



# Integrating Frameworks and Taxonomies for Success

From the myth of one framework  
to total capability



## Corporate Experience



Head of Capabilities @ Acorn  
5 years with Acorn, 19 years relevant corporate experience

## Tertiary Education



IT, Technology & Business BSc from the University of Surrey

## Facilitator & Member



AHRI facilitator for Developing a Capability Framework courses and member.

## Continuing Education



Organisational Analysis, Stanford University



HR Analytics, University of California, Irvine



Learning Transfer & Lifelong Learning, University of California, Irvine



Defining Diversity, Equity and Inclusion in Organisations, Rice University



Leading Transformation: Managing Changes from Macquarie University





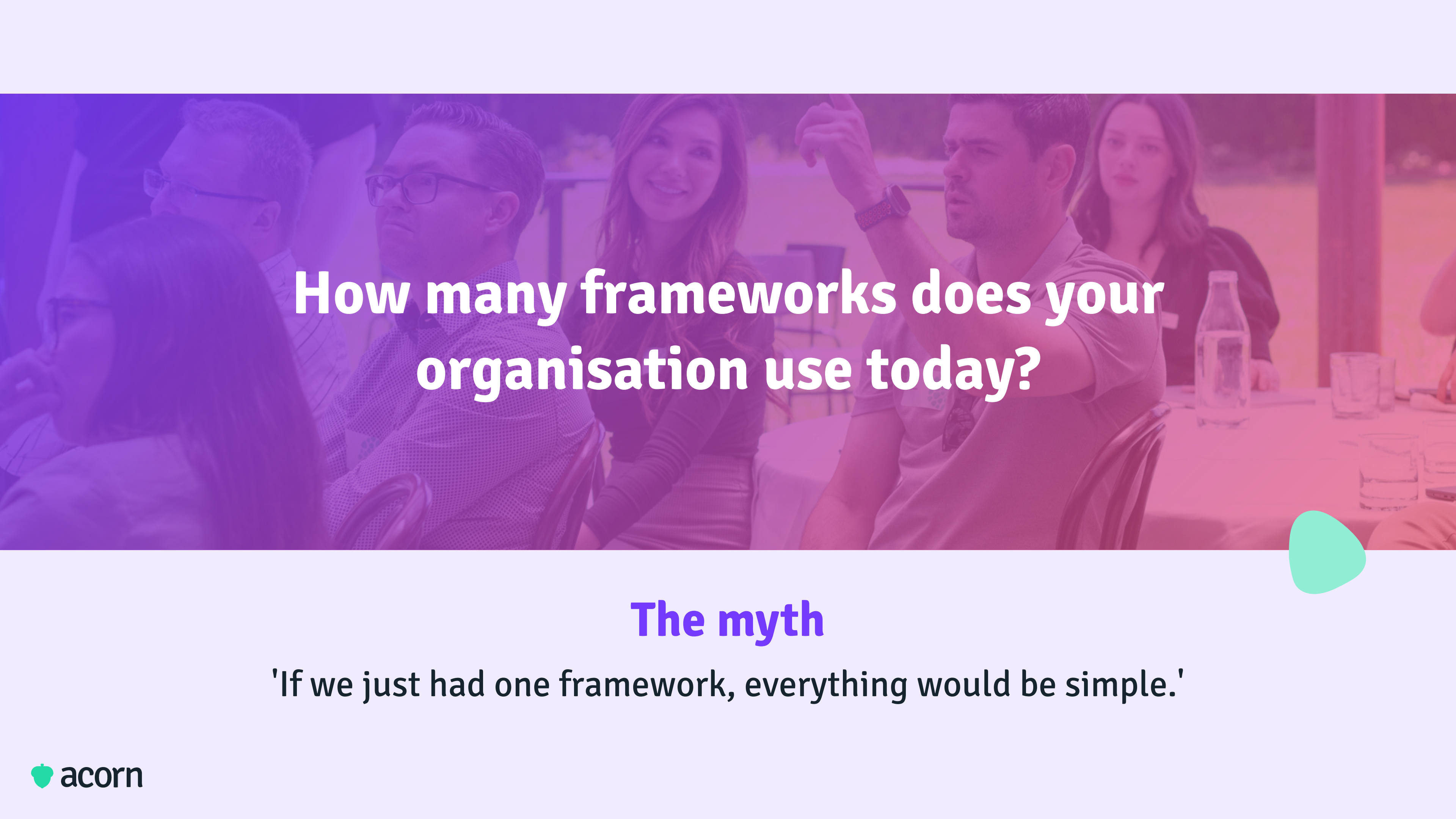
We're the **only** PLMS.

Let us tell you why.

That's Performance Learning Management System.







