community
- The Licence Structure – *yes we charge a fee*
 - *The vast majority use SFIA free of charge*
- Consultation, Update & Translation Processes
- Accreditation Processes/Criteria
- Training Syllabus
- Support Infrastructure
- Internationalisation – Global
- Relationships & Collaborations
- Proven Longevity & Sustainability
- Future Roadmap
 - Framework, products & projects

SFIA – The Roadmap

... what to expect from an ever-evolving framework ...

SFIA – The Roadmap

- Continued framework development
 - SFIA 8 ... 9 ... 10
 - Extensions for evolving needs
 - Development of the Behaviours

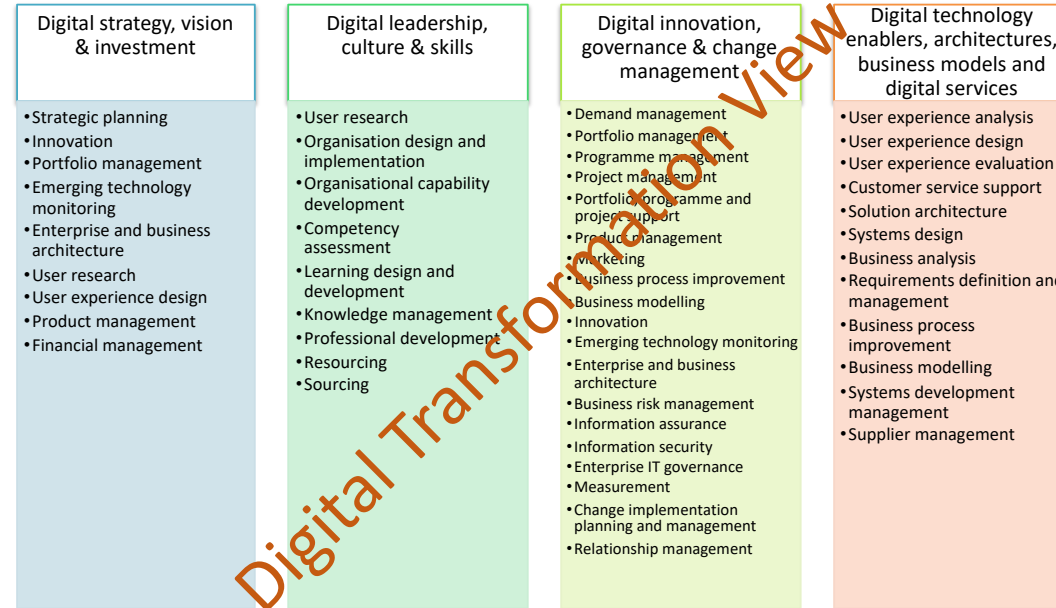


SFIA – The Roadmap

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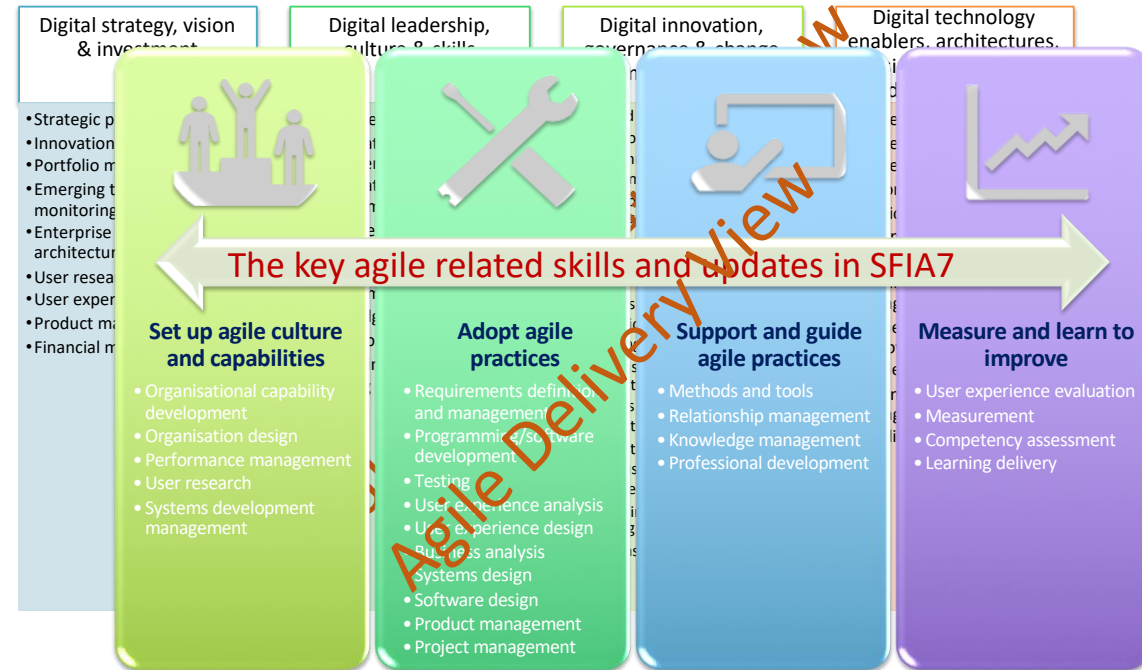
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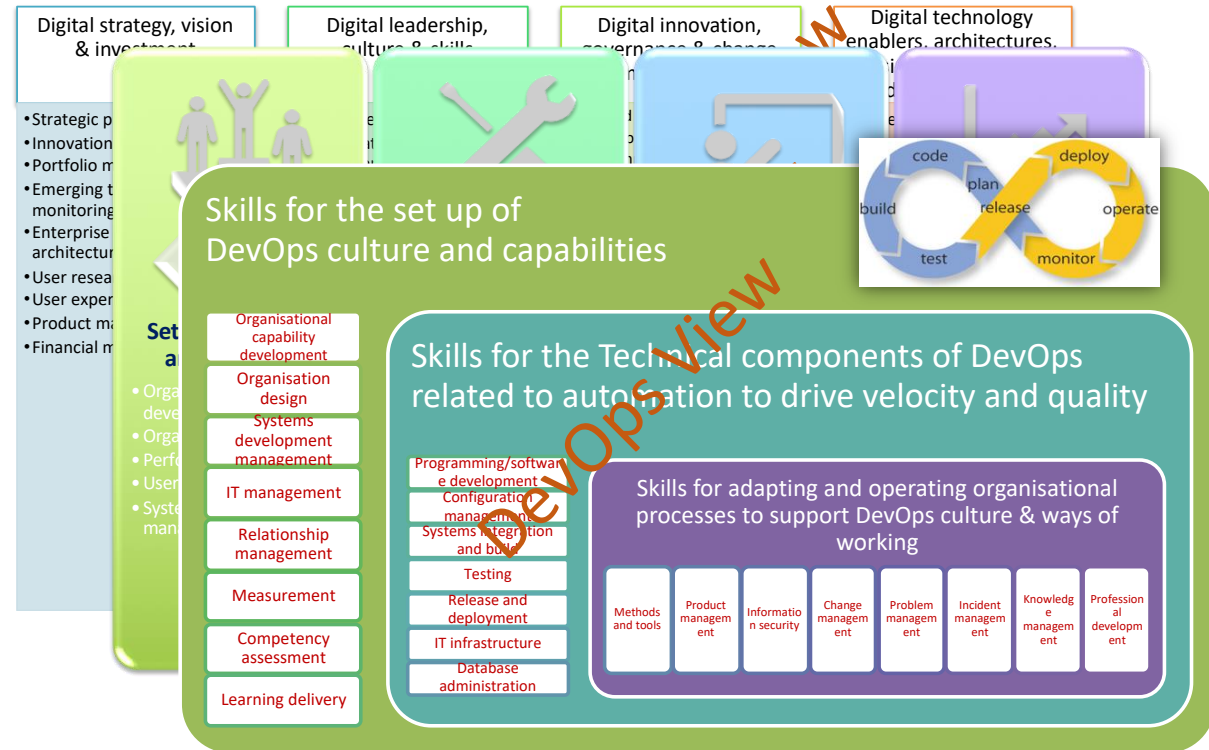
