

The Skills Ecosystem

SFIA Week – 10 November 2025

Summary

SFIA 9 is near complete for skills assessment of technology and technology adjacent roles.

For other domains, professions and jurisdictions, there may be other frameworks.

Assessment is only part of the value chain though; we assess skills to standardise, track, develop and plan at multiple scales.

This presentation and discussion will explore the wider skills ecosystem and how SFIA 9 can contribute to delivering that value chain.

Necessary but not sufficient

Frameworks

As mentioned already, for technology and technology adjacent roles, SFIA is near complete.

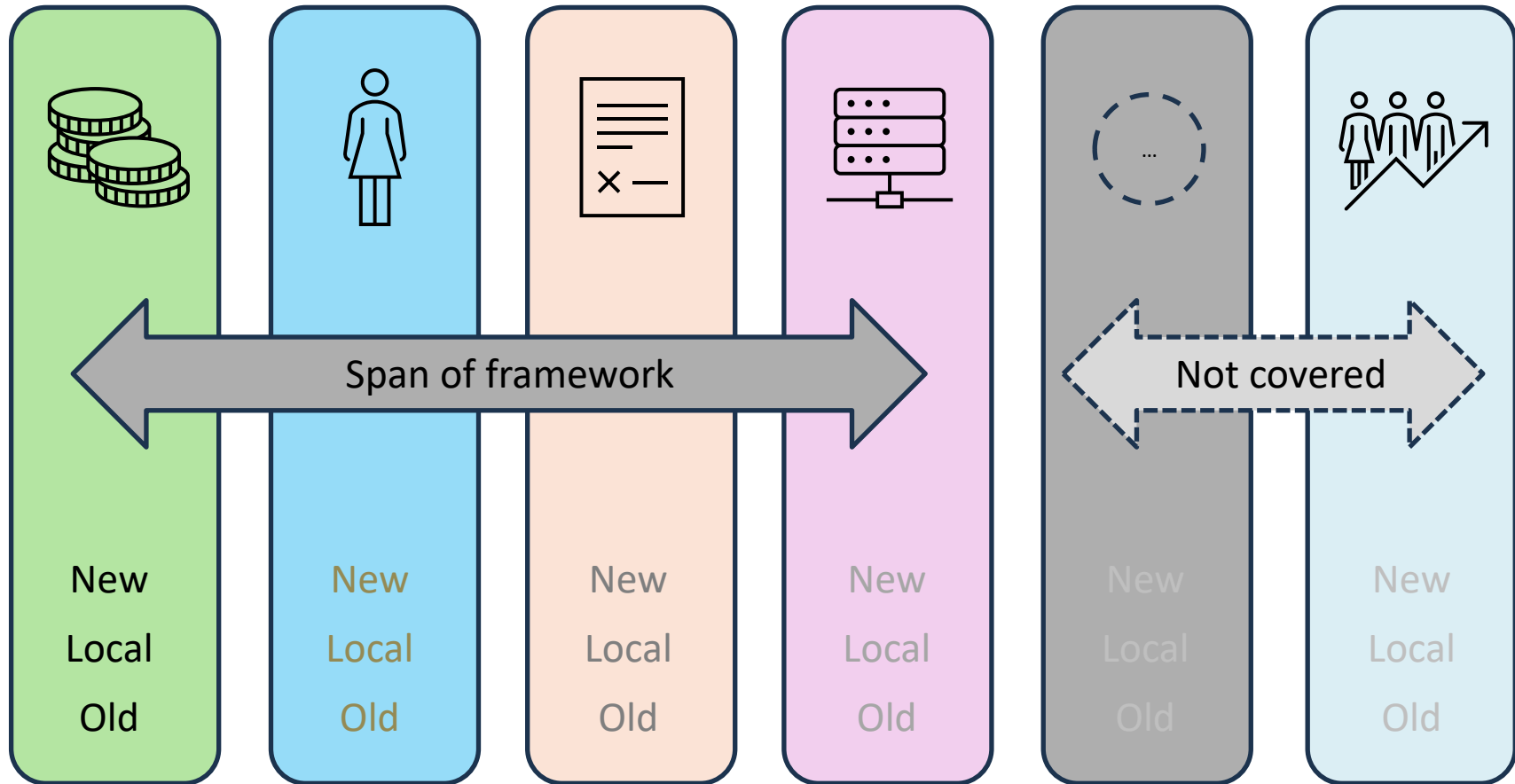
Common-Process-Model (CPM) roles include the professional skills required to offer a consistent service experience in back-office/corporate services roles.

