

**CONTEXT**

Typically works as an external consultant (independently or for a SFIA partner organisation). *May work as an internal consultant within a large / complex user organisation.*

**PURPOSE**

To advise organisations on the adoption of SFIA to improve organisational / individual performance.  
To produce high quality SFIA related deliverables and work products to support adoption of SFIA.

**TYPICAL RESPONSIBILITIES / KEY RESULT AREAS**

1. Engage with executives, senior managers and decision makers (e.g. in Technology, L&D, HR, Change Programmes):
  - Understand and diagnose current and desired performance
  - Identify key people / performance issues and opportunities
  - Document and agree requirements
  - Identify and engage with senior managers around the purpose, principles and benefits of adopting SFIA
  - Facilitate (internal) learning events or workshops, delivering content as appropriate
2. Explore options and possible solutions:
  - Provide guidance and advice to change programmes / projects / operational teams on the use and adoption of SFIA
  - Determine the approach to be taken
  - Ensure solutions follow generally accepted good practice and ethical considerations in people and change management
  - Ensure solutions are holistic in their treatment of people, processes and tools
3. Design, develop & implement:
  - Define / customise processes for SFIA / people management activity
  - Design and review of deliverables
  - Produce high quality SFIA-related deliverables
  - Applying and operationalising people management processes to adopt SFIA
  - Collating and analysing skills data
  - Monitoring, tracking and reporting progress and issues
4. Support organisational change:
  - Provide leadership to support organisational change in people management approach
  - Develop communication plans/material to explain changes, rationale and how employees will be affected by changes or alterations to performance approach,
  - Create material / comms to support guidance / adoption of SFIA
5. Evaluate the impact:
  - Review, measure evaluate the impact of solutions.
  - Identify actions to deliver a sustainable solution.

**TYPICAL DELIVERABLES OR WORK PRODUCTS****Specific SFIA deliverables**

- Design and implementation of people management processes incorporating use of SFIA
- Programme / project approach and plans
- SFIA skills profiles
- Job descriptions / role descriptions incorporating SFIA
- SFIA skills mapped to organisational structures, job descriptions / role descriptions
- Design of organisational skills & knowledge frameworks incorporating SFIA

- SFIA Skills assessments and related assessment processes, moderation and calibration
- Job evaluation and grading, reward and compensation aligned to SFIA
- Target operating models / Organisation design / Job design
- Learning and development curriculum design
- Learning needs analysis
- Workforce development plans
- Personal development plans
- Career families / job families
- Career planning

**Management deliverables**

- Monitoring progress
- Project management
- Business case / rationale for SFIA-related initiatives
- Change management plans and communications
- Analysis of data / recommendations for improvements improvement to processes
- Analysis of performance data and recommendations for improvements

**SKILLS, KNOWLEDGE AND EXPERIENCE**

- **See SFIA Skills profile**
- Broad knowledge of People management best practice with specialist knowledge in some areas.
- Breadth of knowledge of IT/Technology/Software Engineering /Digital industry, organisations, skills, terminology, frameworks
- Significant consultancy experience. For many people this experience will be gained from acting as an external consultant on a fee earning basis. There is no barrier to consultants who operate internally within organisations - just the need to demonstrate that you could, if required, operate effectively as an external consultant.
- Consultancy experience should demonstrate:
  - strong stakeholder relationship management,
  - leading and influencing change through creative problem solving, objectivity and supporting clients to learn and adapt new ways of working identifying and realising the benefits from improved people and skills management
  - business acumen and industry experience to really understand how organisations can use SFIA, what their business goals are and how to help them get there
- Up to date knowledge on SFIA concepts and contents of the framework. Has used SFIA in a in a wide range of contexts.
- Direct experience of the outcomes of SFIA implementation. Has a practical understanding of the impact of their SFIA consultancy work.
- Contributes to the development and promotion of SFIA and its eco-system

**TYPICAL INTERFACES**

- Leaders / Executives, Managers, Professionals in IT/Technology/Software Engineering /Digital organisations, functions and teams.
- HR, L&D, Organisation Development, Change programmes
- Academic Leaders / Executives

- Service provider Leaders / Executives
- SFIA Foundation, SFIA global community
- Industry networks

**SFIA Accredited Consultant (aligned to SFIA Level 5)**

**SFIA Responsibility Levels**

**Autonomy - Level 5**

- Works under broad direction
- Work is often self-initiated
- Is fully responsible for meeting allocated technical and/or group objectives
- Analyses, designs, plans, executes and evaluates work to time, cost and quality targets.
- Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities

**Influence - Level 5**

- Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism.
- Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget.
- Has significant influence over the allocation and management of resources appropriate to given assignments.
- Leads on user/customer and group collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage.
- Builds appropriate and effective business relationships across the organisation and with customers, suppliers and partners.
- Creates and supports collaborative ways of working across group/area of responsibility. Facilitates collaboration between stakeholders who have diverse objectives.