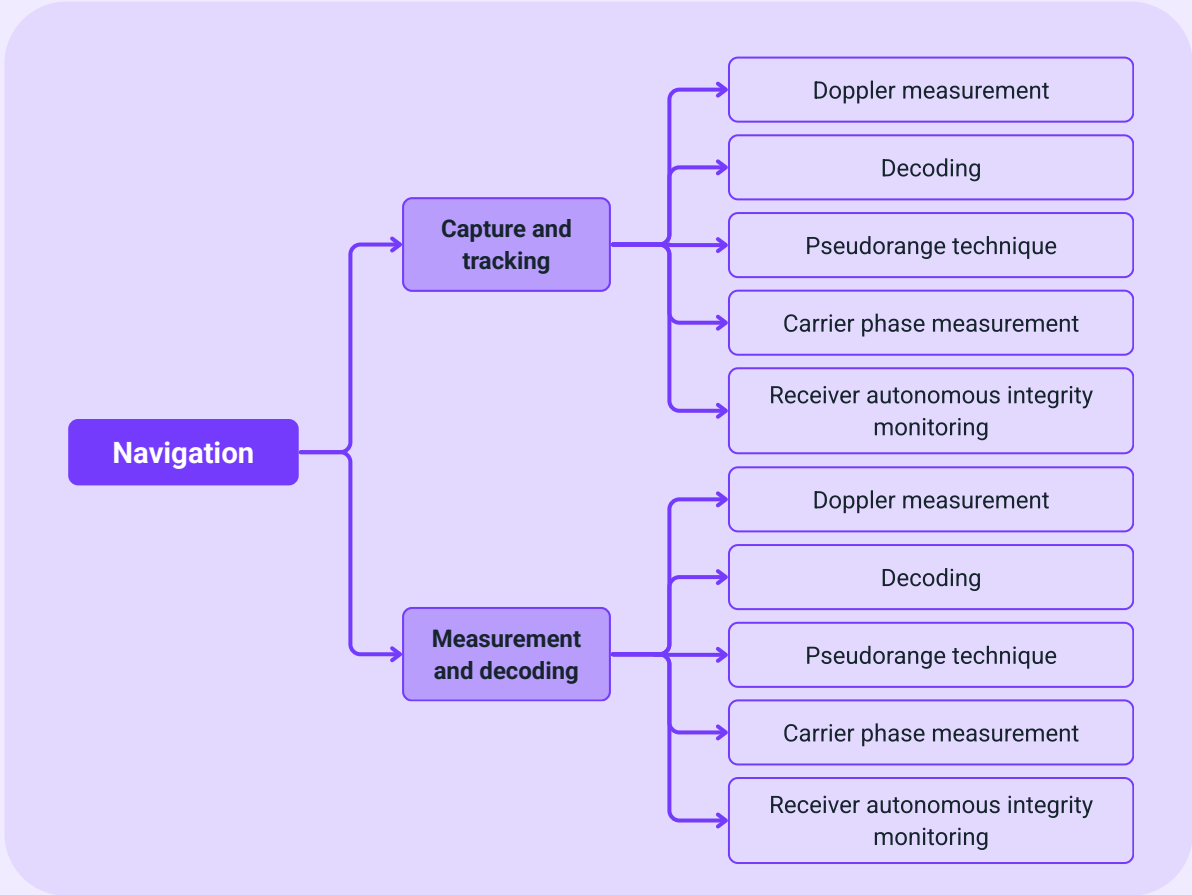
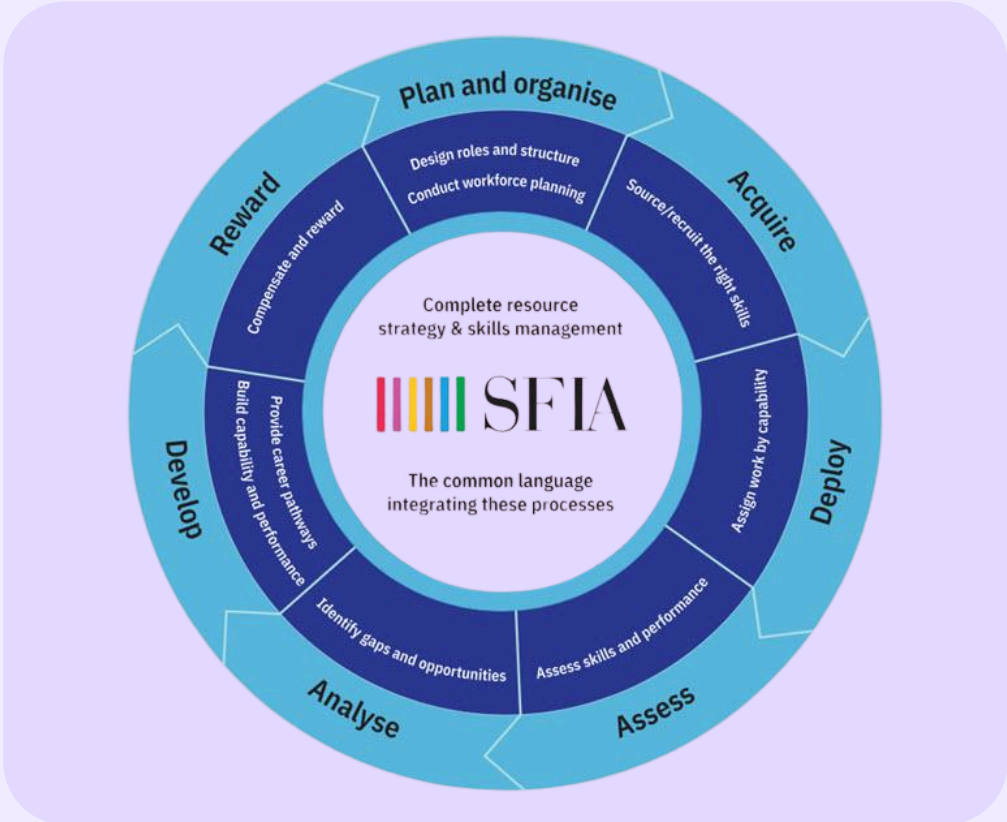
# How many frameworks does your organisation use today?

## The myth

'If we just had one framework, everything would be simple.'