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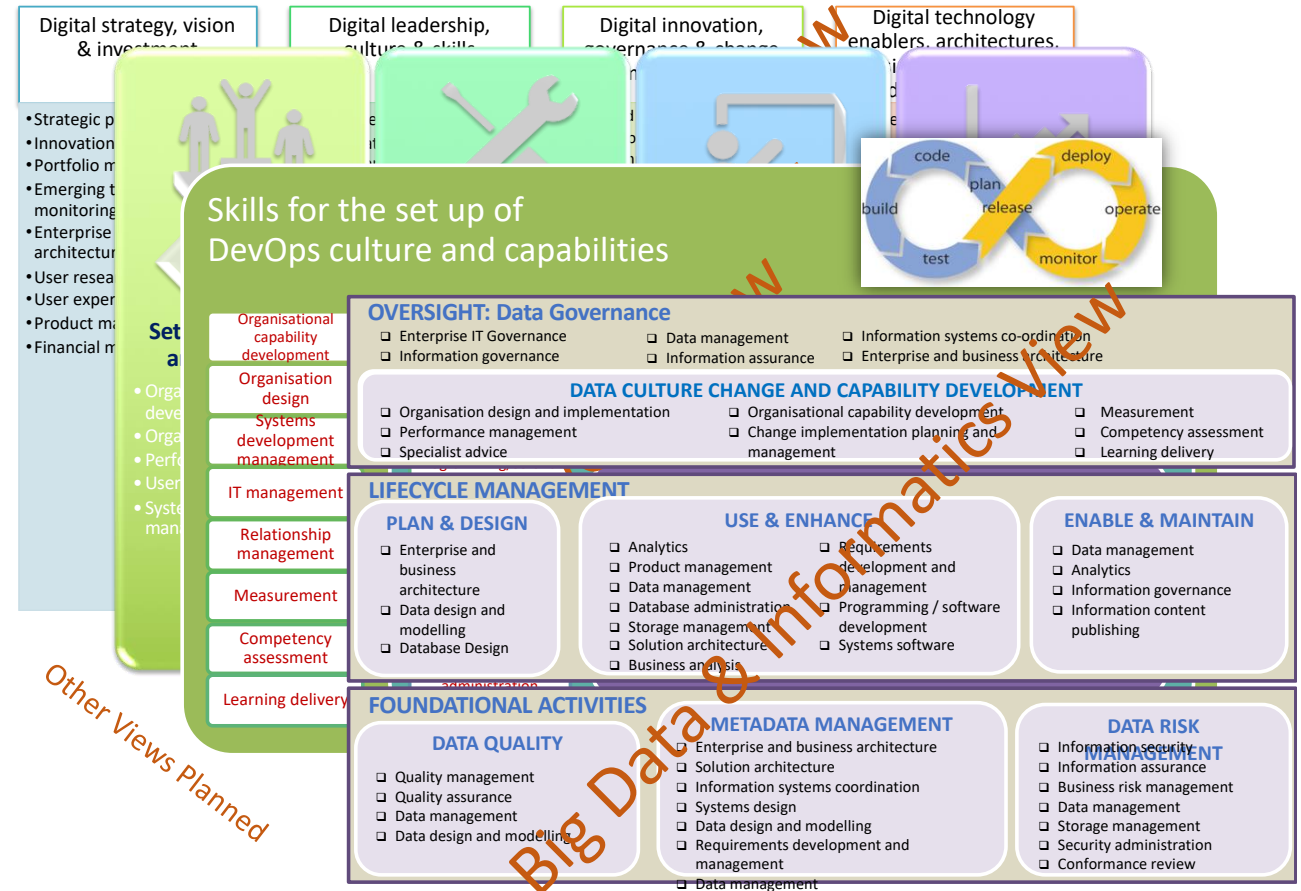
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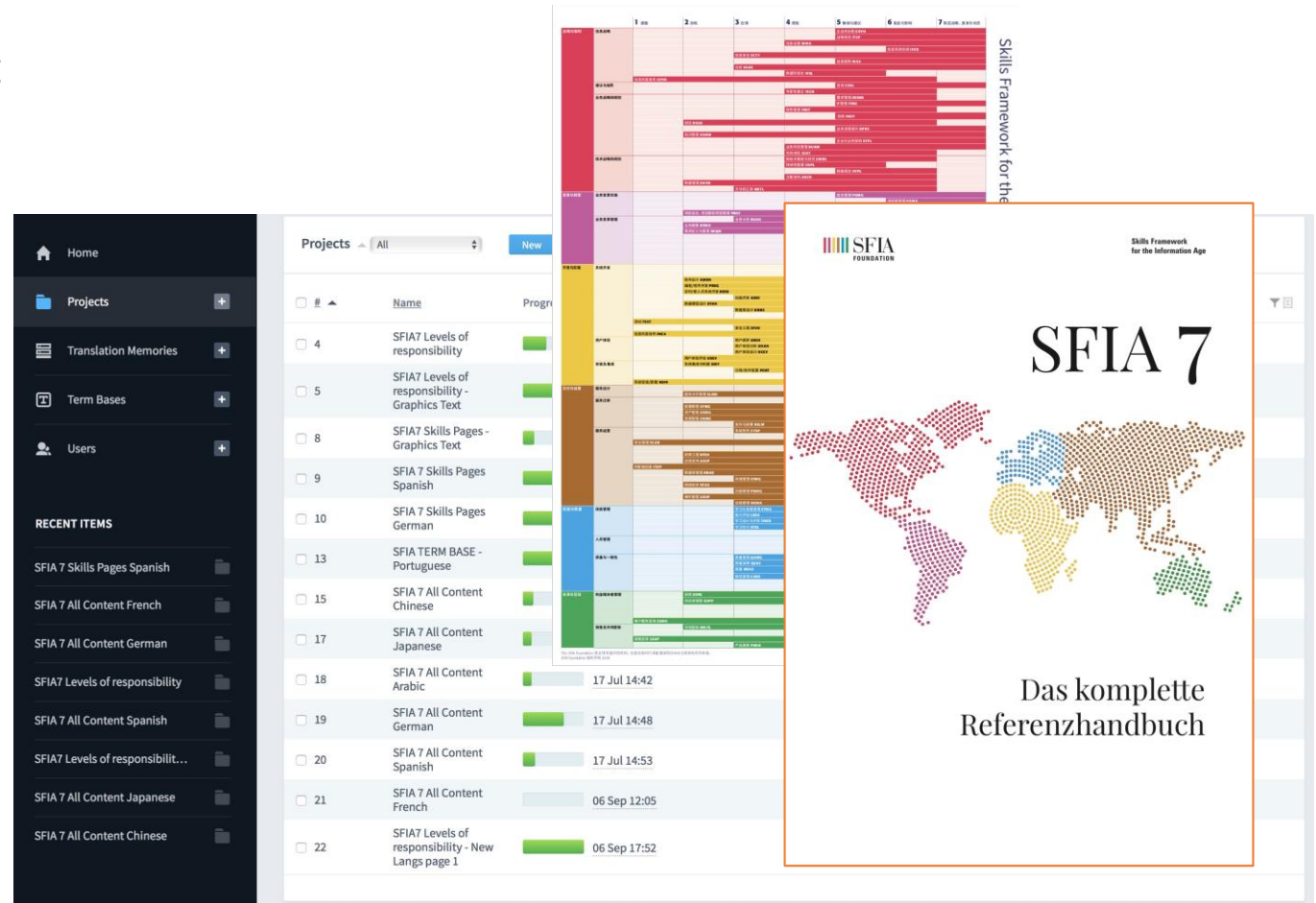
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SFIA – The Roadmap