**Complexity - Level 5**

- Implements and executes policies aligned to strategic plans.
- 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.
- Engages and coordinates with subject matter experts to resolve complex issues as they relate to customer/organisational requirements.
- Understands the relationships between own specialism and customer/organisational requirements.

**Knowledge - Level 5**

- Is fully familiar with recognised industry bodies of knowledge both generic and specific, and knowledge of the business, suppliers, partners, competitors and clients.
- Develops a wider breadth of knowledge across the industry or business.
- Applies knowledge to help to define the standards which others will apply.

**Business Skills - Level 5**

- Demonstrates leadership in operational management.
- Analyses requirements and advises on scope and options for continual operational improvement.
- Assesses and evaluates risk.
- Takes all requirements into account when making proposals.
- Shares own knowledge and experience and encourages learning and growth.
- Advises on the available standards, methods, tools and applications and processes relevant to group specialism(s) and can make appropriate choices from alternatives.
- Understands and evaluates the organisational impact of new technologies and digital services.
- Creatively applies innovative thinking and design practices in identifying solutions that will deliver value for the benefit of the customer/stakeholder.
- Clearly demonstrates impactful communication skills (oral, written and presentation) in both formal and informal settings, articulating complex ideas to broad audiences.
- Learning and professional development — takes initiative to advance own skills and identify and manage development opportunities in area of responsibility.
- Security, privacy and ethics — proactively contributes to the implementation of appropriate working practices and culture.

**SFIA Professional Skills** Core – mandatory for all consultants Optional – depending on specialisation of consultants

**Core: Consultancy @ Level 5**

- Takes responsibility for understanding client requirements, collecting data, delivering analysis and problem resolution
- Identifies, evaluates and recommends options.
- Collaborates with, and facilitates stakeholder groups, as part of formal or informal consultancy agreements.
- Seeks to fully address client needs and implements solutions if required.
- Enhances the capabilities and effectiveness of clients, by ensuring that proposed solutions are fully understood and appropriately exploited.

**Core: Either – Methods and tools @ Level 5 or OCDV below**

- Provides advice, guidance and expertise to promote adoption of methods and tools and adherence to policies and standards.
- Evaluates and selects appropriate methods and tools in line with agreed policies and standards. Contributes to organisational policies, standards, and guidelines for methods and tools.
- Implements methods and tools at programme, project and team levels including selection and tailoring in line with agreed standards.
- Manages reviews of the benefits and value of methods and tools. Identifies and recommends improvements.

**Core: Either - Organisational capability development @ Level 5 or METL above**

- Contributes to identifying new areas of capability improvement within the organisation which may be enhancements to skills, technology or processes.
- Develops and maintains a detailed knowledge of capability improvement approaches and techniques and selects appropriate approaches for the organisation.
- Carries out capability improvement assignments, such as maturity or performance assessments to identify strengths and weaknesses. Selects and prioritises improvement opportunities, generates buy-in and plans improvement activities justified by measurable organisational benefits.
- Offers support, guidance, advice and suggestions to help continual improvement activities.

**Optional: Stakeholder Relationship management @ Level 5**

- Identifies the communications and relationship needs of stakeholder groups. Translates communications / stakeholder engagement strategies into specific activities and deliverables.
- Facilitates open communication and discussion between stakeholders.
- Acts as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. Provides informed feedback to assess and promote understanding.
- Facilitates business decision-making processes. Captures and disseminates technical and business information.

**Optional: Organisation design and implementation @ Level 5**

- Implements organisational structure and culture change activities.
- Conducts impact assessments to ensure organisational structure and cultures are aligned to changes in processes, systems, technology and tools.
- Develops graphical representations of organisation models and structures to facilitate understanding and decision-making. Identifies and evaluates alternative solutions.
- Aligns existing organisational structures, roles, jobs, and career paths to new processes. Advises on implications of introducing new workplace models and tools.