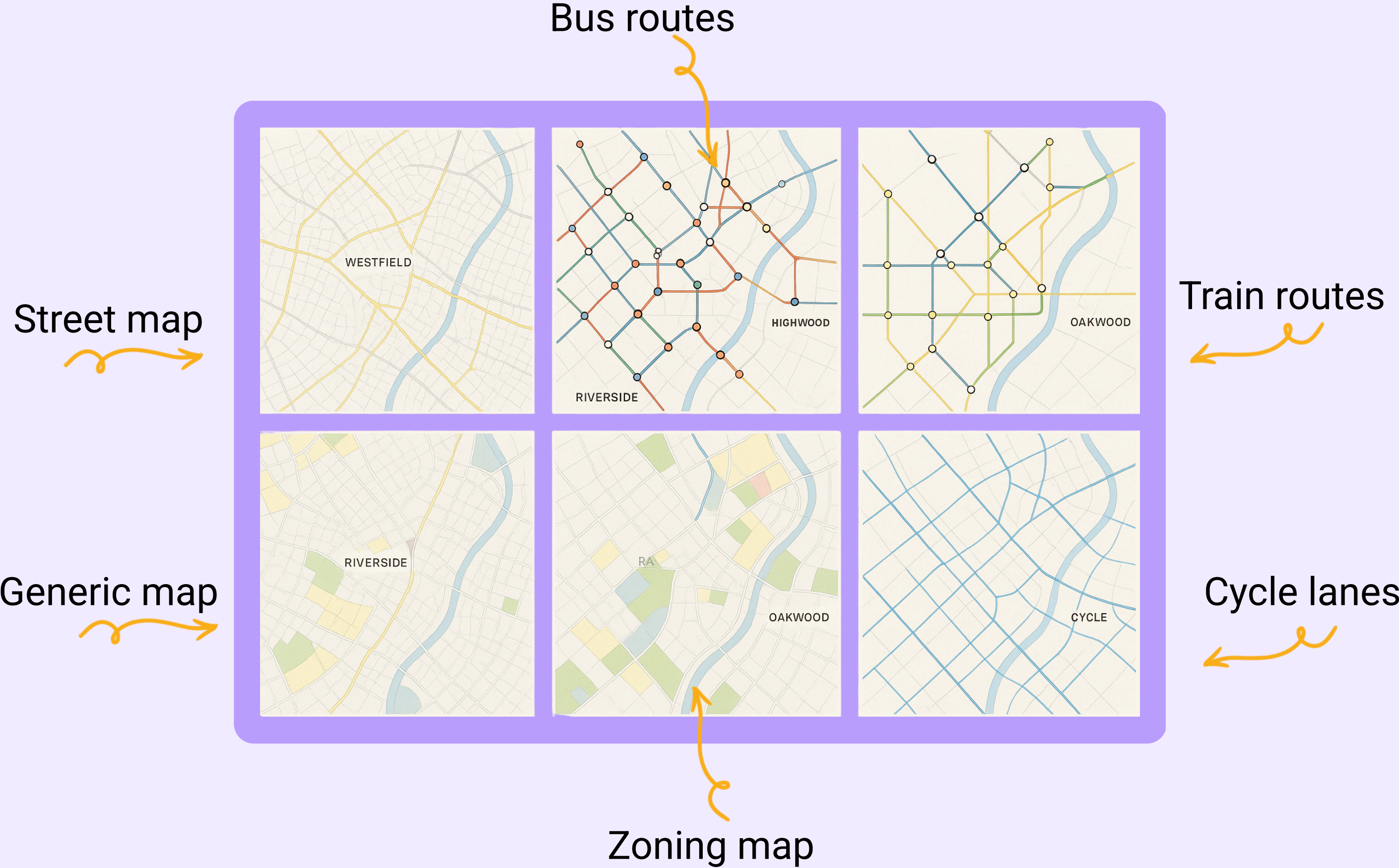


# The Department of Widgets





# The Single Framework Fallacy





# When You Force One Framework



**Over-complexity**



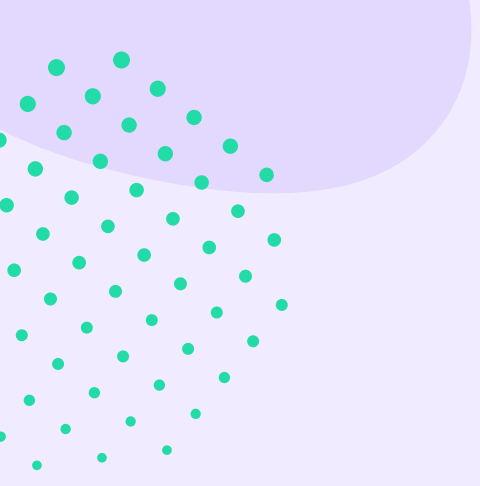
**Loss of nuance**



**Employee disengagement**



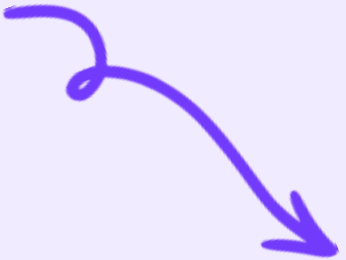




Technical (SFIA)



Leadership



Behavioural/Values



Cultural/Ethical



Compliance

No framework covers all domains.