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 - SFIA Views
 - Additional languages
 - 6 Existing Languages
 - 7 Additional Languages

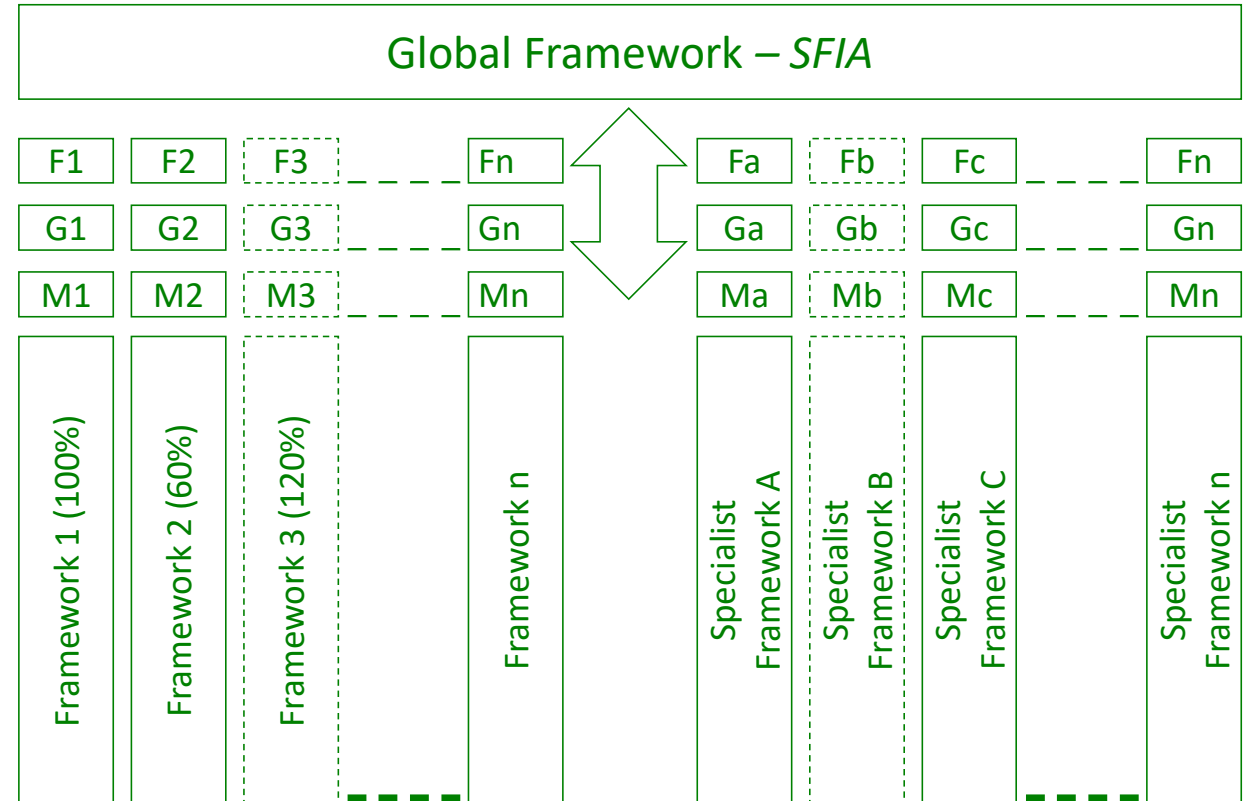


The collage features three main elements:

- Project Management Interface:** A screenshot of a web application showing a list of projects. The left sidebar includes navigation options like Home, Projects, Translation Memories, Term Bases, and Users. The main area displays a table of projects with columns for Name, Progress, and Date. Projects listed include 'SFIA7 Levels of responsibility', 'SFIA7 Skills Pages - Graphics Text', 'SFIA7 Skills Pages Spanish', 'SFIA7 Skills Pages German', 'SFIA TERM BASE - Portuguese', 'SFIA 7 All Content Chinese', 'SFIA 7 All Content Japanese', 'SFIA 7 All Content Arabic', 'SFIA 7 All Content German', 'SFIA 7 All Content Spanish', 'SFIA 7 All Content French', and 'SFIA7 Levels of responsibility - New Langs page 1'.
- Skills Framework Matrix:** A complex matrix titled 'Skills Framework for the Information Age' showing various skill levels (1-7) across different domains (e.g., Business, IT, Digital, etc.).
- SFIA 7 Book Cover:** The cover of the book 'SFIA 7 Das komplette Referenzhandbuch'. It features a world map graphic and the SFIA Foundation logo.