**Optional: Business process improvement @ Level 5**

- Manages the execution of business process improvements.
- Analyses and designs business processes to identify alternative solutions to improve efficiency, effectiveness and exploit new technologies and automation.
- Develops graphical models of business processes to facilitate understanding and decision-making. Assesses the feasibility of business process changes and recommends alternative approaches.
- Selects, tailors and implements methods and tools for improving business processes at programme, project or team level. Contributes to the definition of organisational policies, standards, and guidelines for business process improvement.

**Optional: Competency assessment @ Level 5**

- Provides advice and guidance on the selecting, adopting and adapting assessment methods, tools and techniques.
- Plans assessments based on the context of the assessment and how assessment results will be used.
- Manages execution of assessments to ensure they deliver the required outcomes with acceptable quality. Monitors and moderates reviews performed by other assessors.
- Manages reviews of the benefits and value of assessment methods and tools. Identifies and recommends improvements to assessment methods and tools.

**Optional: Learning design and development @ Level 5**

- Specifies solutions for use in learning and development programs in the workplace or in compulsory, further or higher education.
- Commissions the development of learning materials, allocates resources to learning teams, defines learning outcomes.
- Leads learning programs, recommends and specifies learning interventions for design, development and deployment according to agreed learning outcomes.

**Optional: Professional development @ Level 5**

- Determines development needs for a professional practice area.
- Aligns development activities with organisational priorities, learning and development strategies and career pathways.
- Assists practitioners with the creation of development plans. Advises and supports assigned practitioners, ensuring alignment with professional development plans and career opportunities.
- Ensures that practitioner’s records evidence of continuing professional development. May contribute to practitioners' performance appraisals.

**Optional: Organisational Change management @ Level 5**

- Develops the change management approach and a change management plan in collaboration with sponsors, users and project teams.
- Creates and implements action plans to ensure everything is ready for the change before going live. Acquires change management resources and develops their capabilities to deliver the required changes.
- Gathers feedback to allow timely improvements to the change management plan and approach. Assesses risks and takes preventative action.
- Develops and communicates tailored change management plans for senior stakeholder groups. Provides guidance and makes suggestions to support change sponsors.

**Optional: Business Intelligence @ Level 5**

- Plans and manages business intelligence activities.
- Ensures that business intelligence processes are robust, efficient and fit for purpose, focusing on automation, key controls and data quality. Advises on the available standards, procedures, methods, tools and techniques.
- Manages reviews of the benefits and value of business intelligence techniques and tools and recommends improvements.
- Contributes to the development of analytics policy, standards and guidelines.

**Optional: Quality management @ Level 5**

- Ensures that projects, teams and functions have appropriate practices in place and are meeting required organisational quality levels.
- Advises on the application of appropriate quality management techniques and standards.
- Determines areas where existing processes should change from analysing audit findings. Facilitates improvements to processes by changing approaches and working practices, typically using recognised models.
- Takes responsibility for controlling updating and distributing organisational standards.

**Optional: Learning and development management @ Level 5**

- Manages the provision of learning and development, ensuring optimum use of resources.
- Maintains, publicises and promotes catalogue of learning and development activities. Ensures that courses are up to date and accredited (when required)
- Arranges facilities and schedules with learning and development providers as appropriate.
- Uses data to assess and improve the effectiveness of learning or educational activities.

**Optional: Resourcing @ Level 5**

- Plans and manages the acquisition and deployment of resources to meet specific needs and ongoing demand.
- Defines and manages the implementation of resourcing processes and tools. Advises on available options and customises resourcing approach to meet requirements. Adheres to standards, statutory or external regulations and codes of practice and ensures compliance.
- Engages with external parties in support of resourcing plans.
- Measures effectiveness of resourcing processes and implements improvements.

**Optional: Teaching @ Level 5**

- Leads the teaching and assessment of a curriculum or learning pathway.
- Implements enhancement strategies for teaching and assessment. Reviews pedagogical research and practices relevant to topics in the curricula. Applies good teaching practices in learning content design, development and delivery.
- Contributes to the development and implementation of specialist teaching practices needed by the curriculum.
- Evaluates and monitors student achievements and the effectiveness of teaching activities across the curriculum. Advises on the use of appropriate pedagogies and assessment approaches.

**Optional: Subject Formation @ Level 5**

- Contributes to the specification and development of curricula and assessment in an educational context or for an independent examination body.