# When You Force One Framework





# Enter SFIA9

## Strengths

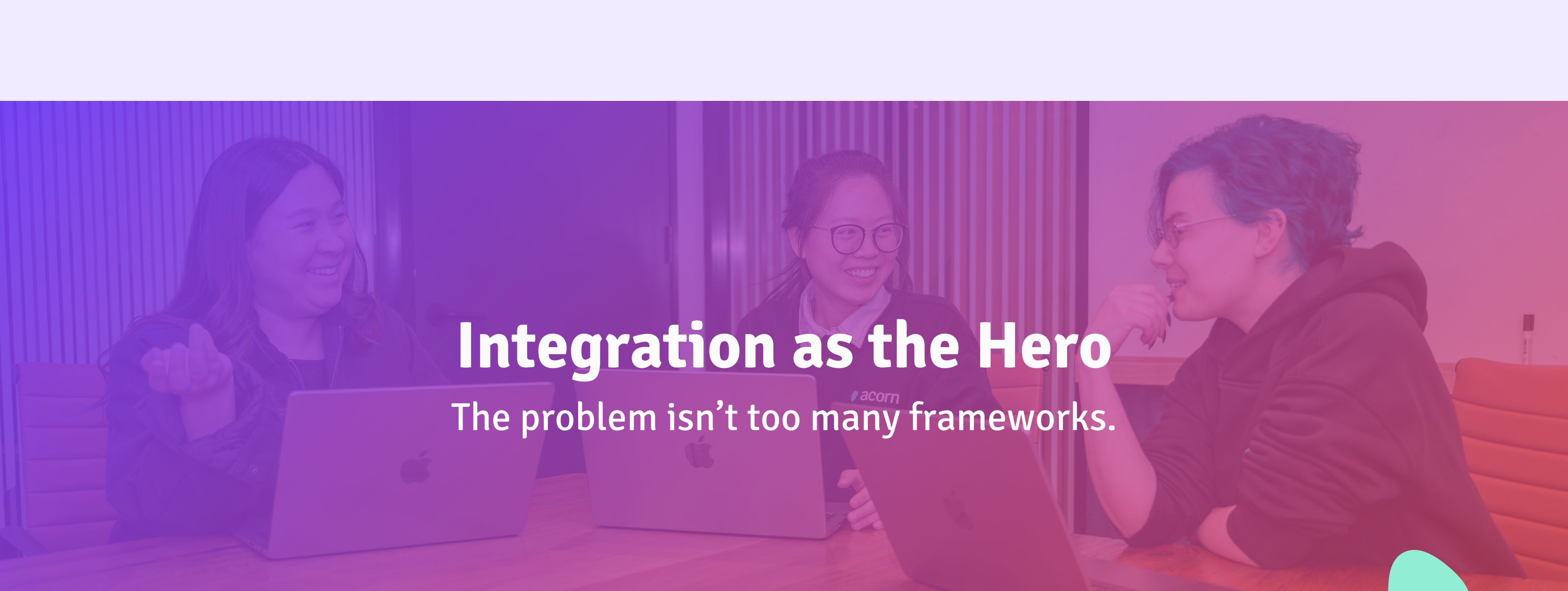
depth in  
digital & tech

## Ceiling

not a replacement for  
leadership, culture, behaviours

## My Message

It's additive, not either/or.

A photograph of three people (two women and one man) sitting at a table, working on laptops. The image is overlaid with a purple-to-pink gradient. The woman on the left is pointing at her laptop. The woman in the middle is wearing glasses and smiling. The man on the right is also wearing glasses and looking at his laptop. The text 'Integration as the Hero' is centered over the image.

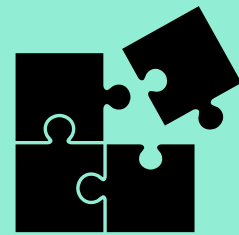
# Integration as the Hero

The problem isn't too many frameworks.

**The problem is lack of integration.**

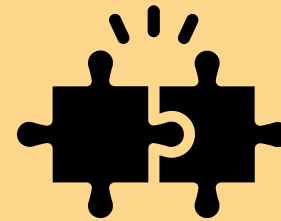


# Integration Models



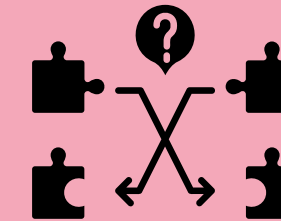
## Overlay

Align SFIA to levels



## Hybrid

Keep frameworks  
separate but mapped



## Ecosystem

Frameworks as  
nodes in a network



# Responsibility $\neq$ Expertise: Understanding SFIA Levels

## What Levels Really Mean

- SFIA defines scope of accountability, not depth of technical skill.
- Higher levels indicate broader influence, not superior expertise.
- A Level 5 professional may be the deepest expert in the room — that's success, not a step below.
- Levels provide a shared structure to map impact across professions.