SFIA – The Roadmap

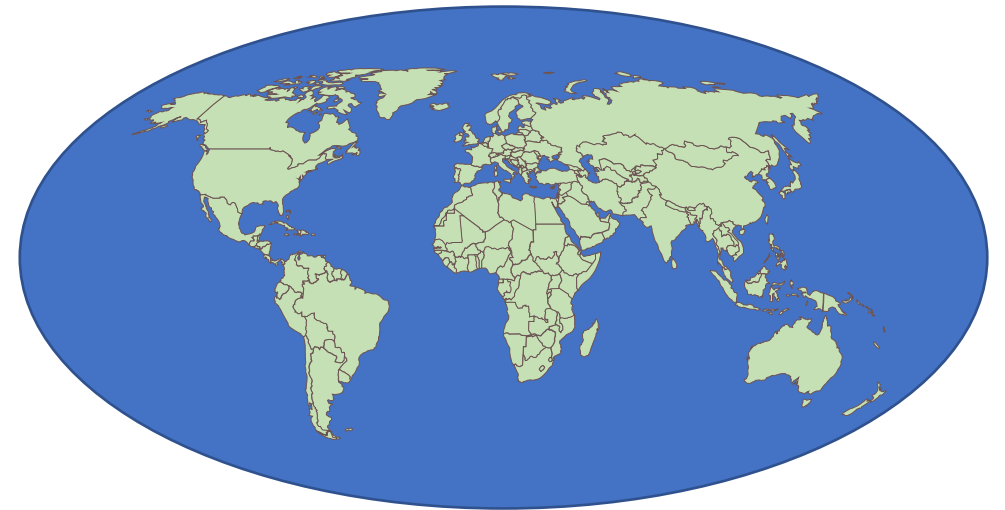
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- Continued collaborations
 - Other frameworks/organisations
 - *Global Framework Alignment?*



ian.seward@bcs.org.uk - April 2016

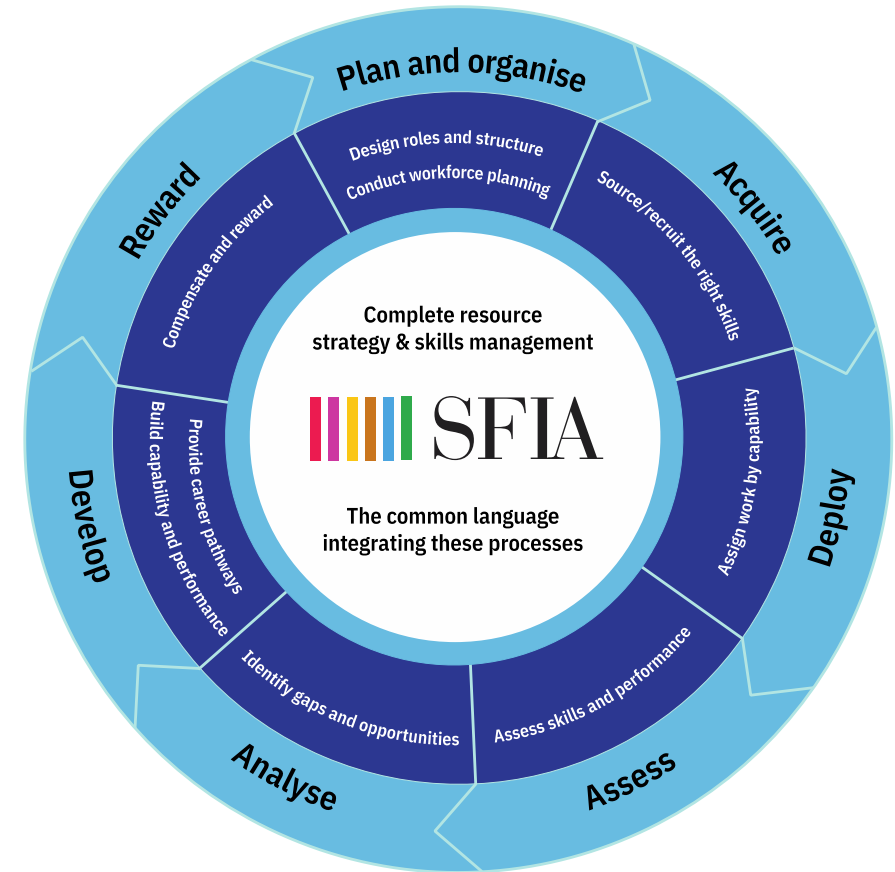
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- Enhanced Ecosystem
 - Internationalisation
 - Scaling



