

		Level of Responsibility						
		Low						High
		1	2	3	4	5	6	7
e-CF Competence Area		Follow	Assist	Apply	Enable	Ensure, advise	Initiate, influence	Set strategy, inspire mobilise
A. Plan						Strategic planning		
						Innovation		
			Research					
						Business process improvement		
						Enterprise and business architecture		
					Emerging technology monitoring			
						Network planning		
					Solution architecture			
						Portfolio management		
			Business modelling					
						Organisational capability development		
						Organisation design and implementation		
					Systems design			
			Data modelling and design					
B. Build						Hardware design		
			Service level management					
				Product management				
				Requirements definition and management				
						Systems development management		
					Software design			
					Programming/software development			
						Network design		
			Testing					
			Information content authoring					
				User experience design				
				Systems integration and build				
			Systems installation/decommissioning					
				Release and deployment				
C. Run						IT management		
						Configuration management		
						Change management		
						System software		
						Application support		
			IT infrastructure					
				Database administration				
				Network support				
					Problem management			
					Incident management			
			Customer service support					
				Information security				
				Analytics				
					Data visualisation			
D. Enable						Consultancy		
						Information content publishing		
						Specialist advice		
					Knowledge management			
					Data management			
				Methods and tools				
				Business analysis				
				Learning and development management				
				Competency assessment				
				Learning design and development				
				Learning delivery				
					Performance management			
					Professional development			
					Quality management			
E. Manage						Sourcing		
						Supplier management		
						Contract management		
						Selling		
						Enterprise IT governance		
						Information governance		
						Information assurance		
						Demand management		
						Financial management		
						Business risk management		
						Continuity management		
						Programme management		
						Project management		
						Portfolio, programme and project support		
					Change implementation planning and management			
					Benefits management			
					User experience evaluation			
					Security administration			
					Resourcing			
					Quality assurance			
					Measurement			
					Conformance review			
					Relationship management			

SFIA's Levels of Responsibility are described by a combination of attributes. 1. **Autonomy**: the amount of freedom and accountability at work. 2. **Influence**: the degree of impact with colleagues, clients, suppliers, management or the industry at large. 3. **Complexity**: the scale and level of processes, tasks and problems. 4. **Knowledge**: the level of theoretical and practical understanding of relevant topic and relevant principles, theories and standards. 5. **Business Skills**: the required integration into the business world, communicating issues and resolutions, defining areas of potential or needed improvement, application of company policies and standards and more.

Level 7 Set strategy, Inspire, Mobilise

Leads on the formulation and implementation of strategy. Has authority over all aspects of a significant area of work, including policy formation and application. Makes decisions critical to organisational success. Inspires the organisation. Presents complex ideas in a persuasive and convincing manner. Has a broad and deep business knowledge, including the activities and practices of other organisations. Develops long-term strategic relationships. Champions security throughout the organisation. Ensures that the organisation develops and mobilises the full range of required skills and capabilities.

Level 6 Initiate, Influence

Influences policy and strategy formation. Demonstrates clear leadership. Communicates effectively at all levels. Sets organizational objectives and has authority for a significant area of work. Influences customers and suppliers at a senior level. Makes decisions which impact the achievement of organisational objectives and financial performance. Performs highly complex and strategic work. Initiates and leads technical and business change and the implementation of strategy and policy. Takes a leading role in promoting security. Proactive in keeping own and colleagues skills up to date. Has knowledge of the practices of own organisation as well as suppliers, partners, competitors and clients.

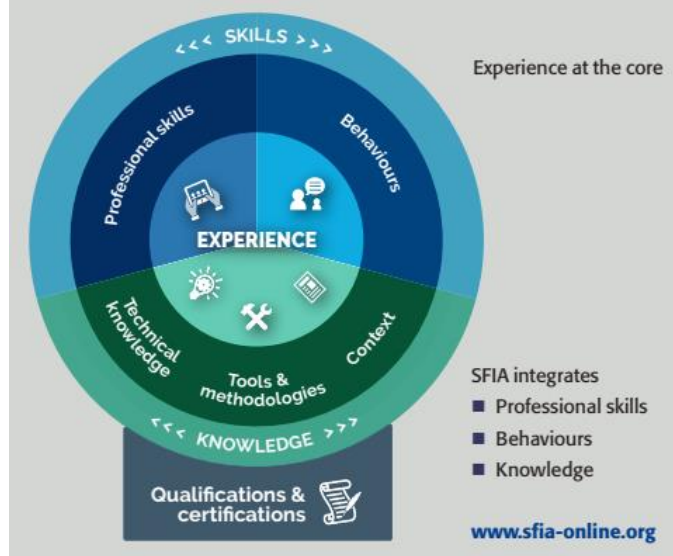
Level 5 Ensure

Works under broad direction and often self-initiated. Fully responsible for decision making to meet technical / project / team objectives. Establishes milestones and has a significant role in assigning tasks / responsibilities. Communicates, collaborates and influences to build effective business relationships. Performs challenging and unpredictable technical and professional work. Fully familiar with industry bodies of knowledge. Advises others on standards methods and tools. Proactively ensures security is addressed in their area.

Level 4 Enable

Has substantial personal responsibility and autonomy. Plans own work to meet objectives and execute end to end processes. Makes decisions which influence the success of projects / team objectives. Executes a broad range of complex technical or professional activities. Communicates fluently. Facilitates collaboration between stakeholders who share common objectives. Thorough understanding of required bodies of knowledge and implications of security in their area.

SFIA – the industry and business led skills and competency framework



Level 3 Apply

Works under general direction. Uses discretion when responding to complex issues. Has work reviewed at frequent milestones. Interacts with and influences, colleagues, suppliers and customers. May have some supervisory responsibility for less experienced staff. Performs a broad range of tasks, some complex. Plans schedules and monitors own work. Has a sound generic, domain and specialist knowledge. Demonstrates routine security practices.

Level 2 Assist

Works on a range of tasks under routine direction. Uses limited discretion to resolve issues. Understands and uses appropriate methods, tools and applications. Demonstrates a rational/organised approach to work. Works in a team and influences immediate peer group. May have some contacts outside the team. Plans, schedules and monitors their own work within short time horizons. Has gained a basic domain knowledge. Is fully aware of, and complies, with expected security practices.

Level 1 Follow

Works within clearly defined processes and close supervision. Minimal influence and decision making are expected. Has a basic, generic knowledge related to their role. Seeks guidance in unexpected situations. Has an organized approach to work. Basic communication skills. Works with immediate colleagues only. Understands and applies basic personal security practice.

* These are summarised, abbreviated level descriptions. Please refer to the full descriptions in the SFIA reference manual or on the web site. www.sfia-online.org