# Overlay Model

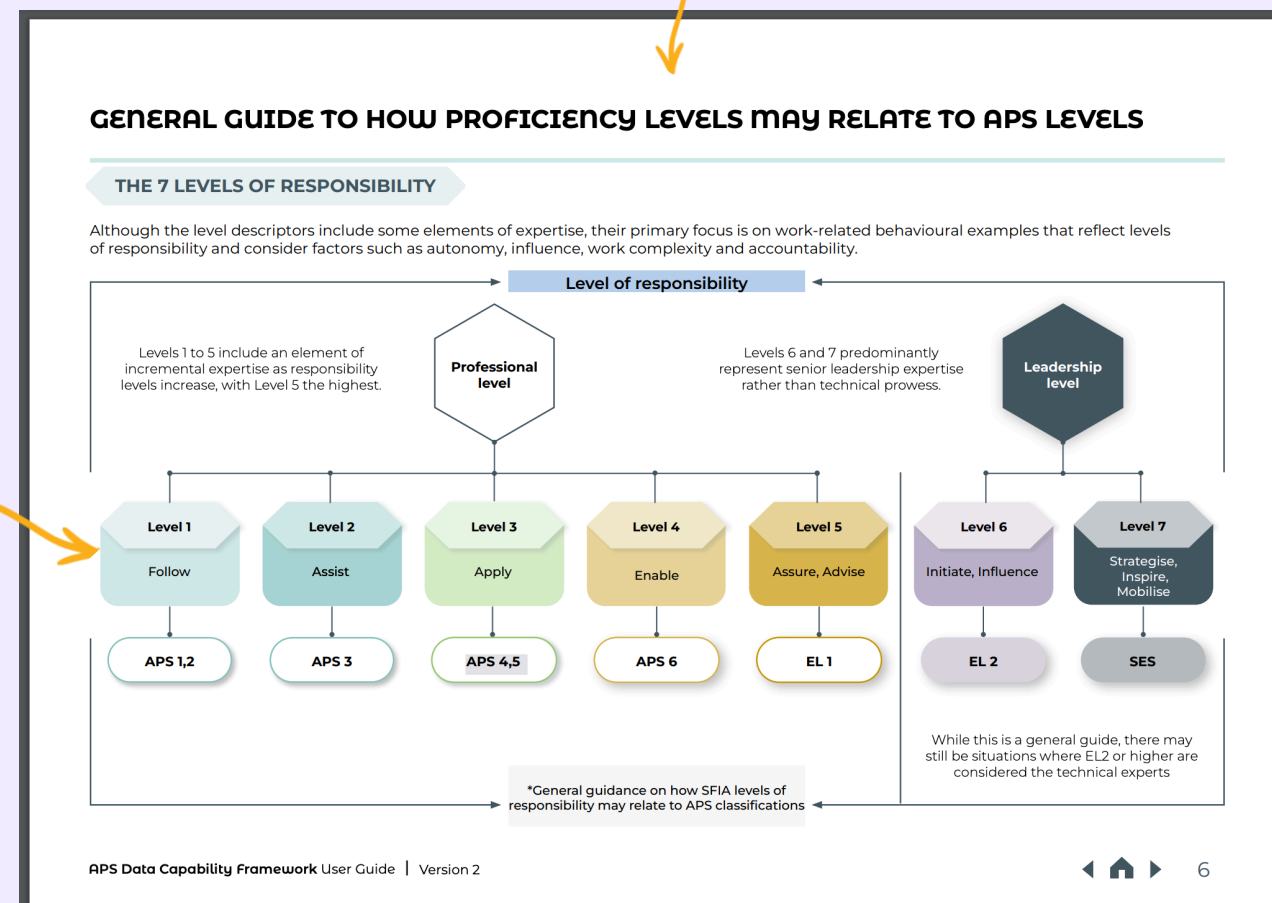
|              |            |              |            |
|--------------|------------|--------------|------------|
| Capability 1 | Developing | SFIA Skill 1 | Developing |
| Capability 1 | Proficient | SFIA Skill 1 | Proficient |
| Capability 1 | Advanced   | SFIA Skill 1 | Advanced   |
| Capability 2 | Developing | SFIA Skill 2 | Developing |
| Capability 2 | Proficient | SFIA Skill 2 | Proficient |
| Capability 2 | Advanced   | SFIA Skill 2 | Advanced   |

# Hybrid Model

## Integrated leadership system

## APS Data Capability Framework

SFIA9



## APS Work level standards

| APS 6 profile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Supports strategic direction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Achieves results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Supports productive working relationships                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Displays personal drive and integrity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Communicates with influence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Supports shared purpose and direction</b></p> <p>Understands, supports and promotes the organisation's vision, mission, and business objectives. Identifies the relationship between organisational goals and operational tasks. Clearly communicates goals and objectives to others.</p> <p>Understands, supports and communicates the reasons for decisions and recommendations.</p> <p><b>Thinks strategically</b></p> <p>Understands the work environment and initiates and develops team goals, strategies and work plans. Identifies broader factors, trends and influences that may impact on the team's work objectives. Considers the ramifications of issues and longer-term impact of own work and work area.</p> <p><b>Harnesses information and opportunities</b></p> <p>Gathers and investigates information from diverse sources and explores new ideas and different viewpoints. Uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on work issues and finds out about best practice approaches.</p> <p><b>Shows judgement, intelligence and commonsense</b></p> <p>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Identifies problems and works to resolve them. Thinks laterally, identifies, implements and promotes improved work practices.</p> | <p><b>Identifies and uses resources wisely</b></p> <p>Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Is responsive to changes in requirements.</p> <p><b>Applies and builds professional expertise</b></p> <p>Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.</p> <p><b>Responds positively to change</b></p> <p>Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</p> <p><b>Takes responsibility for managing work projects to achieve results</b></p> <p>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.</p> | <p><b>Nurtures internal and external relationships</b></p> <p>Builds and sustains positive relationships with team members, stakeholders and clients. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to client and stakeholder needs and expectations.</p> <p><b>Listens to, understands and recognises the needs of others</b></p> <p>Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</p> <p><b>Values individual differences and diversity</b></p> <p>Recognises the positive benefits that can be gained from diversity. Encourages the exploration of diverse views and harnesses the benefits of such views. Recognises the different working styles of individuals, and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.</p> <p><b>Shares learning and supports others</b></p> <p>Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive and regular feedback. Deals with under-performance promptly.</p> | <p><b>Demonstrates public service professionalism and probity</b></p> <p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in internal forums.</p> <p><b>Engages with risk and shows personal courage</b></p> <p>Provides impartial and forthright advice. Challenges issues constructively and justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p> <p><b>Commits to action</b></p> <p>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</p> <p><b>Promotes and adopts a positive and balanced approach to work</b></p> <p>Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p> <p><b>Demonstrates self awareness and a commitment to personal development</b></p> <p>Self-evaluates performance and seeks feedback from others. Communicates areas of strengths and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.</p> | <p><b>Communicates clearly</b></p> <p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p> <p><b>Listens, understands and adapts to audience</b></p> <p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p> <p><b>Negotiates confidently</b></p> <p>Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Anticipates and identifies relevant stakeholders' expectations and concerns. Discusses issues credibly and thoughtfully and presents persuasive counter-arguments. Encourages the support of relevant stakeholders.</p> |