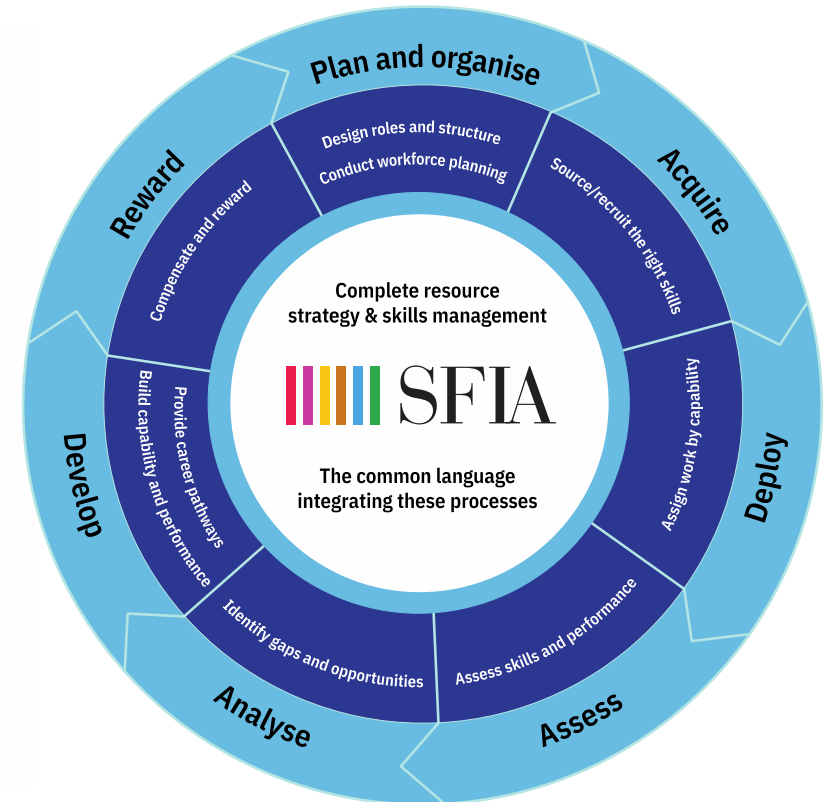
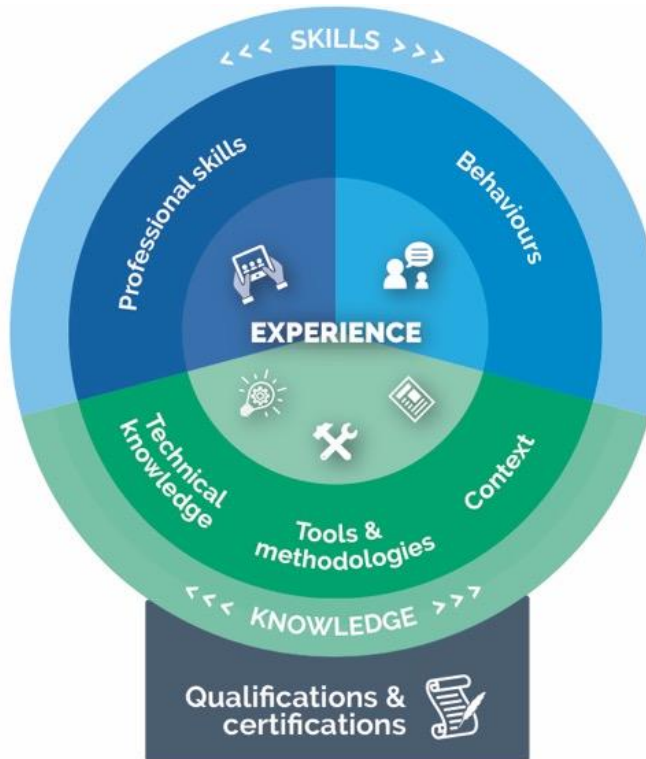
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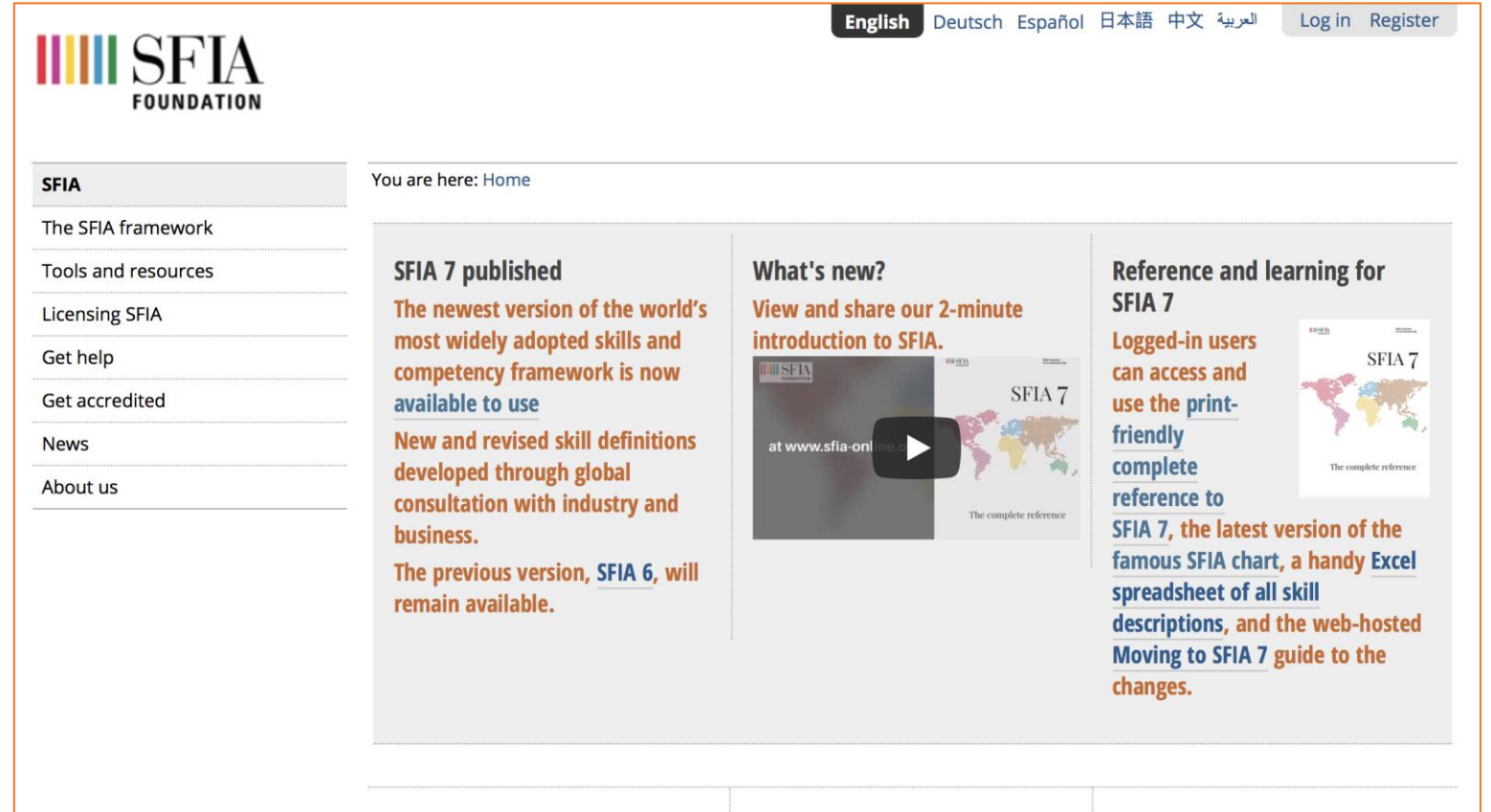
Thankyou

Questions

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A screenshot of the SFIA Foundation website. The header features the SFIA Foundation logo on the left and a navigation bar on the right with language options (English, Deutsch, Español, 日本語, 中文, العربية) and links for 'Log in' and 'Register'. The 'English' option is highlighted. Below the header, a sidebar on the left lists navigation links: 'SFIA', 'The SFIA framework', 'Tools and resources', 'Licensing SFIA', 'Get help', 'Get accredited', 'News', and 'About us'. The main content area has a breadcrumb trail 'You are here: Home'. It features three columns of content: 1. 'SFIA 7 published' with text about the newest version of the skills and competency framework being available to use, mentioning new and revised skill definitions developed through global consultation. 2. 'What's new?' with a link to a 2-minute introduction to SFIA, accompanied by a video player showing a world map and the text 'at www.sfia-online.org'. 3. 'Reference and learning for SFIA 7' with text about logged-in users accessing a print-friendly complete reference to SFIA 7, the latest version of the famous SFIA chart, a handy Excel spreadsheet of all skill descriptions, and a web-hosted 'Moving to SFIA 7' guide to the changes. A small image of the SFIA 7 'The complete reference' book cover is shown next to this text.