Individual professions have their own frameworks (P3M3, CIPFA, PSF, etc).

Other jurisdictions have their own frameworks (sometimes based on SFIA - DDaT, APS, etc).

Many of these frameworks overlap (at least a little).

Any framework has gaps horizontally and vertically



New: Innovation, emerging best practice, new tools and technology

Local: Specific local requirements (legislative, regulatory or cultural)

Old: Legacy integration and process (intra- or inter-organisation)

Standardised Skills, Roles, Positions, and Pathways

A person occupies a position, which fulfils one or more roles.

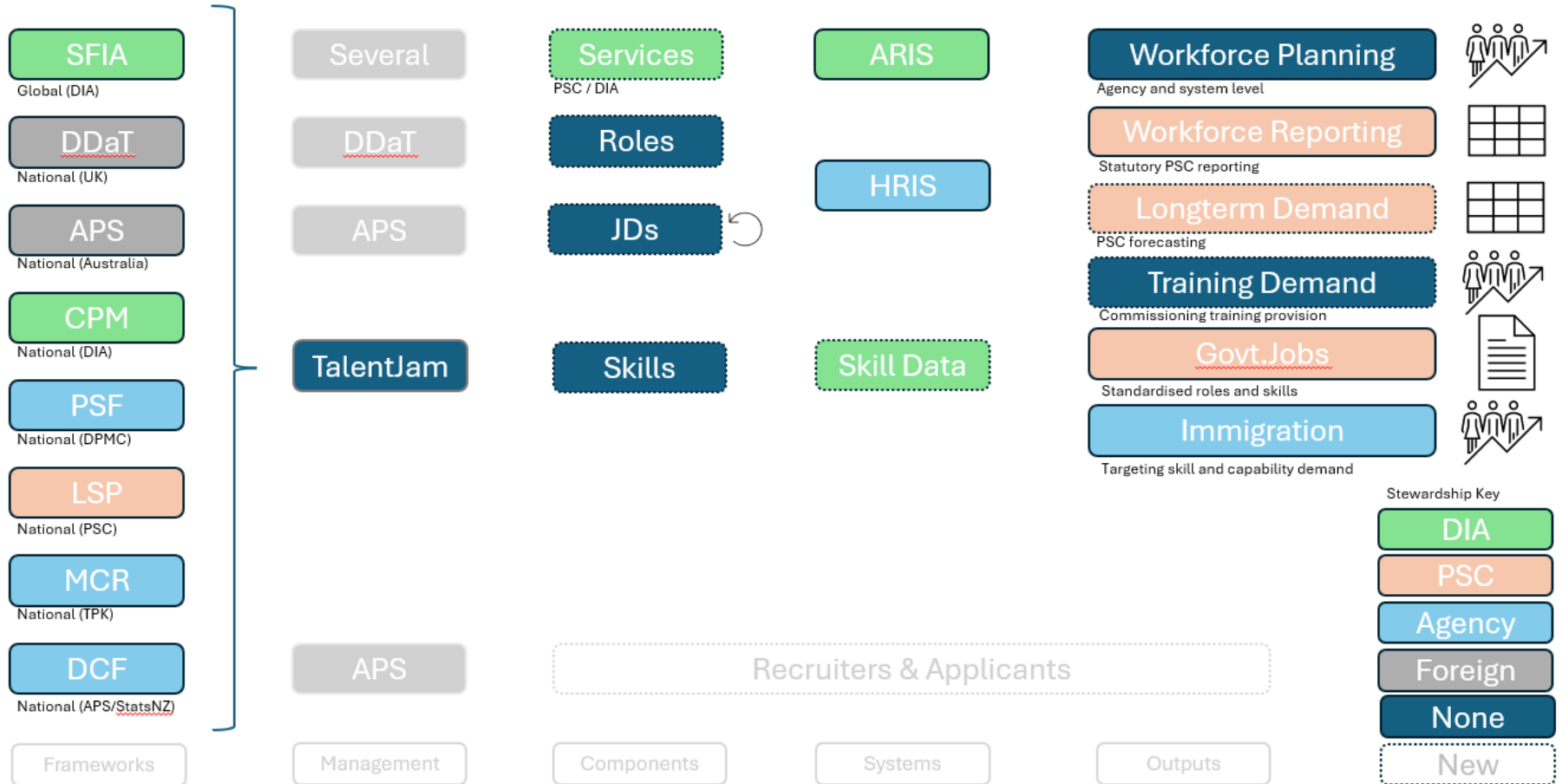
Using consistent role descriptions.