1

Note: shaded areas in profile represent critical transition points

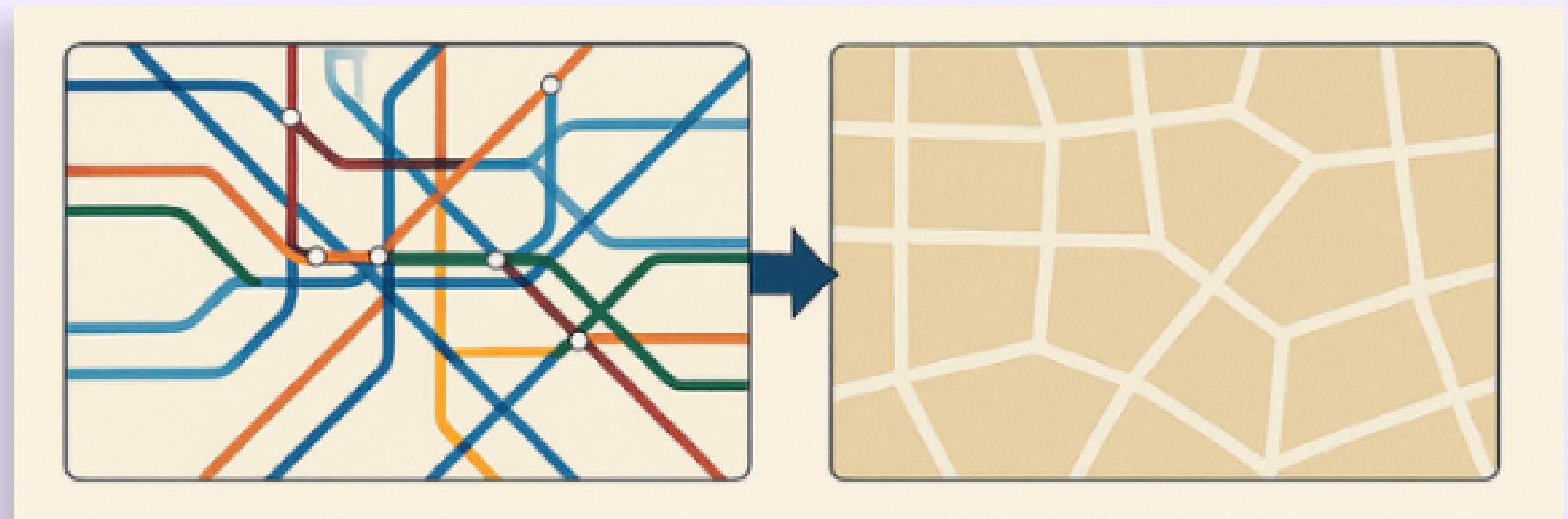
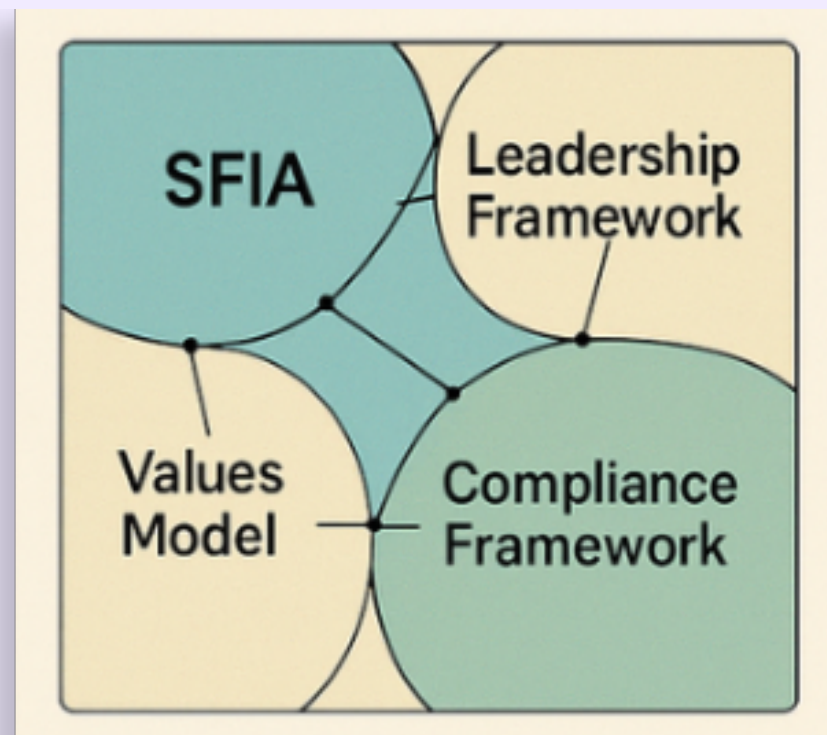
### Sources:

[https://www.apsc.gov.au/sites/default/files/2025-08/APS%20Data%20Capability%20Framework\\_User%20Guide\\_version%202.pdf](https://www.apsc.gov.au/sites/default/files/2025-08/APS%20Data%20Capability%20Framework_User%20Guide_version%202.pdf)

<https://www.apsc.gov.au/working-aps/aps-employees-and-managers/classifications/integrated-leadership-system-ils>



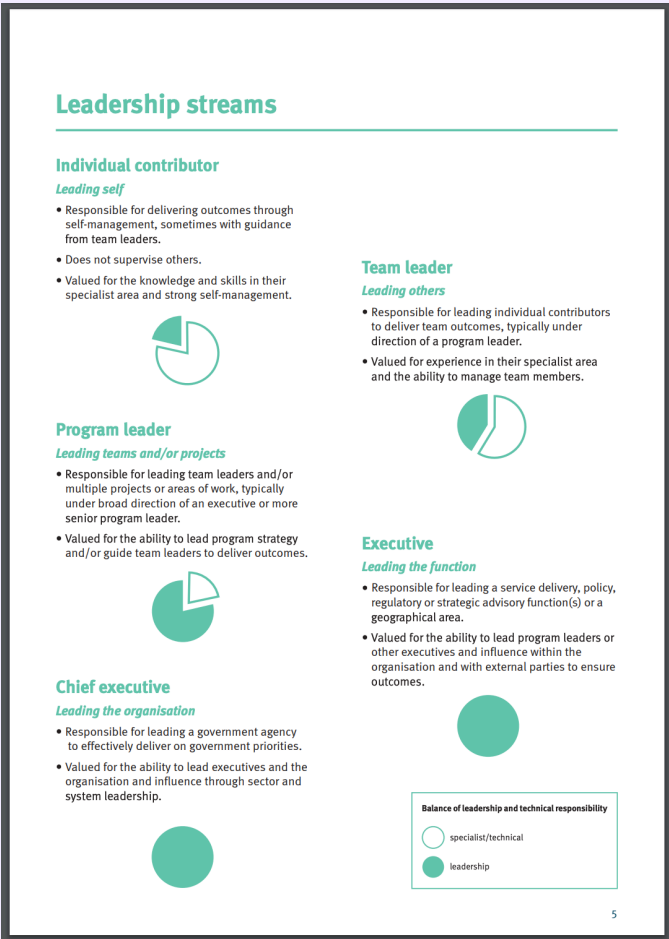
# Ecosystem Model



# Ecosystem Model

| SFIA Classification                      | Public service award equivalent |
|------------------------------------------|---------------------------------|
| SFIA Foundation level                    |                                 |
| SFIA 1: Follow                           | AO3: L1                         |
| SFIA 2: Assist                           | AO4, PO, and TO2:L2             |
| SFIA Practitioner level                  |                                 |
| SFIA 3: Apply                            | AO5, PO3, and TO3: L3 and L4    |
| SFIA 4: Enable                           | AO6, PO4, and TO4: L4 and L5    |
| SFIA 5: Ensure, advise                   | AO7: L5                         |
| SFIA Higher level                        |                                 |
| SFIA 6: Initiate, influence              | AO8: L5 and L6                  |
| SFAI 7: Set, strategy, inspire, mobilise | SO2: L6 and L7 (majority L6)    |
|                                          | SO1: L7 and L6 (majority L7)    |
|                                          | SES: L7                         |

+



=

Queensland Government

For Queenslanders Business and Industry Log in

Queensland Government For government employees

Government employees Contact us

For government Skills framework for the information age (SFIA) role profiles Capability manager

**Skills framework for the information age (SFIA) role profiles**

- Account manager
- Animator
- Benefits analyst
- Benefits manager
- Business analyst
- Business continuity planner
- Business process modeller

**Capability manager**

Subscribe

**Description**

The capability manager is responsible for meeting current operational requirements, with the sustainable use of current capabilities, and the development of future capabilities, to meet the sometimes competing strategic and current operational objectives of an enterprise. The capability manager is responsible for assisting the organisation in better understanding, and effectively integrating, re-aligning and applying the total enterprise ability or capacity to achieve strategic and current operational objectives.

The capability manager is also responsible for developing and providing innovative solutions that focus on the holistic management of the defined array of interlinking functions and activities in the enterprise's strategic and current operational contexts

## Sources:

<https://www.forgov.qld.gov.au/recruitment-performance-and-career/career-development/develop-digital-and-ict-capabilities/skills-framework-for-the-information-age-sfia>

[https://www.forgov.qld.gov.au/\\_\\_data/assets/pdf\\_file/0025/182527/leadership-competencies-for-queensland-brochure.pdf](https://www.forgov.qld.gov.au/__data/assets/pdf_file/0025/182527/leadership-competencies-for-queensland-brochure.pdf)

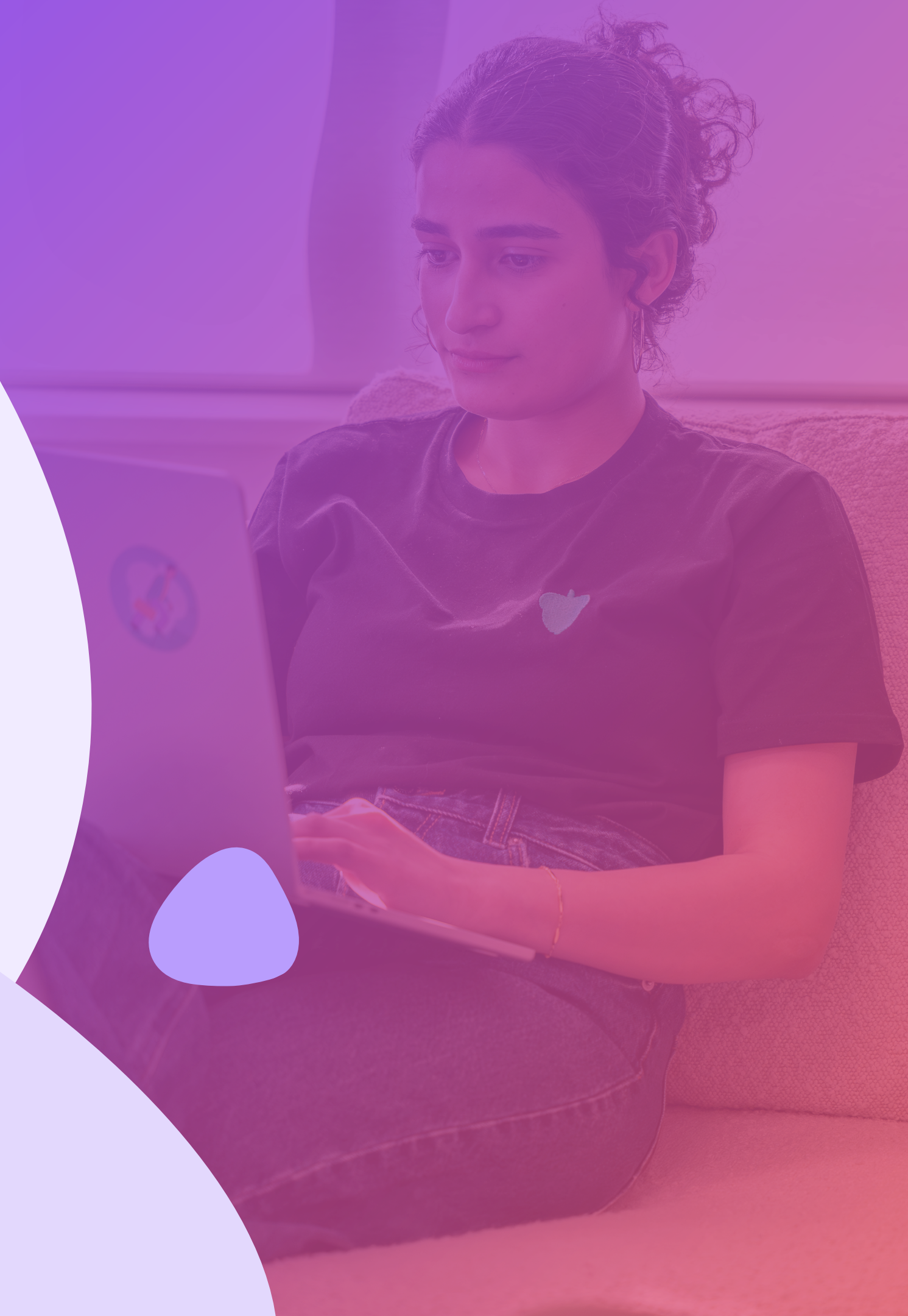
<https://www.forgov.qld.gov.au/recruitment-performance-and-career/career-development/develop-digital-and-ict-capabilities/skills-framework-for-the-information-age-sfia-role-profiles/capability-manager>