Commonly recognised certifications/skill evaluations.

Standardising our capability frameworks will create consistency within and between agencies (and the private sector to the extent that they participate).

Integrating SFIA with CPM, PSF, LSP, and the other accepted capability frameworks at the system level allows identification and allocation of pockets of capability to match demand across agencies and the wider system.

Toward the New Zealand skills ecosystem



A shared capability value chain for central & local government

What would it look like?

Complement, not replace – *leverage existing HRIS systems and processes – the UNIX Philosophy*
Aligned to the SMR (Service Modernisation Roadmap) - Customer service experience, Reuseable digital components, Data, digital and security foundations, Doing digital well.

Service based – *what skills and/or roles are required to deliver a given service?*

Planning and Training – *how do we balance current and future need development/growth?*

Focus on data and information flow – *who needs to know what to make decisions?*

Open model – *DIA-hosted, Marketplace/Common Capability pathway, privacy-first*

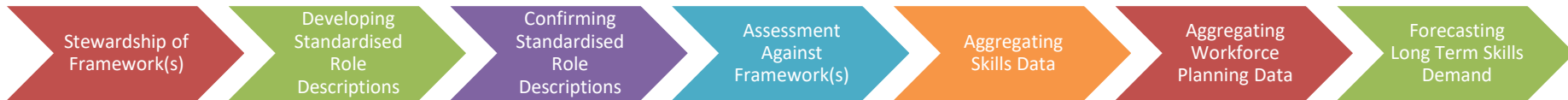
Framework-anchored – *SFIA (digital), PSF (policy), CPM (back-office), LSP (leadership)*

Leverage CPM – *Standard service/role/process taxonomy, capability reporting by CPM domain, inputs to pipeline & benefits cases*

Māori data as taonga – *follow MDG principles, consented use, rohe-aware reporting (Te Kāhui Raraunga model)*

Security first – *Public Service AI Framework (2025) & cloud jurisdictional risk (2024) transparency, security-by-design; jurisdiction-specific options; integrate with agency IAM & PSPF*

In short, focus on **most benefit for least effort**

[illegible]

What do we need to do?

What is our unique strength or offering? Which parts of the value chain can we support?

This question applies to the whole value chain, from skill definition to training provision.



Getting there (straw man)

1. Define data & information flow(s) and products (DIA & PSC)
2. Baseline skill availability and mobility maturity (PSC)
3. Establish skills based talent management Marketplace in HRIS panel (DIA)
4. Set out framework implementation roadmap – greatest benefit first (DIA & PSC)
5. Stand up host instance/pipeline (Vendor(s))
6. Activate API link to CPM host (DIA)
7. Implement common service catalogue (DIA, PSC, LGNZ, Vendor(s))
8. Phased rollout to agencies/councils – greatest benefit first (PSC, LGNZ, Agencies)
9. Heads of profession update and confirm standardised role descriptions (PSC)
10. Deliver system level workforce planning & analytics (Vendors, DIA & PSC)
11. Define inter-agency mobility process (PSC)
12. Establish connections to training providers (PSC, MoE, TEC)
13. Capture skill availability and mobility maturity uplift (PSC)

This can be achieved in months (not years) if we want to, and we (collectively) can facilitate.