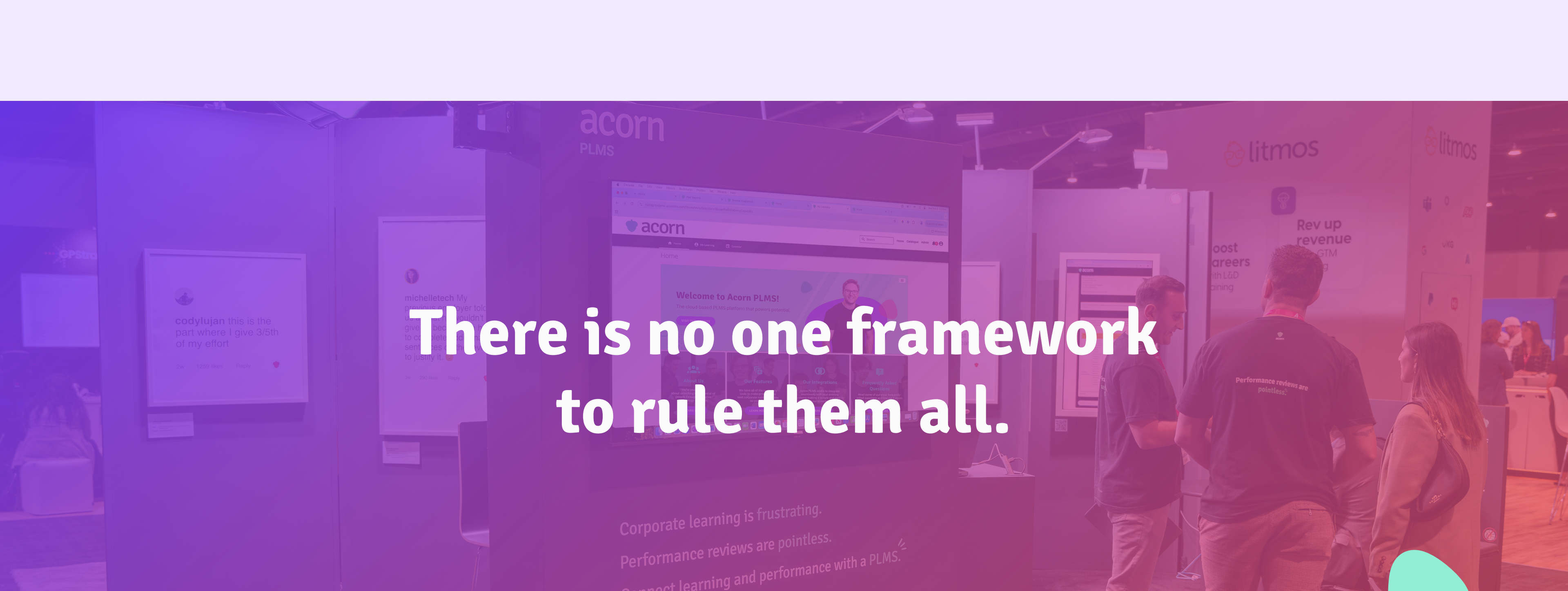


# Observations

- Organisations stall at 'one framework'
- Integration patterns succeed
- Integration is sustainable







There is no one framework  
to rule them all.

## The Truth

Success lies in integration and total capability thinking.



# AU SFIA Practitioners Forum

How to get involved

- Contact the APSC: The primary entry point for APS-specific SFIA resources and communities is to email the APSC at [SFIA@apsc.gov.au](mailto:SFIA@apsc.gov.au).
- Use GovTEAMS: The APSC's SFIA Knowledge Sharing community is hosted on GovTEAMS and is a central place for resources and discussions.



# Questions?

**Ben Satchwell**

Head of Capabilities

 [ben.satchwell@acorn.works](mailto:ben.satchwell@acorn.works)



